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Master thesis:

GENDER POLICY ISSUES IN THE FIELD OF CULTURE IN SERBIA –
analysis of legislation, mechanisms, and policy implementation with
reccomendations for further development

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*"For most of history,
Anonymous was a
woman."*

— Virginia Woolf

*"On ne nait pas femme,
on le devient."*

— Simone de Beauvoir

Dedicated to
Igor Stanković,
Mladen Vušurović and
Aleksandar Sibinović



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1.2. Abstract

GENDER POLICY ISSUES IN THE FIELD OF CULTURE IN SERBIA - analysis of legislation, mechanisms, and policy implementation with recommendations for further development

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BACKGROUND Gender equality issues, as well as their integration both in policy documents and everyday policy implementation are not in focus of Serbian public attention. In such traditionally oriented society, common social values, principles and culture are reluctant to basic social changes in this field. In order to help Serbia in achieving gender equality as one of the basic human right principles, certain steps must be taken. This is especially important for the field of culture, one of the leading bearers of social change.

FINDINGS After conducting a research on gender equality in the field of culture, results indicated some inequalities. On the other hand, this sector is „more equal“ than the other fields of social engagement and because of that, it can and must be used as a bench-mark for the rest. Lack of proper legislation was detected, as well as low knowledge on the subject. Also, both public and the opinion of cultural workers on the subject are not very positive. This is why this thesis is proposing a set of strategic aims in order to start the change.

CONCLUSIONS Serbian legislation in culture has to become more gender-sensitive with special set of previously developed policy instruments, such gender-responsive budgeting is. Workers and decision-makers in culture have to become more knowledgeable on aims and means of gender equality and hopefully this will lead to equal power in decision-making processes, first in culture, and later on, in whole society.

KEY WORDS: culture, gender, gender equality, gender mainstreaming policies, gender-responsive budgeting

1.3. Resume

Bien qu'un lien immédiat et évident n'est pas facilement perceptible entre les politiques culturelles et les questions de politiques traitant de la parité des sexes, les recherches et analyses de données de ce mémoire ont démontré non seulement qu'un lien entre ces questions existe, mais aussi qu'elles devraient être partie intégrante et inséparable les unes des autres. En réalisant l'étude de cas du domaine culturel serbe, les résultats ont montré que la culture occupe une place importante dans la question de l'égalité des sexes, que l'égalité des sexes est un point important dans les questions culturelles et que ces deux champs peuvent se soutenir mutuellement dans le cadre des politiques serbes.

L'objectif principal était d'examiner, analyser et évaluer la situation actuelle en Serbie du point de vue du niveau de développement des politiques de genre dans la culture et de leur mise en œuvre, et de les comparer aux indicateurs d'égalité des sexes, à la fois en termes statistiques et selon l'opinion des employés dans le domaine de la culture, afin de proposer une stratégie pour une meilleure communication et coopération entre les législateurs et les acteurs de la filière.

Grâce à l'approche interdisciplinaire de cette recherche et de sa conclusion, qui en fait sa valeur principale, la plupart des informations nécessaires ont été utilisées pour dresser un tableau complet sur les questions de la politique dans le domaine de la parité des sexes et de l'égalité des sexes en général en Serbie. Basée sur celles-ci, une recommandation finale a été élaborée en forme de stratégie possible de la politique culturelle, qui, espérons-le, pourra être appliquée par les législateurs.

Après l'analyse de la législation, on peut conclure que le terme «culture» est inséparable des termes «identité», «genre» et «égalité» dans la société démocratique moderne que la Serbie aspire à être. Les deux identités, de genre et culturelle, sont considérées comme l'une des questions les plus importantes qui devraient être encouragées et protégées de la discrimination. Comme l'un des plus importants outils pour la protection de ces concepts, la législation serbe compte sur les media. Les lois étant trop générales, des règlements et stratégies doivent compléter la législation existante.

Un aperçu général du Plan d'Action pour la mise en œuvre de la Stratégie nationale pour l'amélioration de la condition féminine et de la Promotion de l'égalité des sexes pour la période de 2010. - 2015. ont montré qu'il n'y avait pas de failles dans la préparation et la phase de planification de la stratégie existante, mais que le plan de réalisation détient quand même quelques défauts, comme par exemple: la gestion générale, la gestion du budget et les plans de développement de réseaux. La recherche a également montré qu'il n'y a pas d'ONG ou d'organisation du secteur privé qui traitent le sujet de l'égalité des sexes dans la culture en soi.

La politique de l'égalité des sexes est mise en œuvre dans 2 / 3 de toutes les institutions culturelles en Serbie, bien qu'elle ne soit pas explicitement définie dans la législation de l'organisation. Les principales stratégies représentées dans ces politiques sont l'égalité des chances lors de l'embauche du personnel, l'égalité de traitement des salariés, la participation égale dans les processus de décision et une représentation égale dans la programmation.

La moitié des organisations culturelles serbes n'ont pas de politique officielle contre la discrimination lors de l'embauche et la promotion des employés. Les avantages liés au sexe de l'employé sont toujours reliés à la parentalité.

Les femmes sont plus souvent associées à des postes de travail en bureaux, en administration ou en contacts direct avec la population, tandis que les hommes sont plus souvent affectés à des travaux physiques, techniques ou au contraire des postes de preneurs de décision. Chaque 20^{ème} employé dans le domaine de la culture en Serbie reconnaît qu'il existe une discrimination «négative» dans son environnement professionnel, mais chaque 10^{ème} reconnaît une discrimination «positive». En dépit de cela, aucune plainte formelle n'a jamais été déposée.

Dans la moitié des organisations, les membres de la communauté LGBTI sont traités de manière égale, dans 5% des cas ils subissent une discrimination négative et dans 4% une discrimination positive. De tous les publics des organisations culturelles, chaque cinquième est à prédominance féminine, il n'y a pas de public essentiellement masculin, et dans le reste des publics les deux sexes sont également représentés. Un tiers des organisations insiste sur l'utilisation d'une terminologie sensible au genre, tandis qu'un autre tiers est strictement contre cette terminologie.

La culture est généralement perçue comme un domaine de haute égalité entre les sexes, mais la société serbe est perçue comme très discriminatrice en termes de parité des sexes. Les femmes salariées sont le plus souvent décrites comme responsables, persistantes, fiables, travailleuses et créatives, et les hommes sont décrits comme étant responsables, dévoués, précis, travailleurs et fiables. Les résultats de la recherche laissent percevoir un pourcentage élevé de manque de connaissances sur l'égalité des sexes ainsi qu'un profond pessimisme sur les changements qui doivent être faits.

D'après les résultats de la recherche, la meilleure stratégie pour améliorer la situation est la Stratégie de l'intégration de la parité entre les sexes, dérivée de la Politique d'égalité des chances de l'UE avec un accent particulier sur le renforcement de la parité des sexes. Cette stratégie est appliquée à toutes les activités de l'UE, et est définie par les documents de l'UE, qui comprennent des mesures de surveillance, des comptes rendus réguliers et le financement de toutes les activités requises.

Outre l'orientation générale envers l'égalité des sexes, on pourrait dire que l'innovation que la Stratégie de l'intégration de la parité entre les sexes apporte dans la création de politiques et de mesures législatives est de repenser l'égalité des sexes dans tous les aspects de la société séparément. Comme les politiques générales sur l'égalité des sexes sont trop imprécises, et de ce fait sans but, la Stratégie de l'intégration de la parité entre les sexes essaie de régler différents problèmes dans divers domaines avec les stratégies ciblées qui portent sur les problèmes observés dans ce mémoire. Par conséquent, il peut être conclu que la mise en œuvre de la Stratégie de l'intégration de la parité entre les sexes pourrait non seulement aider les questions d'égalité des sexes, mais aussi être un puissant instrument politique pour la poursuite du développement d'un pays.

L'un des instruments importants de la Stratégie de l'intégration de la parité entre les sexes et du changement de la conscience sociale est l'utilisation de la terminologie sensible au genre, parce que le langage ne reflète pas simplement la manière dont on pense: il a aussi la capacité de former la pensée. Si les mots et expressions qui impliquent que les femmes sont inférieures aux hommes sont constamment utilisés, l'hypothèse d'infériorité tend à devenir une partie de notre mentalité. Si les gens montrent partout une plus grande sensibilité aux conséquences de la langue qu'ils utilisent, un plus haut degré de précision en résultera.

Un autre instrument important de la Stratégie de l'intégration de la parité entre les sexes est la budgétisation sensible au genre ou la budgétisation des activités destinées à l'égalité des genres. Il s'agit d'un processus budgétaire ou serait incorporée la Stratégie de l'intégration de la parité entre les sexes. Il a été dérivé comme un outil spécial de la mise en œuvre de la Stratégie de l'intégration de la parité entre les sexes dans les pays les plus développés de l'UE. Il comprend une évaluation sensible au genre et une évaluation du processus de budgétisation, l'incorporation d'une perspective sensible aux genres dans tous les niveaux du processus budgétaire et la restructuration des revenus et des dépenses sur la promotion de l'égalité des sexes. Une budgétisation sensible au genre doit s'assurer que toutes les politiques mises en œuvre par l'administration sont en harmonie avec l'état et les besoins des femmes et des hommes autant que possible, contribuant ainsi à la réalisation de l'égalité des sexes, et elle doit également s'assurer que les fonds destinés à leur mise en œuvre sont dépensés le plus efficacement possible.

Aussi, la promotion de la contribution des femmes dans la sphère publique des médias, de la culture et des arts, et la promotion de la contribution des femmes dans d'autres sphères de la société à travers les médias, la culture et les arts, est l'un des outils indispensables au changement de l'opinion publique sur ce sujet. En d'autres termes, la culture doit à la fois promouvoir l'égalité au sein d'elle-même et elle doit aussi être utilisée comme un canal pour atteindre un large public concernant cette question.

La stratégie pour l'amélioration de la parité des sexes dans les champs culturels serbes réside sur ce concept clé:

- L'égalité des sexes dans le domaine de la culture, ou l'égalité entre les femmes et les hommes, se réfère à l'égalité des droits, des responsabilités, des opportunités, du traitement et de la valorisation des femmes et des hommes

L'objectif global de la stratégie est le suivant:

- «Atteindre l'égalité des chances et de traitement pour les hommes et les femmes dans le domaine de la culture, la promotion de l'égalité des sexes à travers le champ de la culture; la sensibilisation des médias, l'effacement des stéréotypes et de la discrimination fondée sur le sexe et la participation égale des femmes et des hommes dans la prise de décision. »

- La stratégie est axée sur:

1. La préparation et la conduite de la Stratégie de l'intégration de la parité entre les sexes
2. Les instruments pour la mise en œuvre de la Stratégie de l'intégration de la parité entre les sexes
3. Le lancement d'une budgétisation sensible à la parité des sexes
4. La sensibilisation des médias envers la mise en œuvre de la Stratégie de l'intégration de la parité entre les sexes
5. L'atteinte de l'équilibre entre les sexes dans différents domaines culturels
6. L'établissement de recommandations pour la mise en œuvre de la Stratégie de l'intégration de la parité entre les sexes dans les institutions culturelles
7. L'amélioration de la qualité de la recherche et de la collecte de données dans la culture
8. La mise en œuvre de la Stratégie de l'intégration de la parité entre les sexes dans l'éducation
9. Prévention de l'apparition de problèmes dans la Stratégie de l'intégration de la parité entre les sexes

Il peut être conclu que les deux hypothèses, la générale et la spécifique, énoncées au début du Mémoire se sont avérées être vraies. Les questions liées à la parité entre les sexes dans le domaine de la culture en Serbie sont de haute importance pour un meilleur fonctionnement du secteur lui-même mais également pour la conscience générale de la société serbe. Comme il a été mentionné précédemment, les identités sexuelles et culturelles sont étroitement liées à la conscience sociale globale et les valeurs sociales de la communauté. Comme la culture a, entre autre, la fonction de façonner l'opinion publique et d'augmenter son intérêt pour certains sujets, il est d'une grande importance d'intégrer les valeurs d'égalité des sexes dans les politiques culturelles à tous les niveaux. Ce changement doit commencer à partir du secteur culturel lui-même, afin de commencer à influencer d'autres sphères de l'engagement social.

La législation serbe dans la culture n'est pas suffisamment sensible aux genres pour atteindre un niveau satisfaisant d'égalité des sexes. L'analyse de la Constitution, des lois culturelles et des lois l'égalité des sexes a montré que, bien que les documents juridiques les plus élevés de la République de Serbie placent spécifiquement l'égalité des sexes dans les compétences du domaine culturel, la législation sur les niveaux inférieurs ne suit pas ce devoir en détail. La question de l'égalité entre les sexes doit acquérir une meilleure position dans les lois culturelles, mais non pas comme une valeur spécifique qui demeure pour elle-même, mais comme un point qui serait mis en œuvre dans chaque partie des lois.

Les employés du domaine de la culture ne sont pas bien informés sur les objectifs et les moyens de l'égalité des sexes. L'hypothèse que leurs connaissances sur la question demeurent faibles a été prouvée à travers la recherche qui a été menée. De plus, la majorité de ceux qui ont montré une connaissance du sujet n'avaient pas une opinion positive sur la nécessité de poser la question de l'égalité des sexes dans le domaine culturel. Bien que le manque de connaissances et la négativité qui ont résulté de cette recherche peuvent avoir des racines dans la société serbe en général, il est de la plus haute importance que les travailleurs culturels, qui sont, comme mentionné précédemment, porteurs du changement social, ont un niveau d'intérêt plus prononcé sur les questions de l'égalité des sexes.

Bien que la culture soit traditionnellement perçue comme un "secteur pour femmes", les salariées culturelles n'ont pas un pouvoir proportionnel à leur nombre dans les processus décisionnels. Encore une fois, même si le terrain culturel montre une plus grande « égalité des sexes » que les autres, les femmes sont moins puissantes que les hommes dans la prise de décision. Bien qu'il y ait près de 60% de femmes salariées dans la culture en Serbie, 40% seulement des chefs d'institutions et d'organisations sont des femmes.

Avec une application complète de la Stratégie de l'intégration de la parité entre les sexes, le domaine culturel pourrait devenir un point de repère pour d'autres domaines de l'engagement social en Serbie. Si les valeurs, les règles et les stratégies proposées sont pratiquées en profondeur, tous les centres de connaissances sont actualisés en permanence et tous les obstacles peuvent être évités. Le domaine culturel peut et doit devenir leader dans la mise en œuvre des principes d'égalité des sexes dans l'ensemble de la société serbe.

2. Introduction

In the last decade, a significant emerge of successful female artist in Serbia is evident, especially in domain of alternative art. Some of these women, sometimes by their will, sometimes not, are perceived as figures of female empowerment in the country. As this is also the case with fields of high education, policy advocacy and social activism, the fact that most of the initiatives for cultural policies are led by women, isn't surprising. Although there might not be an obvious, immediate connection between cultural policies and gender policy issues, recent comparative analysis of cultural policies in countries of European Union that I have been working on, showed that numerous countries' leaders consider gender issues to be a matter of cultural and sociological field.

This is especially the case in the countries that largely depend on tradition and traditional gender roles, where culture is perceived as « soft » and « feminine » field. As explained sociologically, culture is traditionally seen as "female" field of engagement (Cultural Policies 2005), thus connecting feminism and issues of gender equality to cultural policies. Although in Serbia gender policy issues are in competency of Ministry of Work and Social Policy, on day-to-day level it can easily be perceived that lots initiatives and dynamics around this issue emerge from cultural domain. Although structure for legislation and implementation of gender-sensitive policies is somewhat developed in Serbia, it is obvious that most of these strategies are only « paper-based » and have not found their applicable value in contemporary Balkan society. Also, my empirical research so far has proved that, although cultural field in Serbia can be considered as one with most equal opportunities for both genders in general, there are some discrepancies on this rule on different levels or fields of Serbian cultural cycle.

My motivation for research on topic of gender issues comes from many sources. In spite of growing up in strict hetero-patriarchal society, I was always surrounded with powerful leader female figures. Especially during my BA and MA studies, when I was introduced to most influential actors of the cultural field. This inspired me to participate in work of Centre for Feminine Studies and Gender Research in Belgrade, where I have learned about the importance of this subject and have decided to dedicate my MA Thesis to it.

This Thesis should provide an answer to the questions where does the culture stand in terms of gender equality, can gender equality find itself in cultural issues and could this two fields support each other in the framework of Serbian policies.

2.1. Discussion and Context

This MA Thesis is not the first scientific work about gender policy issues in Serbia, but it will focus on those issues in field of culture thus narrowing the scope of the research. This also shows the relevance of the choice of topic. Interdisciplinarity of the topic is one of its most important values. I hope to gather all necessary information to draw a complete picture of gender policy issues and gender equality in order for a final recommendation to be of used for all potential strategies of cultural policy on all levels.

2.2. Main aim of MA Thesis research

Through this research I'll try to give the answers to the following questions: are there any policies for gender mainstreaming in Serbia in general and later on, especially in field of culture, arts and media? What is gender mainstreaming policy or strategy? What are the efforts of the Serbian policies in order to regulate gender equality in the field of culture? Are laws and regulations coherently implemented in Serbia? Of which quality is the cooperation

and communication between lawmakers and other actors of the field? Are gender-sensitive budgeting and gender-sensitive terminology recognized as important tools of achieving gender equality? What is opinion of cultural workers on the topic? Is gender equality with all of its ideas and rules a familiar topic to them? Is gender-based discrimination recognized as a problem in the field of culture? Are there any indicators of gender-based discrimination? Are there regulations on anti-discrimination on lowest levels of decision-making? What are most frequent gender-based stereotypes when it comes to labour market in culture? What are ground influences of gender policies in Serbia? How does it all affect socio-cultural field of arts and media?

Thus, the main aim of the following Thesis would be to analyze the current situation, examine the current practices, find their strengths and weaknesses, threats and opportunities and to try to formulate the best recommendations for future gender equality and mainstreaming policies that can be presented to and hopefully applied by lawmakers.

3. Subject of the research and theoretical frame

This Thesis research will be based upon gender policy in a way that is defined by the Ministry of Work and Social Policy, as there's no explicit strategy of gender mainstreaming in the field of culture. Since situation in culture is different than in other sectors (empirical conclusion, yet to be proven), and gender mainstreaming is still unknown instrument to lawmakers in Serbia, Thesis will try to combine data from two different positions – legislative and applied.

3.1. Research hypothesis

On the basis of this these theoretical frameworks and problematization, I have set the following hypothesis:

GENERAL HYPOTHESIS :

Gender-related issues in the field of culture in Serbia are of high importance for both better functioning of the field itself and general consciousness of Serbian society

SPECIFIC HYPOTHESES :

- a. Serbian legislation in culture is not gender-sensitive enough to achieve satisfactory gender equality level
- b. Cultural workers are not well informed of aims and means of gender equality
- c. Although culture is traditionally perceived as « women field », female cultural workers do not have accordant power in decision-making processes
- d. With applied gender mainstreaming strategies, cultural field can become benchmark for other fields of social engagement in Serbia

3.2. Terminology definition

In this sub-chapter, most important terms in following text will be defined:

➤ **CULTURE** is most commonly used in two basic senses (*Oxford Dictionary 2011*):

1. *the arts and other manifestations of human intellectual achievement regarded collectively*
2. *the ideas, customs, and social behaviour of a particular people or society*

Depending of context, both meanings will be used in this Thesis.

➤ **DISCRIMINATION** is *the unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex (Oxford Dictionary 2011)*

➤ **GENDER EQUALITY** is *the absence of obvious or hidden disparities among individuals based on gender. Disparities can include the discrimination in terms of opportunities, resources, services, benefits, decision-making power and influence. It is important to note that Gender is a social construct which is based on social roles, not sexual differences per se. The dichotomous nature of gender lends to the creation of inequality that manifests itself in numerous dimensions of daily life (Wiki Gender 2011).*

➤ **GENDER MAINSTREAMING STRATEGY** (or GMS) – *including a gender perspective in all policy areas and activities, and at all levels of decision-making, planning and implementation activities in these areas. Gender mainstreaming is the (re) organization, improvement, development and evaluation of policy processes, so that the gender perspective is incorporated*

in all policies at all levels and all stages, and by the actors normally involved in policy making. (E-jednakost 2011)

➤ **MAINSTREAMING POLICIES** are policies that focus on bringing some set of values or ideas to the **MAINSTREAM**: *the ideas, attitudes, or activities that are shared by most people and regarded as normal or conventional (Oxford Dictionary 2011)*

➤ **SEX and GENDER:**

1. **GENDER** is determined socially; it is the societal meaning assigned to male and female. Each society emphasizes particular roles that each SEX should play, although there is wide latitude in acceptable behaviours for each gender. (WF Network 2011)

2. **SEX** is a biological category. It reflects human beings being categorized as 'female', 'male' or 'something between a female and male'. It is being primarily defined by visible genitals of a human being and its reproductive functions, although the latter is subject to various interpretations and is conditioned by the cultural milieu within which is being defined. Unlike sex, gender is a social construct of 'masculinity' and 'femininity'. The distinction between sex and gender is important because, unlike of biological status - sex, which is given more or less at birth, GENDER is a construct of a particular society at the present time, therefore imposed and very subjective to change. By accepting the differences between the sex and gender opens, on a theoretical level, opens the ability to change of gender roles, gender regimes and gender disposition. (Boell 2011)

These term definitions will hopefully contribute to the better understanding of the basic ideas and references in the following text.

4. Methodology consideration: Research design and data analysis

The main objective is to examine, analyze and evaluate current situation in Serbia considering level of development of gender policies in culture and their implementation, and compare it to the indicators of gender equality, both statistical and by opinion of the cultural workers in order to propose a strategy for better communication and cooperation between lawmakers and actors of the field.

Specific aims are to:

- evaluate current legal frameworks
- examine needs of cultural sector for this kind of laws and regulations
- analyze gender equality in cultural institutions in Serbia
- propose interactive instruments which could serve as guidelines to lawmakers in adjusting gender policies and laws

In order to prove my hypothesis I will combine quantitative and qualitative research, as well as both analytical-deduction and critique method. It will be conducted on several levels with interdisciplinary approach. I will base my Thesis on:

1. Legal framework analysis – of different public documents concerning laws and regulations on gender policy
2. Comparative analysis - internet-based data on gender policy practices
3. Deduction from the literature – from scientific texts and various researches on the topic

4. Method of cross sectional design – small survey on applied gender policies in cultural centres, institutions and organizations
5. My personal analytical observations and insights

Beginning of the Thesis will be dedicated to theoretical framework, definition of most used terminology and general overview on this topic. Most of the methodology used in this part will be based upon deduction from the literature and internet-based research. As the Thesis progresses, cultural fields will be analyzed based on indicators of gender equality. For this part I will use almost all of the methodology mentioned – legal framework analysis, comparative analysis, deduction from the literature – from scientific texts and various researches on the topic, method of cross sectional design... Third part of the Thesis will be designated to recommendations for lawmakers, based on my personal analytical observations and insights.

4.1. Expected results of the research

I hope that conclusions of this master Thesis will bring enough data in order to start a public campaign or discussion on power dynamics between genders in cultural field. Also, I hope that it will raise awareness in stakeholders and lawmakers when it comes to creation of new policies and regulations. Finally, conclusions of this Thesis could affect also workers in the cultural field, thus helping them use gender mainstreaming instruments in their work.

5. Serbian legislation on gender equality in culture

In Serbian legislation system and legislative documentation there is only a few mentions of gender equality in the field of culture. Most general regulation can be found in Article 15. of **The Constitution of Republic of Serbia**, this states that *„The State vouches for equality between men and women and develops policy of equal opportunities“* and also in Article 48. which states that *„By measures in education, culture and public information, the Republic of Serbia shall promote understanding, appreciation and respect of differences arising from specific ethnic, cultural, linguistic or religious identity of its citizens“*(Paraf 2011). This article is especially important because it actively recognizes culture as one of the most important instruments for fighting discrimination, and it does so in the highest of the legislation documents of the Republic of Serbia.

Legislation provided by cultural sector is also superficial and general on this subject. In **The Law on Endowments and Foundations** (Ministarstvo kulture Republike Srbije 2011) vague mention of gender equality can be found: *„For the purpose of this Law accomplishment of the objectives of general public interest shall be activities aimed at promoting and safeguarding human, citizen and minority rights“... „gender equality“... „humanitarian and other activities by which endowments and foundations are accomplishing objectives of general public interest.*“ In **The Law of Public Information** (Ministarstvo kulture Republike Srbije 2011), gender equality is only mentioned in Article 38. : *„It shall be forbidden to publish ideas, information and opinions that incite discrimination, hatred or violence against an individual or a group of individuals on grounds of their race, religion, nationality, ethnicity or sex, or their sexual inclination, notwithstanding whether a criminal offence has been committed by such publication.“*

The Law on Broadcasting (Ministarstvo kulture Republike Srbije 2011) is more specific than others:

- Article 4, **Public broadcasting service**, Definition 9. : *“the production, purchase, editing and broadcasting of news, educational, cultural and artistic, children's, entertainment, sports and other radio and television programmes of general interest to citizens, particularly with the aim of fulfilling their human and civic rights, fostering the exchange of ideas and opinions, nurturing political, sexual, inter-ethnic and religious tolerance, as well as preserving national identity;”*
- Article 8, Broadcasting Agency Competencies, Definition 3. : *“Preventing the broadcasting of programmes that contain information inciting discrimination, hatred or violence against an individual or a group of individuals on grounds of race, religion, nationality, ethnicity or sex.”*
- Article 21., **Suppression of Hate Speech**: *“The Agency shall ensure that broadcasters' programmes do not contain information inciting to discrimination, hatred or violence against an individual or a group of individuals on the grounds of different political affiliation or of race, religion, nationality, ethnicity, sex or on the grounds of sexual affiliation.”*
- Article 79., **Special Obligations Regarding News Programme Production and Broadcasting**: *“Public broadcasting service carriers shall in their news programme production and broadcasting abide by the principles of impartiality and fairness in treating different political interests and different persons, uphold the freedom and pluralism of the public expression of opinions, and prevent any form of racial, religious, national, ethnic or other intolerance or hatred, or intolerance on the grounds of sexual affiliation.”*

The Law on Culture (Ministarstvo kulture Republike Srbije 2011) brings a point on gender-sensitive terminology within itself, gender balanced decision-making and gender-sensitive employment agreement conditions:

- Article 2., Subject of Regulation: *“The terms used in this Law in the form of grammatical masculine gender, denoting professions and/or occupations, shall imply both natural masculine and natural feminine gender of the persons they refer to.”*
- Article 42., Board of Directors of the Institution: *“The composition of the board of directors should ensure the representation of at least 30% of representatives of underrepresented gender.”*
- Article 50., Employment Agreement for Artistic, Programme or Expert Jobs: *“The employees performing artistic, programme or expert work with more than 20 years of total years of service (men) or more than 17 and a half years of total years of service (women), including the years of service with additional service credit, may conclude an employment agreement for undetermined period of time.”*

There is no mention of gender balance or equality neither in Cultural Property Law nor in **Law on Public Undertaking TANJUG News Agency**.

When it comes to legislation provided by the Ministry of Work and Social Policy, culture is mentioned mostly in context of public information. **The Anti-discrimination Law** in Article 11. regulates the *“abuse of freedom of speech, the expression of ideas, information and opinions that incite discrimination, hatred or violence against persons because of their personal characteristics, in the media or at conferences and places accessible to the public”*. **The Law on Gender Equality** uses term culture in order to define gender identity in Article 10. and harming the right to cultural expression is defined as discrimination in Article 4. Besides these, culture is mentioned in a special paragraph dedicated to IV. EDUCATION, CULTURE AND SPORTS:

- Article 32., Equal representation of sexes : *“Authorized applicant proposes that at least 30% of members of management and supervisory bodies in public services should be appointed of less represented sex;”*

Not all of the articles were quoted in the text, because although subsection is named "Education, culture and sports" no particular regulations are created for the field of culture, contrary to regulations for sport and education. Remaining cultural issue in this Law can be found in:

- Article 41., on Public Information: *Information in media must not contain any promotion of gender-based discrimination. The provisions of paragraph 1 of this Article shall apply to all forms of advertising and advertising material. The media are obliged to develop their programs through awareness on gender equality and to take appropriate measures for changes of social and cultural patterns, customs and any other practices that recline on stereotypes, prejudice and discrimination based on the idea of inferiority or superiority of a particular sex.*

After analyzing these legislative articles, it can be concluded that term "culture" is inseparable of the terms "identity", "gender" and "equality" in modern democratic society that Serbia aspires to be. Both gender and cultural identities are valued as one of the most important issues that should be nurtured and protected from discrimination. As one of most important tools for protecting these concepts, Serbian legislation relies on media. Interesting observation can be made about most of the Laws and Regulations not having terminological distinction between terms "sex" and "gender". Further on, Laws are too general and this is why additional Regulations and Strategies must complement existent Laws. Lower governmental structures that are appointed to deal with gender equality on lower levels of decision-making can be presented in simple diagram (see fig. 1)

5.1. Analysis of National action plan for gender equality in media

Aside from the Laws and Regulations, which are to be defined more generally, governing bodies create specific policies and strategies in order to complement said legal framework. Specific example of those strategies is **National Strategy for Improvement Female**

Position and Advancement of Gender Equality (Ženska vlada 2011) as well as its **Action Plan** made by Government of Republic of Serbia for period 2010-2015. This Strategy covers six priority areas which are recognized as the key to social advancement of women and improvement of gender equality. Those are: participation of women in policy and decision making, improvement the economic status of women, improvement of education and protecting women's health, the combating gender-based violence, as well as treatment of women in media. The last of the six priorities will be analyzed as an important cultural issue.

OVERVIEW OF AN ACTION PLAN FOR IMPLEMENTING THE NATIONAL STRATEGY FOR IMPROVING THE STATUS OF WOMEN AND THE PROMOTION OF GENDER EQUALITY FOR THE PERIOD 2010. - 2015.

Strategic area: eliminating gender stereotypes in the media and promotion of gender equality

SPECIFIC OBJECTIVE 6: Establishing gender equality in the media, eliminating gender stereotypes and the elimination of hate speech (misogyny)

5.1.1. SUB-GOAL 6.1. The affirmation of gender-sensitive activities in the media

Expected results:

- The media reporting in gender-neutral manner, both written and electronic media are promoting gender equality, quantitatively and qualitatively balanced gender representation in media content.
- Institutional mechanisms and journalists' associations are promoting and encouraging the widespread use of codes of gender-sensitive reporting, the media joining the editorial board of ethics.

- Media reporting in accordance with accepted codes of gender-sensitive reporting. Increasing use of non-sexist and gender-sensitive language in the media.
- Most of media respecting the rules of the Serbian language of the agreement in gender, number and case.
- Female participation in relation to professions and occupations.
- Enhancing sensitivity and eliminating media stereotyping and offensive terms for women which have occurred as a result of traditional and other prejudices about women.

Activities:

6.1.1. Application of the Code of gender sensitive reporting

6.1.2. Promoting the use of non-sexist language in media

5.1.2. SUB - GOAL 6.2. Destruction of gender-based stereotypes and elimination of misogyny in the media, especially in the case of multiply discriminated groups

Expected results:

- Improved public awareness of the harmful effects of gender stereotyping and misogyny attitude and speech in the media.
- Achieved a high degree of sensibilization of the media towards multiply discriminated groups.
- Increased proportion and quality of media with female actors.
- Media reporting on the positive achievements of women in all creative fields.
- Emphasizes the contribution of women and cite positive examples of women in public and political life, culture, science, sport, business, etc...

Activities:

6.2.1. The affirmation of women, female creativity, female contributions to culture, education, science, economy, sports and other areas

6.2.2. Continuous training of media professionals to combat sexism and misogyny and stereotypes based on membership of a particular gender, sexual orientation and any other personal characteristic

6.2.3. Encouraging the active role of the media and news agencies in promoting the gender dimension

6.2.4. Monitoring and analysis of programs, reporting, and public advertising, and presentation of results to the public in the media

5.1.3. SUB-GOAL 6.3 Increasing women's participation in decision-making in the media

Expected results:

- Increased number of women in editorial positions in the media, on boards of public media, regulatory bodies, administrative agencies that have jurisdiction in the media, etc...

Activities:

Activity 6.3.1. Taking positive action measures to increase women's participation in decision-making bodies in the media

6.3.2. Analysis of women's participation in decision making

5.1.4. SUB-GOAL 6.4. Systematization of research, documentation and statistics on gender equality in the media

Expected results:

- Collected and systematized implemented research, documentation and statistics on gender equality in the media.
- Created databases and published manuals on the introduction of gender equality in the media.
- In the programs of journalism studies in colleges and universities gender-sensitive reporting is introduced and promoted.

Activities:

6.4.1. The study of gender equality in the media

6.4.2. Establishment of information and documentation centres to monitor media content about women.

GENERAL OVERVIEW: *The Action Plan for Implementing the National Strategy for Improving the Status of Women and the Promotion of Gender Equality for the Period 2010. - 2015.* at first glance seems as a well-planned and detailed plot for promotion of gender equality and anti-discrimination policies in Serbia. There are no loopholes in the preparation and planning phase, but a realization plan has a few flaws, as it will be explained in the rest of the text.

MONITORING: Up-side of the Action Plan of The Strategy is precisely defined monitoring body which reports will be transparent and open to public. In most cases it is the web site of the Directorate for gender equality and/or media of various profiles and levels. Down-

side is that monitoring plan identifies only National radio-television institution RTS, while other media is represented in general. Equal and strategic intersectoral partnership might be a better solution for monitoring of the process. Also, web-site of the Directorate for gender equality wasn't up-dated on regular basis so far¹, and this practice must be changed in the future.

BUDGETING: All of the budgeting for realization of this part of Action Plan should be taken from the budget of Republic of Serbia, except for the *Sub-activity 6.2.2.1. Organizing a public debate on the current situation on gender equality in the media*. This sub-activity will be financed with resources collected by realizing a project in Institute for Cultural Development Research. Highly undiversified budgeting is one of the main reasons for intersectoral cooperation and it should be implemented in all possible occasions.

PARTNERHIPS: Partnerships section of the Action Plan is separated into two groups – *Amenable organs and institutions* and *Participants*. For most of the Activities and Sub-activities amenable organs are Ministry of Human and Minority Rights, Directorate of Gender Equality and Ministry of Culture. On few of Sub-activities Ministry of Education and Ministry of Work and Social Policy, as well as few other governmental bodies are held amenable. Although inter-ministerial cooperation is highly welcomed, there is no trace of intersectoral cooperation on this level.

When it comes to Participants of Activities and Sub-activities, majority of them are consisted of Radio-diffuse Agency, Radio-television of Serbia and Council for Print. All of the other participants were just sketched with general terms – experts, associations, media, etc. It remains vague if answer to the question “to whom this strategy is appointed?” was defined precisely enough. Lack of intersectoral approach is again very visible, and one of

¹ Web site was visited on 26th of June in 2011 and some of the reports on achievements were missing, translated regulations documentation also...

the biggest recommendations for correcting and shifting Strategy course would be exactly in this particular issue. In Serbia, gender equality rights and anti-discrimination policies were emerging from NGO sector for almost two decades before it came into the focus of public policies. Understandably, most of the know-how on this subject must be in non-governmental sector, and therefore, specific and targeted public-NGO, public-private and public-NGO-private partnerships are a must in all of the Strategies of the public sector.

5.2. NGO and private sector

Women NGOs are still the principal resource for information and data on discrimination. Despite a major effort to conduct representative surveys and monitor the status of women, there are few organizations that deal with this on a long-term basis. Women's sections of trade unions or trade unions themselves are frequently the only or first resources of legal aid for those who are discriminated against, especially on the ground of sex. To participate in legal procedures they have to prove legal interest. Women's sections of trade unions are most active in educating and promoting women's labour rights among their members. However, they are not as active or visible in the public domain (Soros 2011).

To the thesis author's knowledge, there are no cultural organizations that are specialized for gender equality in culture. There is a number of organizations that are dealing with bottom-up cultural policies issues, and as a part of their activities, gender equality is stated (Alternative Cultural Centre in Niš, Black House 13 from Novi Sad, numerous organizations from Belgrade), but none of them has a gender equality as a priority. On the other hand, gender-equality organizations usually use arts and culture as a tool for reaching their goals, but again, never specialize only in culture and arts.

No data considering gender and culture has been collected for private sector.

6. Questionnaire analysis

In order to analyze perception on gender equality policies in cultural institutions and organizations in Serbia, a small internet-based survey was conducted. Prepared questionnaire was sent to all of the institutions and organizations that were found in the database of „Centre for study of cultural development“'s project „E-Kultura“, in total of 3356 organizations and institutions (E-Kultura 2011). Of that number, 131 responses were collected, probably because the research was conducted during the summer period, when most of the organizations were not working. Also, it has to be mentioned, results might not have to be completely accurate, as only the cultural workers of the organizations that are technologically literate and use internet on regular basis were able to respond to the questionnaire. Due to shortage of logistical and time resources, internet survey was only option for getting a preview of the subject. Nevertheless, results can be interpreted orientationally, and can give a framework on the results analysis.

1. DISTRIBUTION OF SECTORIAL APPURTENENCE

Most of the responses came from the public sector (little less than 2/3), followed by NGO sector (little less than 1/3), while least responses came from the private sector (see fig. 2). Interestingly, this quota can be compared with cultural policy power distribution in Serbia.

2. PROFILING OF THE ORGANIZATIONS

Most of the responses were collected from libraries, museums, cultural centres and cultural associations. There was no response from the research centres. This distribution is mostly based on the fact that top four contributing organizational profiles are ones that have constant programming and that work during the summer time while the least contributing ones have occasional and/or seasonal programming (see fig. 3)

3. GENDER EQUALITY POLICY EXISTANCE AND IMPLEMENTATION WITHIN THE ORGANIZATION

When asked about explicit formulation of gender equality policy in organizational paperwork, almost 2/3 of responses showed that, although gender equality policy is implemented in the work of the organization, there are no regulations on equality in written form. Every fifth response shows that there is no gender equality policy not even in the operational activity of the organization. Total of 14% of cultural organizations in Serbia have explicitly defined gender equality policy, of which 2% is not being implemented (see fig. 4).

4. STRATEGIES OF GENDER EQUALITY POLICIES

In order to define more precisely gender equality strategies that have been implemented in cultural organizations, cultural workers that have affirmed existence of stated policies were asked to give examples of strategies that are implemented. Most of the answers were based on equal opportunities during hiring of the personnel, equal treatment of the employees, equal involvement in decision-making processes and equal representation in programming. Almost none of the answers included measurable or descriptive parameters of implementation of stated strategies, which can be an indicator of „vague policies“, policies that are only present in paperwork and statements of the decision-makers, and are not applied in day-to-day work. Besides these, only four answers included different strategies, such are public advocacy, special commission for gender equality, positive discrimination for male workers and gender equality as main programming orientation. Also, there were numerous answers that indicated low knowledge in gender equality: *„there is no inequality in our organization, so there is no need for a gender equality policy“, „there is no need for a policy, because most of the employees are female“, „there is no equality policy, women make coffee AND carry heavy sculptures“, „we nurse empathy towards young parents of both sexes“...*

5. PROHIBITION OF DISCRIMINATION IN HIRING AND „GLASS CILING“ PHENOMENON

When it comes to prohibition of gender based discrimination in hiring and carrier development figures are somewhat different than when it comes to general gender equality policies (see fig. 5). Almost half of the organizations do not have prohibition, and as much as 88% of the organizations don't have explicitly defined policies on these issues. Presumption is that problem occurs in-between those two issues – discrimination is perceived as non-existent in already-made organizational structures, but it happens in cases when cultural worker structure is about to be shifted – while hiring new personnel and in giving promotions. In this cases “glass ceiling” phenomenon emerges, which can be described as *“when, despite the proven ability and commitment of women are not promoted to managerial positions, particularly at top management positions. The glass ceiling is the final result of the economic and social inequality.”* (Smiljanić, 2004)

6. GENDER-BASED BENEFITS

According to the answers provided, only gender-based benefits provided for cultural workers are ones that involve parenthood issues like maternal and paternal leave as well as days off for a sickness of a child. Most of the answers quote Law on work and Collective contracts. Around $\frac{1}{4}$ of all answers state that there are no gender-based benefits for cultural workers. Again, some answers didn't show general understanding of the issue, such are *„if it is a „slow day“ in the organization, ladies get to go home first“* or *„appreciation of the female colleagues“*. Interesting division of answers is also one that states that all of the organizations of the public sector state only maternal and paternal leave as gender-based benefits, and almost all of the rest of the organizations state that they formally do not have employees and therefore – no benefits either. Another interesting fact is that in none of the organizations that have paternal leave as option, this right was never before realized.

7. EMPLOYEE GENDER BALANCE

Gender balance is one of the strongest points in Serbian cultural field. 40% of the organizations has ratio of gender balance from 40% and 60% for women to 40% and 60% for men. But, in extreme cases, there's almost three times more „all-male-organizations“ than „all-female-organizations“. According to the data provided **58,46%** of all cultural workers in culture in Serbia are women (see fig. 6). Compared to average percentage of working women in Serbia (44%) and compared to European average of cultural employment of women (Cultural policies 2005), this fact is highly impressive, as only European countries that have higher percentage of women in culture are Estonia (66%), Lithuania (65%) and Latvia (63%) (latest research on this subject was conducted in 2005).

8. GENDER BALANCE IN DECISION-MAKING

Biggest and most serious discrepancy in gender balance can be observed on decision-making level. Although women are dominant as employees in numbers, when it comes to leaders of the organizations, only 41% of decision-makers are women (see fig. 7). This proves existence of glass ceiling phenomenon, as stated in the question number 5. On the other hand, this field shows a trend towards more balanced work environment, as statistics showed that, when analyzing last five of organizations leaders, women had even less power – only 35% of them took leading positions.

Another resource proves this – Serbian report on gender equality and cultural policies (Cultural policies 2005): The problem can be seen at another level: while women represent the majority of employees in the cultural sector, only 30% of managerial positions are held by women in Serbia. On the other hand, there are quite a number of women in key positions such as the State Secretary of Culture and half of the directors of national cultural institutions. Still, the issue of gender had to be considered more seriously, as general statistical data on gender equality in Serbia is not promising. Also, within governmental

reconstructions or in a time of crisis, women are usually first to be dismissed, scapegoats of multi-party coalitions (as demonstrated by the easy "rejection" of female state secretaries for culture, dismissing one who is very competent with another less qualified person, or later with another with no professional competence in culture, shows that there is a lot of manipulation of women within parties, but also within public administration structures).

9. PERCEPTION OF GENDER BALANCE ACCORDING TO LEVELS OF MANAGEMENT

When asked to assess equality and domination on different levels of management, cultural workers perceived top management positions as least equal, and the lower most equal (see fig. 8). This perception is somewhat in collision with data given in previous question, but is more than valuable, as it affects motivation for potential career pursuit. It can be concluded that cultural workers do not think of all management levels as equal opportunity ones, and therefore might not be motivated to develop their careers towards a promotion.

10. GENDER BALANCE ACCORDING TO SECTORS WITHIN THE ORGANIZATION

Upon asking of whether there is a position or a sector that is usually more occupied by one or the other gender, series of interesting answers were given. Two that stood out the most were women as librarians and women in accounting. The rest of the answers can be compared to traditional gender roles and prejudices – women were mostly associated with positions that were administrative, office-based and working with people, whilst men were connected with technical, physical and decision-making positions (see fig. 9).

11. PERCEPTION OF GENDER-BASED DISCRIMINATION WITHIN ORGANIZATION

Only 5% of all cultural workers perceive variants of discrimination in their work environments, and almost equal number of them thinks that there is discrimination of men as of women (see fig. 10). This question was created to be a „control“ one in order to show difference of presence of discrimination and perception of it. From that could be concluded that a some number of cultural workers in Serbia is mis/uninformed on means of essential terms of gender, gender equality, discrimination, etc, as most of the previous indicators in answers show some degree of discrimination in this field. Another reason for this perception of discrimination might be general satisfaction with circumstances, as field of culture still has better indicators on gender balance than other fields of social engagement.

12. POSITIVE GENDER-BASED DISCRIMINATION WITHIN THE ORGANIZATIONS

As in previous question, positive discrimination is mostly perceived as non-existent, except for 8% of the organizations (see fig. 11). Every tenth person is not quite sure of concept of positive discrimination is or if there is any in their organization.

13. FORMAL COMPLAINTS ON GENDER-BASED DISCRIMINATION

Maybe most shocking of all data collected, is answer to question about complaints on gender-based discrimination. Of all cultural workers that have not filled in the questionnaire, none of them has ever heard of a formal complaint on gender-based discrimination in their organization, nor there has been an action conducted for this type of issue. This information is really valuable for interpretation of data collected and for strategy planning, as it could be a key on solving discrepancy between perception of gender-based discrimination and indicators of it existing. Marija Lukić brings an explanation for a specific

kind of gender-based discrimination – sexual harassment, which can be applied to whole issue: Sexual harassment has not been defined as gender-based discrimination, its *quid pro quo* variety is not prohibited by Serbia's Labour Code, and no internal procedure is available to wronged persons to seek redress. Thus, the victims of sexual harassment can only seek protection from the court system for less severe behaviour. Sexual harassment should be defined as sex-based discrimination, including its *quid pro quo* variety. Protection against sexual harassment, except for *quid pro quo*, should begin inside the company, based on internal regulation and policy (Lukić, 2006).

14. HR POLICY ON LGBT CULTURAL WORKERS

One of the grupations that are most affected by gender-based discrimination are members of the LGBT community. Although culture is traditionally perceived as a „safe harbour“ for otherwise socially endangered grupation, every 20th cultural organization in Serbia is openly against hiring a person of non-mainstream sexual orientation (see fig. 12). On the other hand, equal treatment is expected in half of the organizations in culture, and around 4% of organizations have a positive discrimination policy on cooperation with LGBT community members.

15. GENDER BALANCE IN EXTERNAL COLLABORATORS AND AUDEINCE

Two thirds of external collaborators of Serbian cultural organizations are equally men and women, but there is three times as much organizations with predominantly female collaborators then ones with predominantly male (see fig. 13). When it comes to gender balance in the audience, equality is even higher in percentages, but another interesting discovery is made – every fifth organization has more women in the audience, but no organization has a predominantly male audience. Follow-up research on gender balance of audience and cultural habits and needs cross-referenced with gender data is needed.

16. USAGE OF GENDER-SENSITIVE TERMINOLOGY

Distribution of answers on usage of gender-sensitive terminology is a sharp one (see fig. 14). Extremely pro- and contra- attitudes can be easily read, as almost equal number of cultural workers have strong opinions on this question. Later on, in the final commentaries, this part of the questionnaire was mostly mentioned in negative contexts.

17. IMPORTANCE OF GENDER EQUALITY IN SERBIAN CULTURAL FIELD

Two out of five cultural workers in Serbia think of gender equality as an important issue for future development, while third one is satisfied with current state (see fig. 15).

18. PERCEPTION ON GENERAL GENDER EQUALITY IN SERBIA

When it comes to general gender balance perception, figures are very different (see fig 16.). Women are perceived as far more discriminated then in the field of culture, but the same goes for men – ¼ of all answers state that men are endangered by women domination in Serbian society. Another study might show the roots of these opinions. In Serbia, the relationship between employers and employees when considering women and men is disproportionate. Men are equally employers and employees (161 to 166 in 2007), while women are twice as small number of employers in relation to the number of employees (81 to 161 in 2007). Compared by lower wages, women in Serbia are similar to women in other post-socialist countries, although they earn less than men even in the most developed EU countries (Kolin, 2009).

19. GENDER-BASED CHARACTERISTICS OF CULTURAL WORKERS

<i>FEMALE</i>	<i>MALE</i>
1. responsible	1. responsible

Upon asking about three ideal characteristics of female and then male co-workers, general answers did not

2. persistent	2. devoted
3. reliable	3. precise
4. hard-working	4. hard-working
5. creative	5. reliable

differ that much in general, accept for the fact that of female employees is expected to be more persistent and creative, and of male employees to be more devoted and precise (see fig. 17 and fig. 18).

Most of the answers stated that characteristics should be the same for both genders. Nevertheless, some characteristics were only stated for one, and not for the other gender, and those are:

- FEMALE – *calm, cautious, emotional, emphatical, multi-tasker, observant, sensitive*
- MALE - *affable, agile, brave, decision-maker, decisive, disciplined, energizing, experienced, inventive, non-emotional, patient, physically strong, respectful, rightful, self-assured, sharp, stabile, tech-savvy*

These different characteristics obviously have roots in traditional gender roles in Serbian society, and are transferred to working environments of cultural field to the some degree.

20. FINAL COMMENTARY

At the end of the questionnaire, cultural workers were asked to leave a commentary if they felt a need to. Most of the comments were dedicated to appreciation for bringing gender equality in cultural research, expressing misbelieves in changing of the situation and general disappointment in Serbian society. Attitudes that were connected to previous questions and were most frequent were the ones concerning gender-sensitive terminology or as it was referred to “*raping of the language*”. Shocking amount of the cultural workers thinks of gender-sensitive terminology as a „*ridiculous idea*“, „*not a proper tool for gender equality policies implementation*“, “*gender demagogy*” even „*a Western threat, strategically implemented in order to destroy arts and culture in Serbia*“. Rest of the answers almost equally varied between both extremes – from an opinion that culture is most gender-balanced aspect of Serbian society and could be a role-model to the other fields, to utterly pessimistic attitudes about discrimination of one or the other gender. Another observation

could be that at least third of the answers have a tone of high annoyance with the whole thematic, as if gender equality is completely unimportant and repressing questions.

6.1. Conclusion

Gender equality policy is implemented in 2/3 of the all cultural institutions in Serbia, although it is not been explicitly defined in the policy of the organization. Main strategies represented in those policies are equal opportunities during hiring of the personnel, equal treatment of the employees, equal involvement in decision-making processes and equal representation in programming. Half of the Serbian cultural organizations do not have anti-discrimination policy during hiring and promoting of the employees. Gender-based benefits are always connected to parenthood. Women are mostly associated with working positions that are administrative, office-based and working with people, whilst men were connected with technical, physical and decision-making working positions. Every 20th employee in culture in Serbia recognizes „negative“ discrimination in working environment, but every 10th one recognizes „positive“ discrimination. In spite of this, there has never been a formal complaint proposed. In half of the organizations, members of the LBTG community are treated equally, in 5% they would suffer negative and in 4% positive discrimination. Of all audiences of organizations, every fifth is predominantly female, there is no predominantly male audience, and in the rest both genders are equally represented. One third of the organizations are highly supportive of gender-sensitive terminology usage, while other third is strictly against it. Culture is usually perceived as a field of high gender-equality, but Serbian society is marked as highly gender discriminative one. Female employees are described as responsible, persistent, reliable, hard-working and creative, and male employees are described as responsible, devoted, precise, hard-working and reliable. High percentage of lack of knowledge on gender-equality was interpreted from the final answers, as well as deep pessimism on changes that have to be made.

7. Gender mainstreaming

7.1. Gender mainstreaming policies

7.1.1. Background

Gender mainstreaming strategy was created as a response to earlier strategies and dilemmas of the women's movement articulated in its history. To make it easier to extract and define what gender mainstreaming is, it is necessary briefly to reflect on the strategies that preceded. One of the most important debate that is affecting the practice of feminist thought and the dilemma of whether to opt for a strategy regarding the promotion of sameness / equality between men and women, or those strategies that emphasize the differences and specificities of women's position. Historically, two approaches have emerged from one another. Equality feminism stated that fundamentally there are no significant differences between men and women, which could justify the unequal status. In the last decades of the twentieth century, liberal equality policy was subjected to significant revision because of its insistence on sameness, which camouflages the specific problems of unequal starting positions and women as a social group (Todorović, 2008). Other theoretical position, the one that threaded all women with a completely different means than men, with different needs and rights, has equalized all women on the planet with each other but separated them from men, causing deeper discrepancy than before. At this point, and in response to these two extremes, none of which solved the basic problem, arose gender mainstreaming strategy.

Intergovernmental agreement on gender mainstreaming was made for the first time in the Beijing with Declaration and Platform for Action in 1995, and again in the ECOSOC Agreed Conclusions in 1997. Strategy of gender mainstreaming was considerably strengthened in the outcome of the UN General Assembly special session to follow-up the Beijing

Conference in June 2000. Gender mainstreaming is not being imposed on governments by the United Nations. Member states have been involved in the intergovernmental discussions on gender mainstreaming since the mid 1990s and have, in consensus, adopted mainstreaming as an important global strategy for promoting gender equality.

Protection of human rights and fundamental freedoms was not originally an area of EU competencies, but has arisen from the need of completion and functioning of the internal market. This is why anti-discrimination provisions found their place in labour markets of European Union. However, today the equality between men and women is one of the basic principles of Community law. A particularly important part of the EU's equal opportunities policy is special focus on the empowerment of genders in all EU policies named Gender Mainstreaming. Thus, access to gender equality begins to apply to all EU activities, and is defined by the EU documents, which include a measure of monitoring, reporting, and financing of all activities. The key document is **The Community Framework Strategy for Gender Equality (2001-2005)** (Europa 2011). This strategic approach is a significant step forward as it replaces the previous individual EC activities, with the main objective to contribute to the fight against gender inequality in economic, political, civic and social life. There are two key ways that the Strategy highlights:

- Focus on gender mainstreaming in all policies of the EC that have a direct or indirect impact on equality - proactive intervention
- Introduction of special measures for women - may be necessary to eliminate gender inequality present

To achieve their focus, strategy defines three operational objectives:

1. strengthening the gender dimension of the European employment strategy,
2. more use of structural funds to promote equality and
3. the further development of strategies to strengthen gender mainstreaming in all policies that affect the place of women in the economy

7.1.2. Definition

Gender mainstreaming in a global sense is the introduction of gender aspects to the main institutional and policy developments. There are many definitions of this term, and two of most accepted, used and referenced ones will be presented.

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality (UN 2011).

Gender mainstreaming strategy includes a gender perspective in all policy areas and activities, and at all levels of decision-making, planning and implementation activities in these areas. Gender mainstreaming is the (re) organization, improvement, development and evaluation of policy processes, so that the gender perspective is incorporated in all policies at all levels and all stages, and by the actors normally involved in policy making (E-jednakost 2011)

Gender mainstreaming strategy, contrary to approaches to gender issues before it, allows questions previously positioned on the margins, to move to the political centre. Gender-related issues were not contextualized in various fields of social engagement, but were treated as special social problem. This created logical oxymoron, as described before, with no space to question different gender roles in different fields. With GMS, gender perspective is spread in all fields, but more importantly in every field. With this approach special policy remedies can be given to specific problems instead having one remedy for all problems.

Besides general orientation towards gender equality, it could be said that innovation that GMS brings into the policy creation is rethinking gender equality in all aspects of the society separately. As general gender equality policies are too unspecific, and because of that aimless, GMS tries to regulate different problems in different fields with targeted strategies that relate to observed problems. It tackles relative status of men and women, the interaction between gender and race, class and ethnicity and questions of rights, control, ownership, power and voice all have a critical impact on the success and sustainability of every development intervention. This helps addressing particular problems separately, and is why in its core definition, given by UN, lays a directive for special design, monitoring and evaluation for each singular field of social engagement.

Given that countries in Central and Eastern Europe face a process of transformation, which is beyond their institutional capabilities and as the integration of gender mainstreaming in public policies necessary to end the establishment of new democracy, supranational institutions and Western countries should do everything possible to create opportunities for the application of this strategy (Dokmanović, 2002). Therefore, it can be concluded that implementation of GMS could not only help with gender equality issues, but also be a powerful political instrument for the further development of a country.

7.1.3. GMS in culture

Gender mainstreaming is one of the essential steps in achieving sustainable intercultural dialogue, according to the White Book of Intercultural Dialogue, issued by European Commission (Ministarstvo kulture Republike Srbije 2011). Culture offers opportunities for women and youth to participate in productive activities contributing to gender equality, self esteem and social awareness. Culturally sensitive policies can help to preserve traditional practices and address the needs of socially disadvantaged groups such as women or

indigenous peoples. Women are owners of knowledge and transmit cultural values and guardians of cultural particularisms (UNESCO, 2011).

The media is the most important source of information on gender equality. This claim is supported by responses related to the understanding of the concept of gender equality. The strong influence of the media and good media coverage of violence against women (especially domestic violence) is reflected in the attitudes of citizens. This may be a good guideline for stakeholders in the policy of gender equality (Ignjatović, 2011). From the ideas stated above, it can be concluded that not only culture is connected to the gender equality, but it is its integral and un-separable part.

7.1.4. Critique and pitfalls of gender mainstreaming policies

There is the danger of a similarly formalistic approach also with gender mainstreaming. If the concept of “gender” is not used in its original epistemological meaning, stemming from feminist philosophy, and if it becomes only a newspeak expression for the term “sex”, its meaning of a cultural and social construct problematizing normative understanding of masculinity and femininity and male and female roles will be lost (Pietruchova and Jojart, 2008).

Taking into a concern that gender mainstreaming policy represents just a framework for legislation and policy creation, critique of its implementation can be often found in various theoretical analyses by experts. Main point of those critiques relies on the discrepancy between theoretical and practical existence of the gender mainstreaming, accountability mechanisms as well as „smokescreen” of the implementation of gender mainstreaming policies.

Example of this can be found in analysis of the World Bank report on gender mainstreaming policies (Smith, 2008): *„The World Bank has had problems operationalizing gender mainstreaming internally, based on the following interconnected elements: location of gender in the organizational structure, resource allocation, staff training and incentives, accountability mechanisms, and the type of strategies endorsed.“* and *„Because the strategy makes everyone responsible for its implementation, there is the danger of gender mainstreaming being "nowhere at all". However, an accountability mechanism is required to hold staff to a commitment to effective mainstreaming of gender issues under their jurisdiction“.* Although gender mainstreaming strategies use the term „strategies“ in their title, it could be presumed that this term is a bit overstretched in this context, and thus can be misleading. A strategy must include set of precisely defined measures and set goals, and gender mainstreaming strategies only recommend „gender perspective“ in creating of the policies. This is what creates discrepancy between respecting of the mainstreaming policy and actually achieving measurable and tangible development of equality.

Described pitfall of the GMS can also be interpreted as a logical trap – highest governing bodies have delegated responsibility on lower governing bodies, thus at the same time regulating and not regulating gender equality in the society. As the highest legislative is respected by only taking responsibility for gender equality within the sector and achievements are not evaluated by higher levels of legal system, action is lost in-between. Also, this strategy regulates only public institutions, while NGO and private sector are left behind. Proper implementation of the GMS would have to include different each field of society separately, but even more, the entire unit of each of the fields also. The more complex and diverse this observation could be, the better. It is not too much to say that each of the institutions and organizations from all of the three sectors would have to have their own gender mainstreaming strategy that is based on the needs and urges of that particular unit. As there is not enough tools, resources or experts for this enormous implementation and monitoring of the GMS to be properly implemented, policy meets its restraints. Problem occurs in the fact that general gender mainstreaming policy is still being fulfilled, and nothing changes in core of the problem, thus creating “smokescreen” phenomenon – policy

is being implemented, but there are no precise and unambiguous indicators of the success of this strategy in most areas.

Swedish Association of Local Authorities and Gertrud Astrom have developed a method for overcoming described pitfall during the 1990s and since then it has been applied in a number of different fields, such as education, community planning, social services, culture and leisure. So-called 3R method is initiated by quantitative surveys followed up by qualitative analyses. The goal of the 3R method is to integrate gender equality in different activities. The three Rs stand for representation, resources and reality. The 3R method makes it possible in a very concrete way to discuss how the gender equality perspective can be integrated into a particular service or activity instead of talking about gender equality in general terms. The idea of the 3R method is to find out whether there is gender inequality in one's own activity and, if so, which forms this gender inequality takes. If it proves that there is gender inequality in the entire activity or some component of it, the possible causes are analysed. Assistance is obtained from research-based theories on gender and gender equality. The 3R method must thus be combined with knowledge in these fields. When the analysis has been completed, action plans are prepared to reduce gender equality (Jamstall 2011).

Mr. Dragana Todorović (Todorović, 2008) criticises GMS from a feminist perspective. In her work she suggests that GMS can, in its core, be anti-feministic. *“With some reasonable scepticism, we might think that this discrepancy did not arise by chance. Is it possible that the marginalization of feminism as an ideology or political-cultural-social movement in the interest of official institutions that have embraced gender mainstreaming? There is a real possibility that this strategy, we remain deprived of one important dimension of feminism as a transformative idea, as a preacher of freedom, dignity and rights, the fight against the tyranny of patriarchy, traditionalism and prejudices.”* Even when avoiding theories of feministic sub-movements, it is hard to believe that gender mainstreaming policies can be generally anti-feministic. In few of the areas of social engagement or in some parts of societies, this theory

could be partially true, but it has to be taken into consideration that this would imply existence of “feminism-pur-feminism” – taking feminism as a steering wheel of social change. In other words, instead of treating GMS as a threat and fight against it, feminists and feminism activist should secure its proper implementation in all the levels of all the fields of society, especially when low or non-existence of intersectorial cooperation is taken into the account.

By no means should implementation of mainstreaming strategy set sun on external projects that support women empowerment or gender equality development. Such activities specifically target women’s priorities and needs, through, for example, legislation, policy development, research and projects/programmes on the ground. The endorsement of gender mainstreaming within an organization does not imply that targeted activities are no longer needed. The two strategies are complementary in a very real sense as gender mainstreaming must be carried out in a manner which is empowering for women (UN 2011). It is of highest importance to continue funding of gender equality projects, as form of project, compared to institutional practice is quicker and problem-specific and therefore irreplaceable as compatible component of GMS implementation. Also, experimental/testing function of singular projects is very important for possible later implementation into the Policy. Another important point for keeping project activity in order to get closer to ideal gender equality is empowerment of men, in rare, but existing case-studies. It is crucial to understand that two strategies - gender mainstreaming and women’s empowerment - are in no way in competition with each other.

7.2. Gender-sensitive terminology

As a commentary to strong public opinion on gender-sensitive terminology, a special, small part of this Thesis is going to be devoted to it and its important role in achieving gender equality. Language does not merely reflect the way we think: it also shapes our thinking. If words and expressions that imply that women are inferior to men are constantly used, that

assumption of inferiority tends to become part of our mindset. If people everywhere show greater sensitivity to the implications of the language they use, a higher degree of precision will result. It should be remembered that imprecise word choices may be interpreted as biased, discriminatory or demeaning, even if they are not intended to be (Desprez-Bouanchaud, Dolaeye and Ruprecht, 1999). Therefore, in order to change both public consciousness and collective unconscious, gender-sensitive terminology should be prerogative at least in professional and media communication. This codification proposal is based not on the defence of grammatical rules than the defence of human communication and tolerance among members of the language we communicate. For that to be realized, special group of recommendations has been made:

- Use consistent form for the appointment of female occupations and women's titles wherever possible.
- Select from one of the existing inventory of linguistic form that best suits your intuition to language: the titles and you can have multiple suffixes.
- Wean from the usual use of some expressions that offend some group of citizens.
- Use parallel forms if the recommendation applies to men and women.
- Use creative forms of various gender-sensitive languages in the text formatting.
- Write titles and occupations of women in full, and avoid writing abbreviations.
- Specify the full identification of each person individually if notified of the (marital) couple.
- Apply the rules of gender-sensitive language when translating from one language into Serbian.

7.3. Gender-responsive budgeting

Gender-responsive budgeting (GRB) is government planning, programming and budgeting that contributes to the advancement of gender equality and the fulfilment of women's rights. It entails identifying and reflecting needed interventions to address gender gaps in sector and local government policies, plans and budgets. GRB also aims to analyze the gender-differentiated impact of revenue-raising policies and the allocation of domestic resources and Official Development Assistance. GRB initiatives seek to create enabling policy frameworks, build capacity and strengthen monitoring mechanisms to support accountability to women. This website provides governments, non-governmental organizations, parliaments and academics with resources for understanding and applying GRB (Gender budgets 2011).

Gender-responsive budgeting or just gender budgeting is budgeting process with gender mainstreaming strategy incorporated in it. It was derived as a special tool from implementing GMS in more developed countries of the EU. It includes gender-sensitive assessment and evaluation of the budgeting process, incorporation of a gender perspective into all levels of the budgetary process and restructuring revenues and expenditures on promoting gender equality. This budgetary policy actively uses gender as an analytical category, and takes into account the existence of gender inequalities and strives to overcome its consequences. Given that gender budgeting is an integral part of the strategy of gender mainstreaming and its derivate, it can not exist without a general prerequisite for the implementation of gender mainstreaming strategy. On the other hand, gender mainstreaming strategy is powerless without gender-sensitive budgeting, as in most aspects of the society, money equals power.

Like GMS, gender-responsive budgeting doesn't deny existence of gender-based inequalities in society, but rather is pointing them out and trying to even out the misbalance. Current budgeting principles gives authority to the Government to collect taxes in the same way and

in the same amount as all of the citizens were equal, lead by ideology that nominal equal rights entail equal obligations. Discrepancy occurs in-between nominal and realized civil rights, and this approach just deepens inequalities on all levels, gender ones provided. As inequalities in labour market between men and women are evident, and to some degree connected to economical power, levies and support from the Government mustn't treat both genders as they were equal. Gender budgeting is not an instrument for women to enhance the competitive ability against men. It should help that inequality and damages that are based in the entire society become more visible, in order to find a way to resolve those barriers. Implementation of the GRB process in governments of all levels in the future, or the introduction of gender component and the redistribution of the budget in a way that promotes gender equality policy, does not mean creating „male“ or „female“ budget, or budget that will only match the specific needs of women and men have. It is a strategic approach to budget restructuring in order to implement policies, measures and programs which will encourage usage of all of its potential.

Gender-responsive budgeting should ensure that all policies implemented by the administration are in keeping with the status and the needs of women and men as much as possible, thereby contributing to achieving gender equality, and ensuring that the funds earmarked for their implementation are spent in the most efficient way. In order to implement all this in practice, it is necessary to fulfil a number of preconditions: from acquiring the knowledge and skills necessary for performing this kind of work, through raising the level of awareness of decision-makers and the public as regards the importance of such an approach and to gain their support, right down to creating a strategic plan for implementing this initiative, in order to ensure that the implementation of gender-sensitive policies becomes part of the regular daily work performed by trained the administration (Branković-Đundić, Ileš, Božanić, 2009). It is important to say that very careful and detailed preparation and capacity building must be taken before, and high-quality monitoring and tracking during any activity related to GRB, or its implementation can be more harmful than helpful in cases of its misuse and abuse.

7.3.1. Gender responsive budgeting in Serbia and the field culture

In the Republic of Serbia, UNIFEM carried out an assessment of the budgetary processes and public finance reforms in the end of 2006. In addition, consultations with partners from government and civil society took place in 2007 to evaluate the needs and interest in gender responsive budgeting and to identify possible partnerships and entry points for intervention. Conclusions from this consultations show that Serbia has just been introduced to program budgeting as a concept and begun first experimental work with it, but GRB was a new and unfamiliar concept to the Government. Although these consultations happened before design of National Action Plan for Improving the Position of Women and Promoting Gender Equality (2007-2010), GRB doesn't seem to have proper implementation in it.

GRB can be observed from various points of the view – levels of government, aspects of society, different fields of social engagement... but also within one domain, such as culture. It is especially important to implement this strategy in this field, because of its specificities. Culture in Serbia doesn't have perfectly balanced equal opportunities for both genders, but it is more „equal“ than the national average. Another important characteristic is its function of „modelling“ and „directing“ social consciousness and awareness and its enormous impact on building personal values in each individual and society in total. This is why it should be the first one to adopt and apply GRB as an example to others.

Promotion of female contribution in public sphere of media, culture and arts, and promotion of female contribution in other spheres of society through media, culture and arts, is one of the crucial tools in shifting public opinion on this matter. In other words, culture should both promote equality within itself and also be used as a channel for reaching wide audience with this issue. At this point, it should be said that intersectorial and interdisciplinary cooperation is a must, especially when consulting recent research conducted by Institute for Cultural Development Study, which showed that as low as 14%

of cultural workers are satisfied with this kind of cooperation (Zaprokul 2011). Influence of culture must not be overlooked in the process, as it can bring as much damage if not tackled with appropriate approach. Example of that could be 2.500.000.000 dinars or 25.000.000€ that National Television (RST) is granted with, and most of the programming of this television is promoting traditional gender roles in society, thus damaging the cause more than helping it (Kožul, 2007). Therefore, involvement of the partners and contributors also has to be very carefully planned and conducted in order to avoid fiasco.

7.3.2. Pitfalls of gender-responsive budgeting

The most common problem with implementation of GRB could be the lack of accurate budget data and socio-economic statistics, particularly gender-sensitive data, which is essential for determining the situation of gender inequality and planning appropriate actions for their elimination. Deep analysis based on set of economic indicators and specially designed measures is obligatory prerequisites for implementation of GRB. Another dangerous pitfall is the inability to measure effectiveness of the budget. In many developing countries, the national budget is "black box" in which ordinary citizens, and often even experts, lack of insight (Kožul, 2007). This is especially the case in Serbia, which is one of the most corrupted countries in the Europe, with very low transparency in governmental decisions and activities.

8. Policy recommendations for achieving gender equality in the field of culture in Serbia

8.1. Rationale and Key Concepts

Proposed strategy is depending on Learning and Information Pack, compiled by UNDP in 2000 (UNDP 2009). It focuses on:

1. Introduction of gender mainstreaming strategy to the field of culture
2. Influencing general consciousness through the field of culture

Key concepts are as follows:

- Gender equality in the field of culture, or equality between women and men, refers to the equal rights, responsibilities, opportunities, treatment and valuation of women and men:
 - in cultural, art and media practice
 - in every day life
- Gender equality includes:
 - the same human and workers' rights
 - equal value and fair distribution of:
 - responsibilities and opportunities
 - workload, decision making and income
- Equality between women and men is a precondition for democratic society and it should be incorporated in cultural values of it; this shows unbreakable connection between culture and gender equality.

- The main strategy for the promotion of gender equality is **gender mainstreaming (GMS)**, with its accessory principle of **gender-responsible budgeting (GRB)**

- Gender mainstreaming needs to take place at the policy, programme and project levels at all stages of the programming cycle (design, planning, implementation, monitoring and evaluation). Strategy focuses on:
 1. Preparation and conduction of gender mainstreaming strategy
 2. Accessory to gender mainstreaming strategy implementation
 3. Initiation of gender-responsive budgeting
 4. Sensibilization of media towards implementation of gender mainstreaming strategy
 5. Achieving gender balance in different cultural fields
 6. Establishing recommendations for implementation of gender mainstreaming strategy in cultural institutions
 7. Increased quality of research and data collection in culture
 8. Implementation of gender mainstreaming strategy in education
 9. Avoidance of the gender mainstreaming strategy pitfalls

8.2. Objectives and Indicators

1. The overall objective of the Strategy is:

“to achieve equality of opportunity and treatment for men and women in culture; promotion of gender equality through the field of culture; sensitivitation of media; erasing stereotypes and gender-based discrimination; and the equal participation of women and men in decision making.”

2. Operational objectives are as follows:

- Better gender-balance in culture
- Passing of gender-responsive budgeting as a crucial tool
- Shift of social consciousness
- Media content promoting gender equality
- Developed capacities for implementation of GMS
- Existing inequalities are vanished in different cultural fields
- Recommendations based on GMS adopted by numerous organizations
- Deeper and more precise data based on gender in the field of culture
- General social awareness on the issue changed
- Society more informed on GMS in general
- Cultural field becomes the leader in the social change
- Successful implementation of the policy

8.3. Key Elements of Gender Mainstreaming Strategy

The key elements to achieve expected outcome as set in the Strategy will include:

- Engendering of institutions and organizations
- Building gender capacities
- Media sensitivitation
- Education on GMS
- Gender responsive budgeting

8.4. Strategy for achieving gender equality in culture

SUB-GOAL		EXPECTED RESULTS		INDICATORS	
PREPARATION AND CONDUCTION OF GMS		Higher gender equality in the field of culture is achieved		Results of subsequent research show more gender-balance in culture	
		General opinion on the issue is changed		Research shows shift of social consciousness	
ACTIVITY	EXPECTED RESULTS	INDICATORS	PARTICIPANTS		
Establishing Agency for GMS implementation in culture	Assurance that GMS is implemented properly and coherently	Data on gender equality in the field of culture are significantly improved	All of the participants of socio-cultural cycle are involved, with governmental bodies in charge		
Encouragement and development of female entrepreneurship	More women are introduced to non-governmental and private sector	Amount of new female entrepreneurial practices established Bigger influence of existing entrepreneurial practices	Agency for GMS implementation in culture		
Gender perspectives in cultural policies for development promoted	Cultural policies are gender-responsive and thus whole field of culture is more gender equal	Presence of gender perspectives in cultural policies	Agency for GMS implementation in culture Policy-makers		
Creation of mechanisms for policy implementation, raising responsibility, motivation and encouragement for gender mainstreaming	GMS is implemented properly and coherently	Existence of mechanisms Policy is conducted Policy is regularly revised	Agency for GMS implementation in culture		
Delegation of	Decentralization of	More GMS experts on	Lower level governing		

responsibilities on lower levels of decision making	policy implementation and impacts	local and organizational levels	bodies Cultural organizations
Development of tracking, monitoring and evaluation mechanisms	Gaining tools for control over proper GMS implementation	Existence and effectiveness of said tools	Agency for GMS implementation in culture
Development of policy recommendations for women's socio-economic empowerment formulated and communicated to policy-makers	Design of a national strategy which will bare socio-economical perspective on the issue	Policy recommendation created and communicated to policy makers Implementation of the policy Effect on future policies	Experts Policy-makers
Making gender-responsive data obligatory in reports provided by cultural institutions	Gaining data on the issue from all of the organizations in order to enhance national GMS Bringing attention of the cultural workers onto gender perspective in everyday activities	Quality and existence of the data in the reports	Agency for GMS implementation in culture Cultural institutions

SUB-GOAL		EXPECTED RESULTS		INDICATORS
NECESSARY TO GMS POLICY IMPLEMENTATION		Achieved visibility on the issue, promotion of its values and improved legislation to support GMS		Results of subsequent research show more gender-balance in culture Research shows shift of social consciousness
ACTIVITY	EXPECTED RESULTS	INDICATORS	PARTICIPANTS	
Analysis of female participation in decision-	Higher degree of gender equality on decision	Percentage of women in decision-making	Experts	

making and undertaking positive action for increasing participation of women in decision-making processes	making levels	bodies	Agency for implementation of GMS in culture
Passing new equal opportunities acts requiring mainstreaming as an integral part of legislative in culture and providing better legislation on gender-based discrimination and sexual harassment	Gaining useful legal remedy for gender inequalities	Amount and quality of legislation passed	Policy makers Law makers
Developing partnerships between local level policy and budget makers, experts, different levels of governmental bodies, other local level policies, as well as intersectorial cooperation	Constant exchange of the know-how, constant development of the GMS and better communication of different actors in culture	Solidity of partnerships made Results of cooperation	All of the participants of socio-cultural cycle
Affirmation of women, female artwork and female contribution to culture, as well as promotion of gender equality and GMS as a concept	Change of social consciousness on gender roles Empowering women in culture	Visibility of women achievements in culture Acceptance of GMS by the society	Governmental bodies of all levels
Encourage public debates on GMS, with special attention on dialogue between policy-makers, politicians and experts	Gaining more knowledge on the issue as well as bringing it to the focus of governmental policies	Amount of public debates, their visibility and profiles of debaters	Politicians Policy-makers Experts

SUB-GOAL	EXPECTED RESULTS		INDICATORS
ESTABLISHING RECCOMENDATIONS FOR IMPLEMENTATION OF GMS IN CULTURAL INSTITUTIONS	GMS is equally conducted on all levels of decision-making – national, municipal, organizational...		Recommendations are adopted up to 60% of cultural organizations
ACTIVITY	EXPECTED RESULTS	INDICATORS	PARTICIPANTS
Establish Recommendation for the gender-differentiated results of organizational performance, systematic consultations with employees, audience and partners, and gender-differentiated monitoring of project participants and beneficiaries	Gender mainstreaming strategies are research-based, fitting the needs of particular organization	Developing mechanisms for monitoring in the institutions Developing mechanisms for evaluation	Governing bodies Cultural organizations
Establish Recommendation for production of gender-sensitive projects and programmes	Programming of the organizations is adequate to its audience and local environment	Percentage of gender-responsive programming	Governing bodies Cultural organizations
Establish Recommendation for hiring of gender expert for big organizations or special training for HR managers for smaller organizations and anchoring of sectoral gender competence in requirement profiles	Organizational activities are gender-sensitive and gender responsive hiring policy is applied	Internal policy effective External policy effective	Governing bodies Cultural organizations
Establish Recommendation for creation of GMS specially defined for particular	Responsibilities of conducting GMS are equally distributed between governing	Degree of independence of cultural organizations in GMS implementation	Governing bodies Cultural organizations

institution, integrating it in organizations documentation and development of GM Tools, Checklists, Guidelines, Gender Scoreboard etc.	bodies and cultural organizations		
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SUB-GOAL	EXPECTED RESULTS		INDICATORS
INICIATION OF GENDER-RESPONSIVE BUDGETING	GMS implementation is supported by GRB		Passing of gender-responsive budgeting as a crucial tool by the policy-makers
	Gender-responsive budgeting is helping in regulation of cultural field		
ACTIVITY	EXPECTED RESULTS	INDICATORS	PARTICIPANTS
Gender-responsible budgeting is implemented	Reorganized budgeting is affecting general gender-equality	Existence of gender-segregated data Existence of gender-driven allocation of the resources	Governmental bodies Cultural organizations
Preparation and distribution of Guide for GRB implementation	GRB guide is consulted when creating organizational GMS	Organizational and municipal/provincial budgets are gender-sensitive	Lower levels governing bodies Cultural organizations
Specific budgets allocated to stimulate programming on gender equality	Promotion of gender-equality through programming	Higher percentage of programming on gender equality Better programming of gender equality	Governing bodies
Trainings for local officials and cultural workers on the tools and methods of gender budgeting and promotion of GRB in	Higher understanding of GRB	Amount of trainings conducted Amount of general knowledge on the subject	Local officials Governing bodies

general			
Constant consultation of experts and public opinion	Gaining directives for the fine tuning of the GRB	Constant public debates and expert opinions on GRB	Experts General public Policy makers
Development of instruments for evaluation and monitoring and control over allocation of the resources for implementation	Better control over GRB implementation process Avoidance of corruptive behaviour	Higher percentage of successful implementations of the policy	Agency for implementation of GMS in culture
Examination of effectiveness of GRB	Valid data which can be used as referring point while revising budgeting process	Reports on effectiveness of GRB	Agency for implementation of GMS in culture

SUB-GOAL		EXPECTED RESULTS		INDICATORS
SENSIBILIZATION OF MEDIA TOWARDS IMPLEMENTATION OF GMS		Media promotes and applies principles of GMS General public is influenced by this change		Media content is promoting gender equality and GMS and GST Developed capacities for implementation of GMS
ACTIVITY	EXPECTED RESULTS	INDICATORS	PARTICIPANTS	
Media control bodies are integrating gender perspective in their monitoring	Production of media content is GMS affirmative	Gender perspectives in media content increased	Media control bodies Media	
Capacities of media institutions enhanced to offer high-quality and gender-responsive	Increased production of gender-responsive content	Higher percentage of human, technical, organizational, financial and programming	Media Agency for implementation of GMS in	

activities		capacities of media	culture Governing bodies
Promotion of non-sexist language usage in media and all of the official documentation	Influencing general public to use non-sexist and gender-sensitive language	Usage of GST in programming and reporting	Media
Undertaking positive action for increasing participation of women in decision-making processes	Increased influence of women in media	Percentage of women in decision-making positions	Media Agency for implementation of GMS in culture
Research on gender equality in media	Gaining knowledge on causes of gender-inequality in media	Frequent researches on the issue Public presentation of the results	Media Media researchers and experts
Removing gender-based stereotypes and elimination of misogyny in the media, especially in the case of multiple discriminated groups	Media is sensible towards reporting on and production of gender-responsive content	Messages and values communicated to audience correspond to GMS principles	Media Media control bodies Agency for GMS implementation in culture

SUB-GOAL		EXPECTED RESULTS		INDICATORS	
ACHIEVING GENDER BALANCE IN VARIOUS CULTURAL FIELDS		Erasing divisions between „male“ and „female“ art, jobs and sectors in culture		Existing inequalities are vanished	
ACTIVITY	EXPECTED RESULTS	INDICATORS		PARTICIPANTS	
Erasing gender inequality in NGO and private sector	Gender balance in otherwise gender unequal sectors	More women are cultural entrepreneurs More men are employed in non-profit organizations		Representatives of NGO and private sectors	
Gender equality	Cultural field becoming	Percentage of men and		Agency for GMS	

considerations integrated into policies and practices related to each of the arts specifically	(close to) perfectly gender-balanced	women in culture, cross-referenced with other data such is level of management or cultural field	implementation in culture
Gender equality integrated into the development and implementation of capacity-building activities for cultural fields that indicated low levels of gender equality	Getting rid of gender inequality in-between cultural fields Getting rid of gender inequality in labour distribution within organization itself	There is no more division between „male“ or „female“ tasks, jobs or arts, especially in syncretic artistic activities	Cultural workers of concrete sector
Promotion of „female“ art, as well as female artists	Increasing visibility of female art and artists in society Encouraging more women to take proactive role in art scene	Higher percentage of female artists in Serbian art scene Higher percentage of female art work	Media representatives Female artists

SUB-GOAL		EXPECTED RESULTS		INDICATORS
INCREASED QUALITY OF RESEARCH AND DATA COLLECTION IN CULTURE		Better insight into gender issues based on indicators		Deeper and more precise data based on gender in the field of culture
		Gaining platform for improving GMS		
ACTIVITY	EXPECTED RESULTS	INDICATORS		PARTICIPANTS
Audience research focuses on gender in more detail, observing genders proactively	Possibility for creating gender responsible audience policies within organizations	Reports provided by cultural institutions contain gender based data Audience approach is enriched with gender-sensitive policies		Cultural organizations

Codification of gender statistical analysis and usage of gender disaggregated data and findings of the researches	Existing and user-friendly tools for gender equality assessment	Organizational policies created are based on collected data, rather than empirical conclusions	Statisticians
Completion of GMS database and systematization of research, paperwork and statistics on gender issues with ease of access	Cultural workers and decision-makers using this database as a guideline for creating GMS in their organizations Knowledge pool for cultural researchers and experts	References to database, both in theoretical and practical implementation of GMS in culture	Cultural workers Researchers Experts
Gaining more in-dept data on gender within cultural sector	All of the participants of the socio-cultural cycle are informed on status of gender issues in culture Possibility for strategically tackling observed barriers and restrictions	Legislative and national policies created are based on collected data, rather than empirical conclusions	Statisticians Cultural workers

SUB-GOAL		EXPECTED RESULTS		INDICATORS
IMPLEMENTATION OF GENDER MAINSTREAMING STRATEGY IN EDUCATION		Achieving gender sensitivitation of all aspect of society in general, with special focus on media, culture and arts		General social awareness on the issue is changed Society is more informed on GMS in general
ACTIVITY	EXPECTED RESULTS	INDICATORS	PARTICIPANTS	
Deployment and integration of gender	Cultural workers are more gender-aware	Gender is taken into account in planning of	Cultural workers	

studies into cultural studies	Organizational programming is also gender-sensitive	organizational activities Gender issues are more connected to cultural issues	Educational institutions
Encouraging studies on women working in the cultural sector	Gaining deeper and more detailed knowledge on the issue	More research and theoretical paperwork concerning the thematic	Experts in culture Students of cultural studies
Integration of gender awareness into elementary and middle education	Higher general awareness on gender issues	Specific chapters and lectures on gender equality in text books Integration of gender equality values in all lessons and lectures Implementation of gender-aware knowledge into art classes	Ministry of Education
Sensitivation of private cultural organizations through trainings and workshops	Equal participation of private sector in gender-equality issues Promoting profitable aspect of introduction of GMS in culture	More private organizations implementing GMS in their everyday activities	Organizations of the private sector
Continuous education of media representatives on importance of GMS and GST	Long-term effect on the public consciousness	GST speech in all of the media programming Incessantly promotion of GMS in media	Media representatives

SUB-GOAL	EXPECTED RESULTS	INDICATORS
AVOIDANCE OF THE GMS	Control over negative side-effect of	Successful implementation of

PITFALLS		gender mainstreaming strategy		the policy			
ACTIVITY		EXPECTED RESULTS		INDICATORS		PARTICIPANTS	
Preventing miscommunication between lower and upper levels of governing bodies		Implementation of GMS is treated as joint project of different governing levels		Strong and proactive connection and communication between lower and upper governing bodies		Governmental bodies	
Encouraging constant public debate and consultation of experts		Avoiding GMS to be out-of-date		GMS is constantly revised and annexed		Experts Policy makers Professional public	
Avoidance of „black box“ effect in budgeting process		Strengthening of the role and influence of ombudsman Experts and researchers realizing their rights of access to data of budgeting process		Higher transparency of budgeting process		General public Ombudsman	
Prevention of „smokescreen“ effect		Measurable and tangible results of the policy implementation		Implementation of 3R method on lower levels of decision-making Precise and accurate monitoring systems established		Cultural workers Policy makers	

9. Conclusions

Although there might not be an obvious, immediate connection between cultural policies and gender policy issues, research and data analysis in this Thesis have showed not only that there is a link between issues, but also that they should be integral and inseparable parts of each other. While analyzing case-study of Serbian cultural field, results showed that there is a place for culture in terms of gender equality, that gender equality can find itself in cultural issues and that these two fields can support each other in the framework of Serbian policies.

The main objective was to examine, analyze and evaluate current situation in Serbia considering level of development of gender policies in culture and their implementation, and to compare it to the indicators of gender equality, both statistical and by opinion of the cultural workers in order to propose a strategy for better communication and cooperation between lawmakers and actors of the field.

With interdisciplinary approach as one of most important values of the research and conclusion, most of the necessary information was used to draw a complete picture of gender policy issues and gender equality in Serbia. Based on those, a final recommendation was constructed in form of potential strategies of cultural policy which will hopefully be applied by lawmakers.

After analysis of the legislation, it can be concluded that term “culture” is inseparable from the terms “identity”, “gender” and “equality” in modern democratic society that Serbia aspires to be. Both gender and cultural identities are valued as one of the most important issues that should be nurtured and protected from discrimination. As one of most

important tools for protecting these concepts, Serbian legislation relies on media. Further on, Laws are too general and this is why additional Regulations and Strategies must complement existent Laws.

General overview of The Action Plan for Implementing the National Strategy for Improving the Status of Women and the Promotion of Gender Equality for the Period 2010. - 2015. showed that here are no loopholes in the preparation and planning phase of the existing Strategy, but a realization plan has a few flaws, such monitoring, budgeting and networking plans are. Also, research showed that there are no organizations from NGO or private sector that deal with gender equality in culture per se.

Gender equality policy is implemented in 2/3 of the all cultural institutions in Serbia, although it is not been explicitly defined in the policy of the organization. Main strategies represented in those policies are equal opportunities during hiring of the personnel, equal treatment of the employees, equal involvement in decision-making processes and equal representation in programming. Half of the Serbian cultural organizations do not have anti-discrimination policy during hiring and promoting of the employees. Gender-based benefits are always connected to parenthood. Women are mostly associated with working positions that are administrative, office-based and working with people, whilst men were connected with technical, physical and decision-making working positions. Every 20th employee in culture in Serbia recognizes „negative“ discrimination in working environment, but every 10th one recognizes „positive“ discrimination. In spite of this, there has never been a formal complaint proposed. In half of the organizations, members of the LBTG community are treated equally, in 5% they would suffer negative and in 4% positive discrimination. Of all audiences of organizations, every fifth is predominantly female, there is no predominantly male audience, and in the rest both genders are equally represented. One third of the organizations are highly supportive of gender-sensitive terminology usage, while other third is strictly against it. Culture is usually perceived as a field of high gender-equality, but Serbian society is marked as highly gender discriminative one. Female

employees are described as responsible, persistent, reliable, hard-working and creative, and male employees are described as responsible, devoted, precise, hard-working and reliable. High percentage of lack of knowledge on gender-equality was interpreted from the final answers, as well as deep pessimism on changes that have to be made.

According to research findings, best strategy for situation improvement is gender mainstreaming strategy, derived from the EU's equal opportunities policy with special focus on the empowerment of genders. GMS is being applied to all EU activities, and is defined by the EU documents, which include a measure of monitoring, reporting, and financing of all activities.

Besides general orientation towards gender equality, it could be said that innovation that GMS brings into the policy creation is rethinking gender equality in all aspects of the society separately. As general gender equality policies are too unspecific, and because of that aimless, GMS tries to regulate different problems in different fields with targeted strategies that relate to observed problems. Therefore, it can be concluded that implementation of GMS could not only help with gender equality issues, but also be a powerful political instrument for the further development of a country.

One of important instruments of GMS and shifting of social consciousness is gender-sensitive terminology usage, because language does not merely reflect the way one thinks: it also shapes ones thinking. If words and expressions that imply that women are inferior to men are constantly used, that assumption of inferiority tends to become part of our mindset. If people everywhere show greater sensitivity to the implications of the language they use, a higher degree of precision will result.

Another important instrument of GMS is gender-responsive budgeting or just gender budgeting. It is budgeting process with gender mainstreaming strategy incorporated in it. It was derived as a special tool from implementing GMS in more developed countries of the EU. It includes gender-sensitive assessment and evaluation of the budgeting process, incorporation of a gender perspective into all levels of the budgetary process and restructuring revenues and expenditures on promoting gender equality. Gender-responsive budgeting should ensure that all policies implemented by the administration are in keeping with the status and the needs of women and men as much as possible, thereby contributing to achieving gender equality, and ensuring that the funds earmarked for their implementation are spent in the most efficient way.

Also, promotion of female contribution in public sphere of media, culture and arts, and promotion of female contribution in other spheres of society through media, culture and arts, is one of the crucial tools in shifting public opinion on this matter. In other words, culture should both promote equality within itself and also be used as a channel for reaching wide audience with this issue.

Strategy for improvement of gender equality in Serbian cultural field lays on this key concept:

- Gender equality in the field of culture, or equality between women and men, refers to the equal rights, responsibilities, opportunities, treatment and valuation of women and men

The overall objective of the Strategy is:

- “to achieve equality of opportunity and treatment for men and women in culture; promotion of gender equality through the field of culture; sensitivitation of media; erasing stereotypes and gender-based discrimination; and the equal participation of women and men in decision making.”

- The Strategy focuses on:
 1. Preparation and conduction of gender mainstreaming strategy
 2. Accessory to gender mainstreaming strategy implementation
 3. Initiation of gender-responsive budgeting
 4. Sensibilization of media towards implementation of gender mainstreaming strategy
 5. Achieving gender balance in different cultural fields
 6. Establishing recommendations for implementation of gender mainstreaming strategy in cultural institutions
 7. Increased quality of research and data collection in culture
 8. Implementation of gender mainstreaming strategy in education
 9. Avoidance of the gender mainstreaming strategy pitfalls

It can be concluded that both general and specific hypothesis stated at the beginning of the Theses are proven to be true. Gender-related issues in the field of culture in Serbia are of high importance for both better functioning of the field itself and general consciousness of Serbian society. As mentioned above, gender and cultural identities are tightly connected to the overall social consciousness and social values of the particular community. As culture, among other things, has function of shaping public opinion and awareness, it is of high importance to integrate values of gender equality with in cultural policies on all levels. This change must start from the field itself, in order to begin influencing other parts of social engagement.

Serbian legislation in culture is not gender-sensitive enough to achieve satisfactory gender equality level. Analysis of the Constitution, cultural laws and gender equality laws showed that, although highest legal document of the Republic of Serbia specifically appoints gender equality under competencies of cultural field, legislation on lower levels does not follow this appointment through in detail. Gender equality issue must gain better position in cultural

laws, but not as a specific value that is standing by itself, but to be implemented in each and every proposition of the laws.

Cultural workers are not well informed of aims and means of gender equality. Assumed low knowledge on the issue was proven right in research that was conducted. Additionally, high percentage of the responses that did show knowledge on the subject didn't have positive opinion on necessity of raising question on gender-equality in cultural field. Although these ignorance and negativity may have roots in the Serbian society in general, it is of highest importance that cultural workers, which are as mentioned before bearers of the social change, have more (positive) attainment on gender equality issues.

Although culture is traditionally perceived as "women field", female cultural workers do not have accordant power in decision-making processes. Again, even though cultural field is more "gender-equal" than the rest, women are less powerful than men in decision-making. Though there is close to 60% of female employees in culture in Serbia, only 40% of heads of institutions and organizations are women.

With applied gender mainstreaming strategies, cultural field can become bench mark for other fields of social engagement in Serbia. If proposed set of rules and strategies are practiced thoroughly, all of the knowledge pools are constantly refreshed and all of the obstacles are avoided, cultural field can and must become leader in implementation of gender equality principles in whole Serbian society.

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11. Appendices

11.1. Appendix 1. - Figures and tables

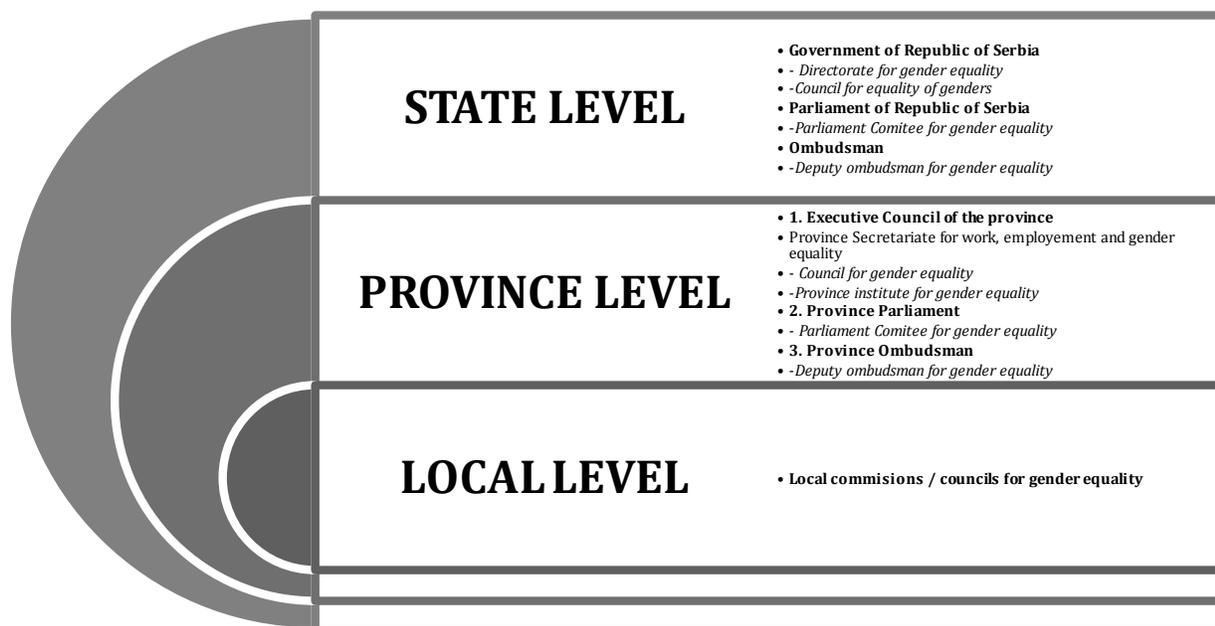


Figure 1 – Governmental structures appointed for dealing with gender issues

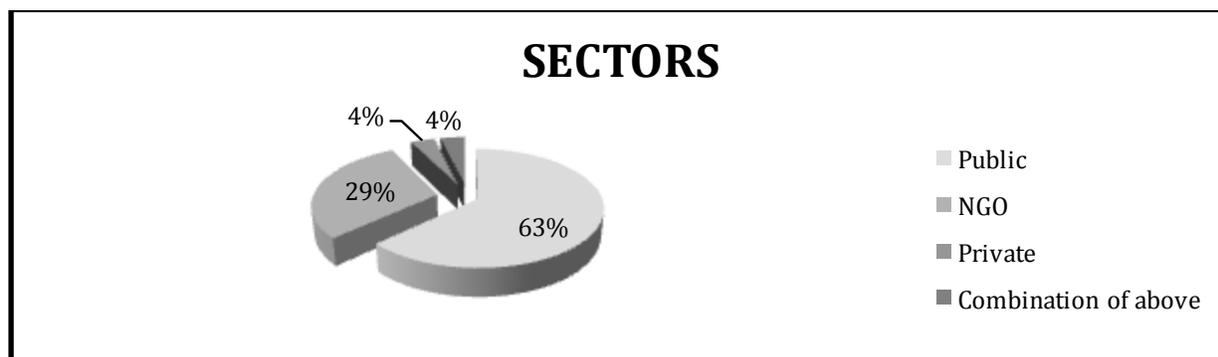


Figure 2 - Distribution of sectorial appurtenance

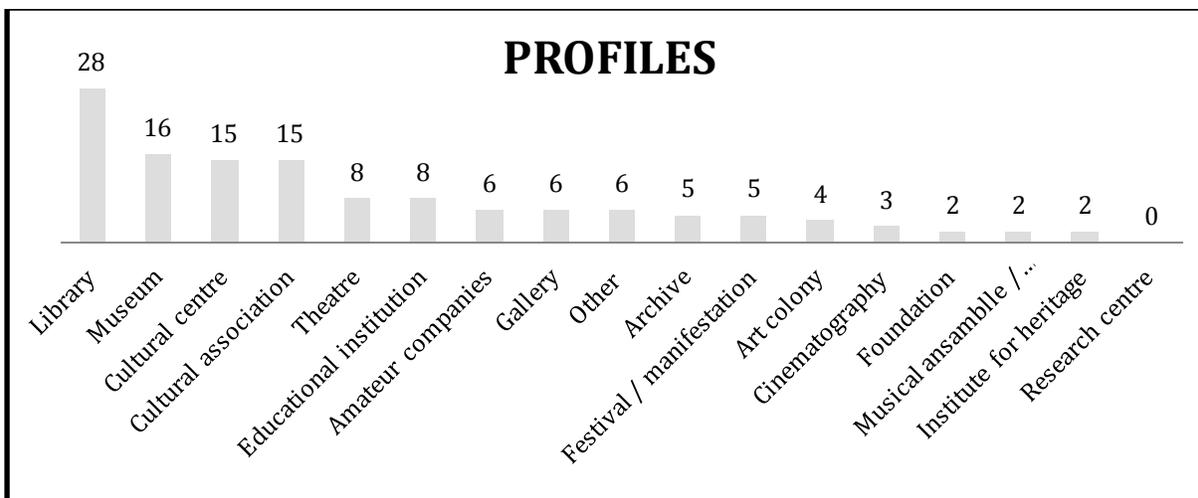


Figure 3 - Profiling of the organizations

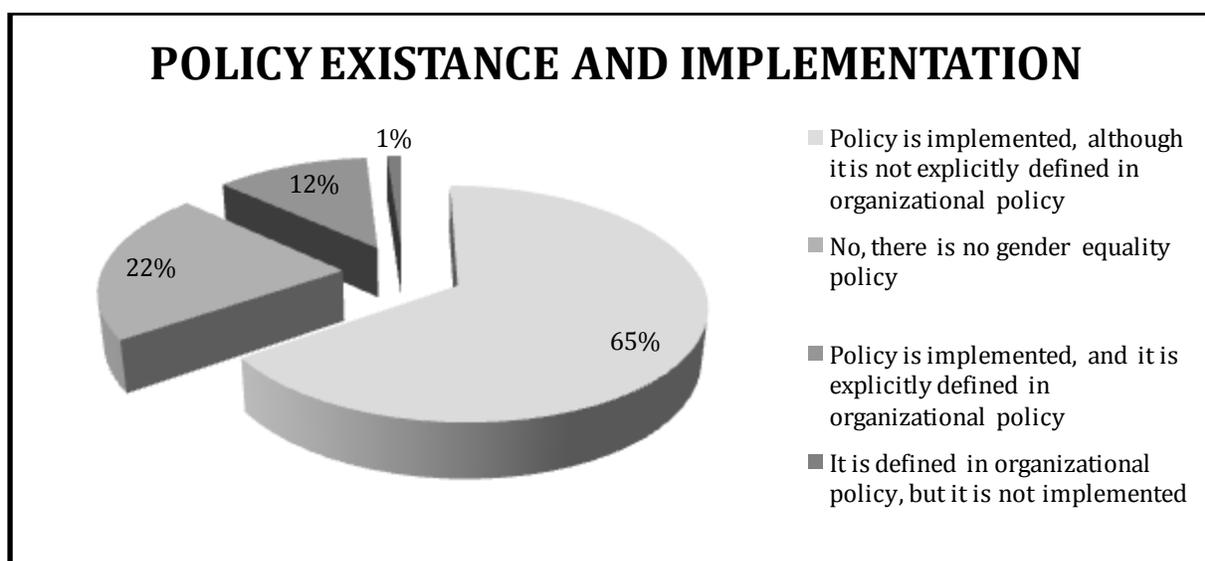


Figure 4 - Gender equality policy existence and implementation within the organization

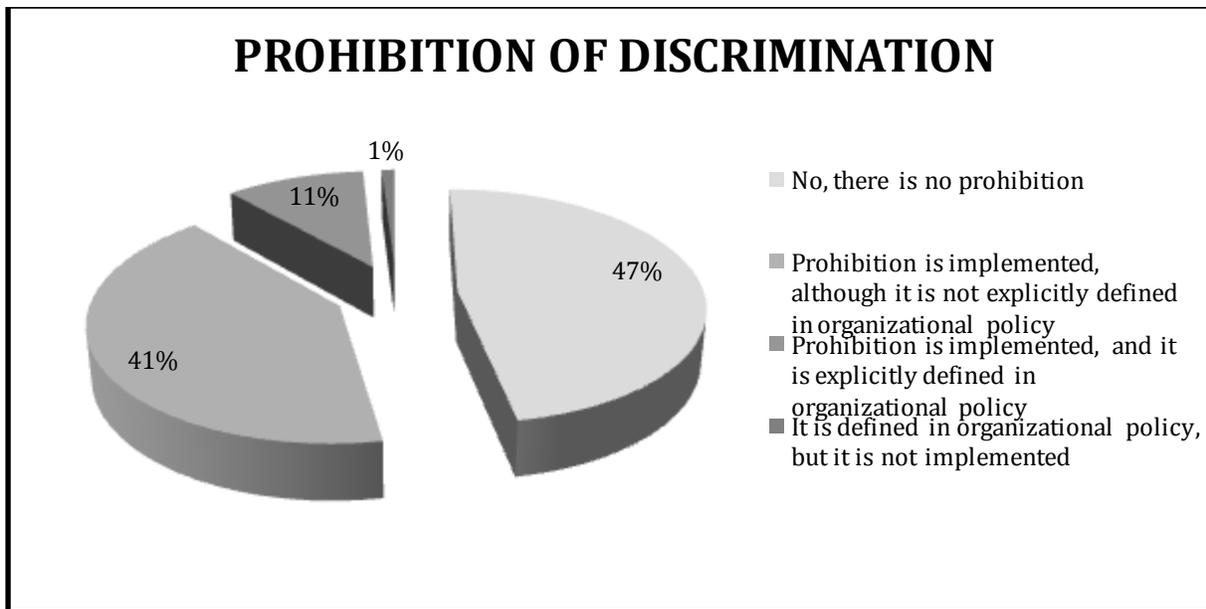


Figure 5 - Prohibition of discrimination in hiring and „glass ceiling“ phenomenon

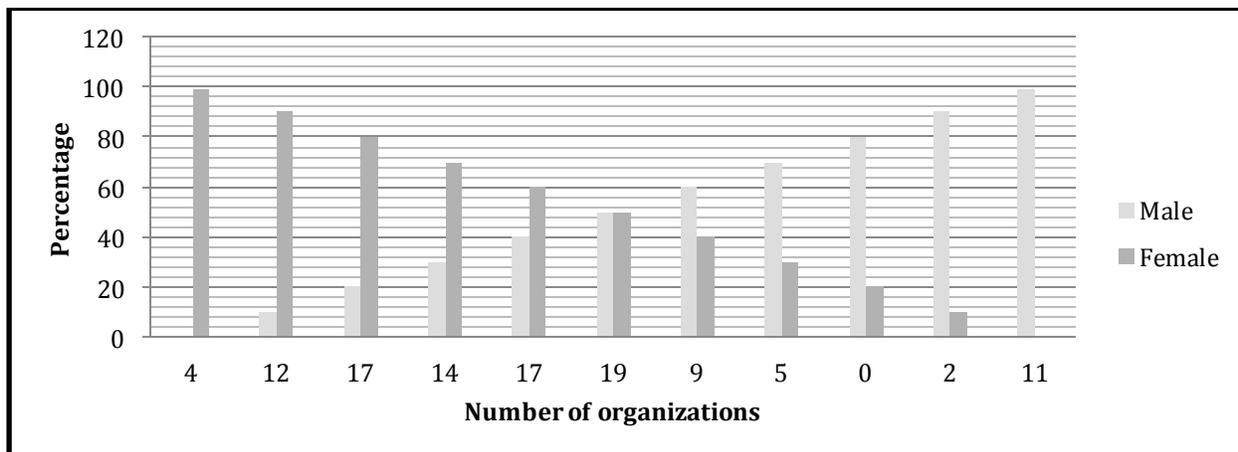


Figure 6 - Employee gender balance

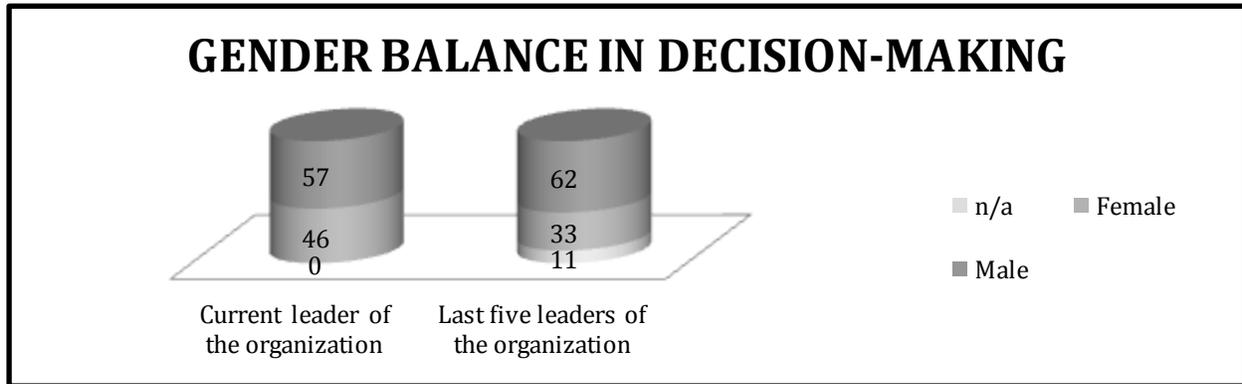


Figure 7 - Gender balance in decision-making

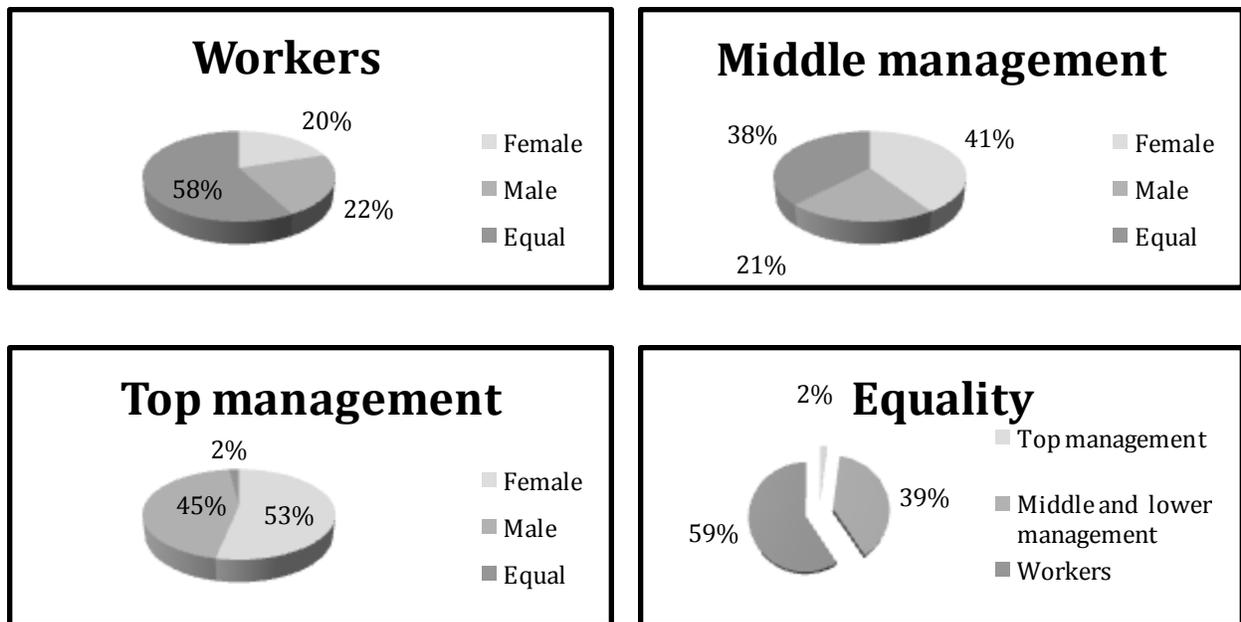


Figure 8 - Perception of gender balance according to levels of management

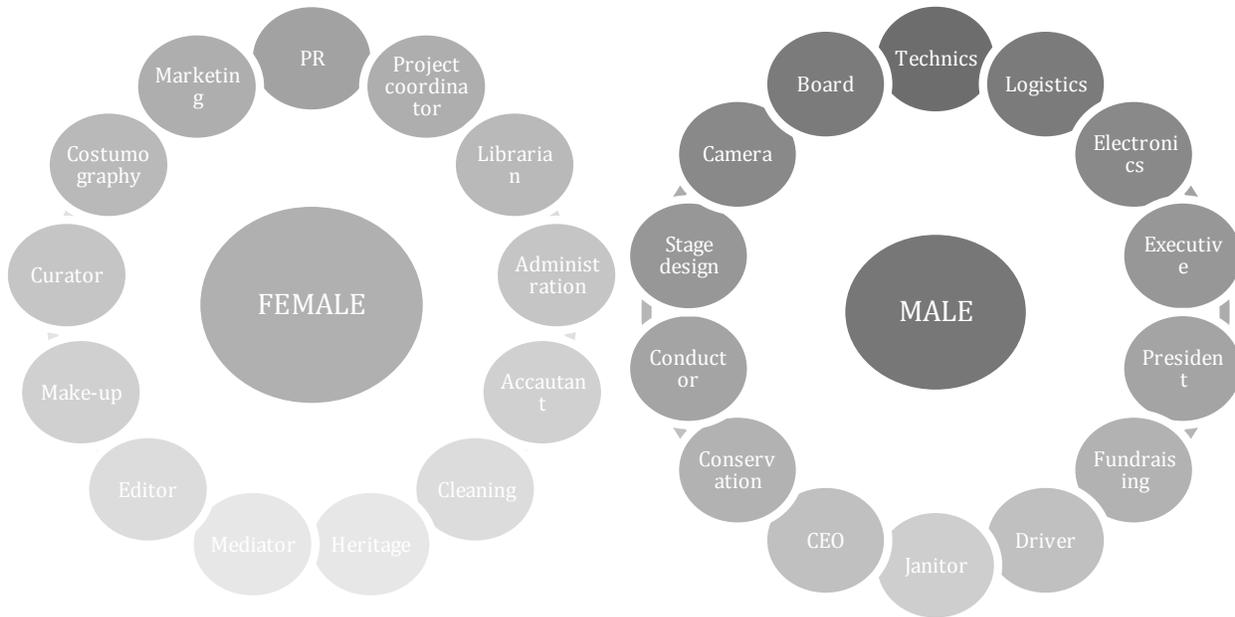


Figure 9 - Gender balance according to sectors within the organization

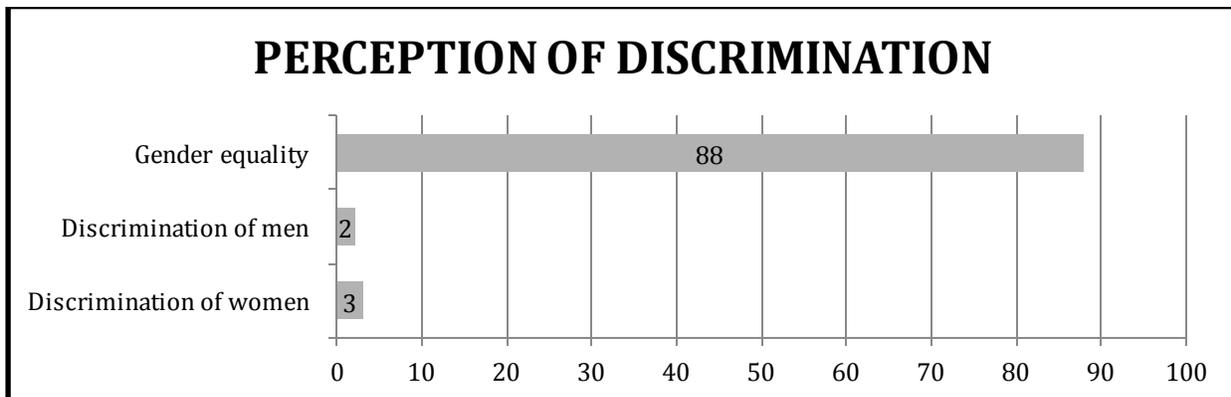


Figure 10 - Perception of gender-based discrimination within organization

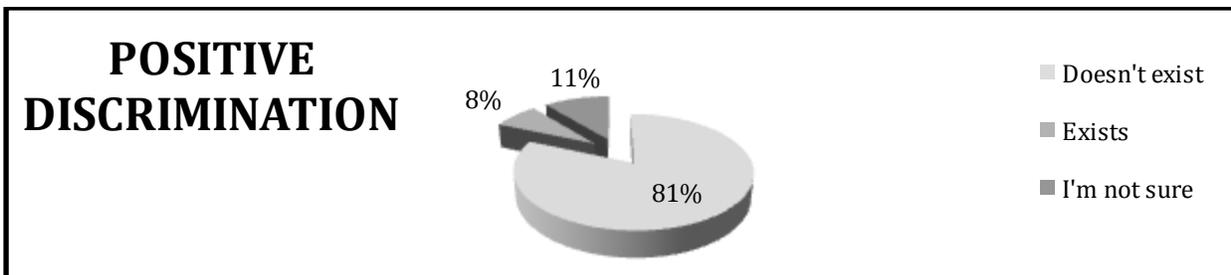


Figure 11 - Positive gender-based discrimination within the organizations

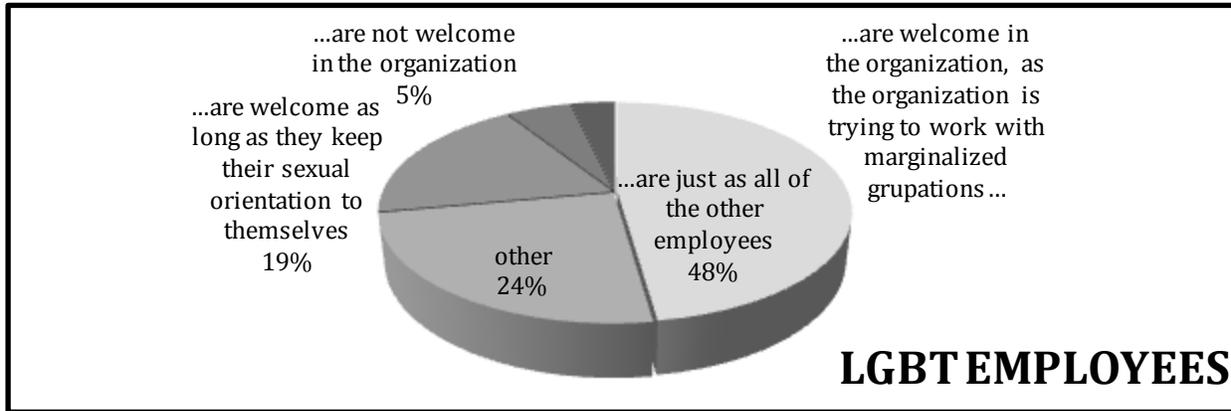


Figure 12 - HR policy on LGBT cultural workers

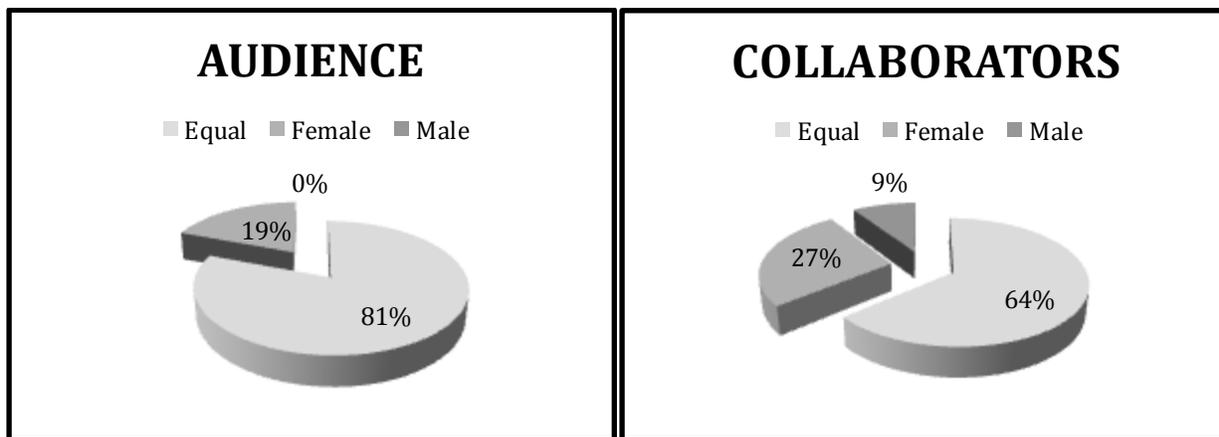


Figure 13 - Gender balance in external collaborators and audience

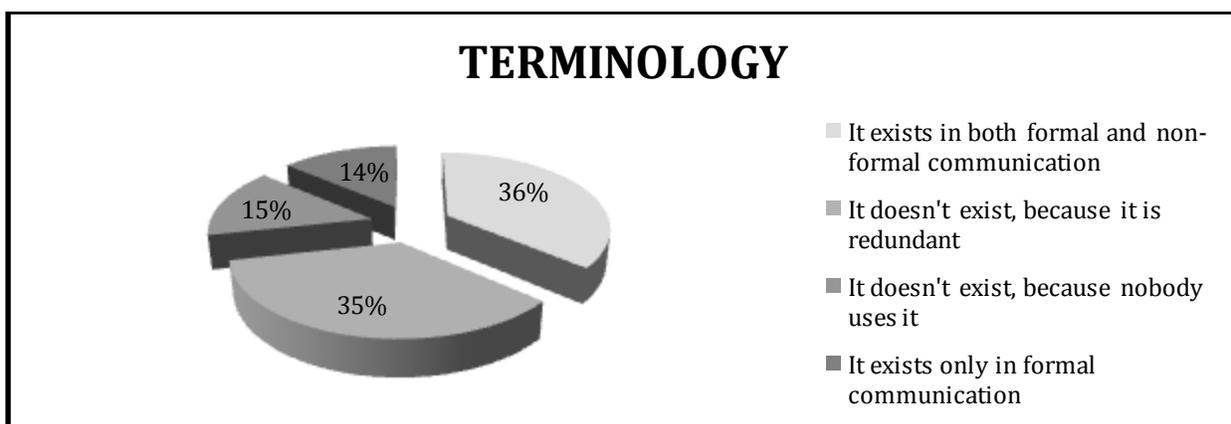


Figure 14 - Usage of gender-sensitive terminology

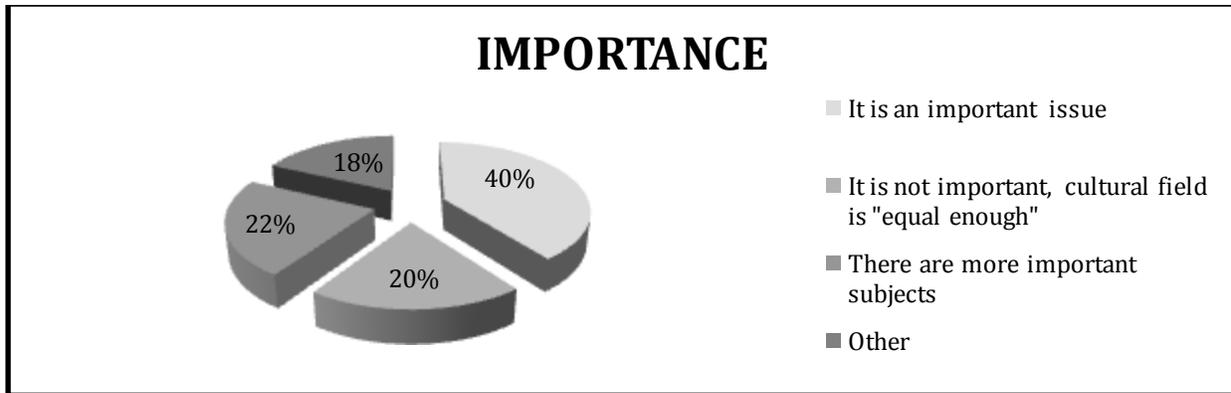


Figure 15 - Importance of gender equality in Serbian cultural field

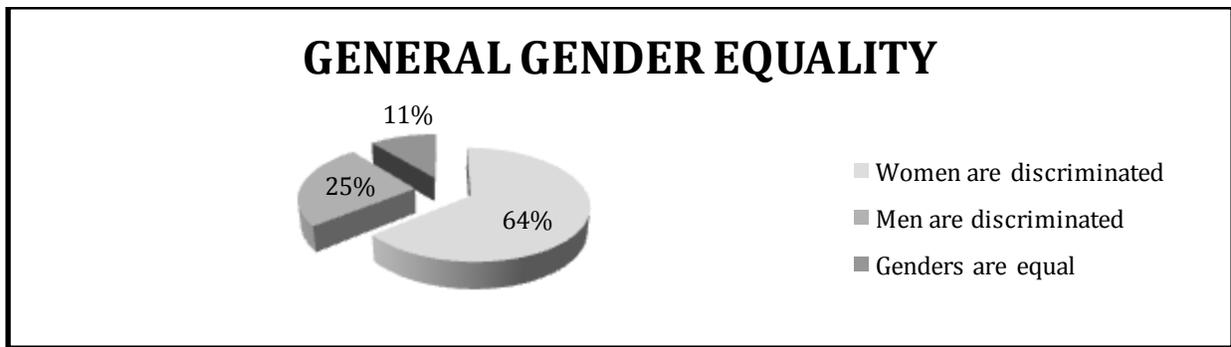


Figure 16 - Perception on general gender equality in Serbia



Figure 17 - Visualization of characteristics frequency for male employees



Figure 18 - Visualization of characteristics frequency for female employees

11.2. Appendix 2. - Questionnaire

POLITIKE RODNE RAVNOPRAVNOSTI U OBLASTI KULTURE U SRBIJI

Da li vaša organizacija pripada:

- javnom sektoru
- privatnom sektoru
- nevladinom sektoru
- kombinaciji nekih od ponuđenih odgovora

Profil vaše organizacije se može opisati kao:

- Amatersko društvo
- Arhiv
- Biblioteka
- Izložbena galerija
- Kinematografska delatnost
- Festival / manifestacija
- Muzej
- Fondacija
- Muzički ansambl / filharmonija / orkestar

• <input type="checkbox"/> Kulturni centar / dom kulture
• <input type="checkbox"/> Pozorište
• <input type="checkbox"/> Organizacija za edukaciju u kulturi
• <input type="checkbox"/> Kulturno udruženje
• <input type="checkbox"/> Umetnička kolonija
• <input type="checkbox"/> Zavod za kulturu
• <input type="checkbox"/> Zavod za zaštitu kulturne baštine
• <input type="checkbox"/> Other: <input type="text"/>

Da li se u vašoj organizaciji primenjuje politika rodne ravnopravnosti?

• <input type="radio"/> Da, eksplicitno je definisana u pravnim aktima i primenjuje se
• <input type="radio"/> Da, ali nije eksplicitno definisana iako je primena vidljiva
• <input type="radio"/> Postoji, ali se ne primenjuje
• <input type="radio"/> Ne, ne postoji

Ako je odgovor na prethodno pitanje "da", koje su strategije kojima se podstiče rodna ravnopravnost u vašoj organizaciji?

Da li u vašoj organizaciji postoji zabrana o rodnoj diskriminaciji pri zapošljavanju i napredovanju?

- Da, eksplicitno je definisana u pravnim aktima i primenjuje se
- Da, ali nije eksplicitno definisana iako je primena vidljiva
- Postoji, ali se ne primenjuje
- Ne, ne postoji

Postoje li u vašoj organizaciji rodno zasnovane beneficije? Koje? npr. porodiljsko odsustvo, porodiljsko odsustvo za očeve...

Procenite postotak zaposlenih i stalnih saradnica koje su ženskog roda

Da li je direktor/ka vaše organizacije muškog ili ženskog roda?

- muškog
- ženskog

Da li je među poslednjih pet direktora/ki vaše organizacije bilo više muškaraca ili žena?

- muškaraca
- žena
- ne znam / nije primenljivo

Ocenite odnose polova u različitim nivoima menadžmenta u vašoj organizaciji npr. većinom su direktorke žene, svi zaposleni su muškarci, a pomoćno osoblje je pomešano

		Viši menadžment (direktori)	srednji menadžment (zaposleni)	niži menadžment (pomoćni radnici)	
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
žene	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
muškarci	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
podjednako	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Da li postoje određeni sektori ili radne pozicije u vašoj organizaciji koje više okupiraju žene ili muškarci? Koji su to sektori/pozicije? npr. u marketingu češće rade žene, dirigenti su

gotovo uvek muškarci, itd.

Da li smatrate da u vašoj organizaciji postoji rodno zasnovana diskriminacija?

Da, žene su diskriminirane

Da, muškarci su diskriminirani

Ne, ravnopravni su

Da li smatrate da u Vašoj organizaciji možda postoji "pozitivna diskriminacija" na osnovu pola? npr. muškarci brže i lakše napreduju, žene lakše dobijaju slobodne dane...

Postoji

Ne postoji

Nisam siguran/a

Da li je u vašoj organizaciji bilo pritužbi na polno ili rodno zasnovanu diskriminaciju?

Da, preduzeti su neophodni koraci i problem je rešen

Da, ali ništa nije preduzeto po tom pitanju

Ne, nikada

Other:

Koja je politika vaše oranzacije prema osobama istopolne seksualne orijentacije?

Nisu poželjni u organizaciji

Svejedno mi je, sve dok ne pokazuju svoju orijentaciju na radnom mestu

• Svejedno mi je, seksualna orijentacija ne utiče na kvalitet zaposlenog/zaposlene

• Poželjni su, organizacija se trudi da pomogne ugroženim grupacijama

• Other:

Da li u vašoj organizaciji postoji razlika u zaradama između muškaraca i žena?

• Da, razlika je uslovljena radnim pozicijama različitog ranga

• Da, ali je razlika neznatna

• Ne postoji

• Nisam siguran/a

Da li vaše spoljne saradnike/ce većinom čine:

• žene

• muškarci

• podjednako

Vaša publika je većinom:

• ženskog pola

• muškog pola

• podjednako

Da li se u vašoj organizaciji obraća pažnja na upotrebu rodno osetljive terminologije? npr. "direktorka" umesto "direktor", "saradnica" umesto "saradnik"...

- Da, u zvaničnoj dokumentaciji i korespodenciji organizacije i neformalnoj komunikaciji među zaposlenima
- Da, samo u zvaničnoj dokumentaciji i korespodenciji
- Ne, jer niko to ne radi
- Ne, jer je to nepotrebno

Navedite tri osobine za koje smatrate da ženu čine kvalitetnom saradnicom

Navedite tri osobine za koje smatrate da muškarca čine kvalitetnim saradnikom

Da li smatrate da je rodna ravnopravnost u sektoru kulture u Srbiji tema kojoj se treba posvetiti?

- Da, mislim da je to bitna tema
- Ne, mislim da je sektor kulture dovoljno "ravnopravan"
- Ne, mislim da ima tema koje su bitnije od pitanja rodne ravnopravnosti
- Other:

Da li smatrate da u Srbiji generalno postoji rodno zasnovana diskriminacija?

- Da, žene su diskriminirane
- Da, muškarci su diskriminirani
- Ne, oba pola su ravnopravna

Da li imate neki komentar koji biste želeli da dodate?

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11.3. Appendix 3. - Vita

Maja Marković



Born in 1986 in Belgrade. Graduated in Production and Management in Theatre, Radio and Culture from the Faculty of Dramatic Arts, Belgrade. Studied at Belgrade Open School and Centre for female studies at Faculty of political science in Belgrade. At the moment, student of MA Interdisciplinary Studies on University of Arts in Belgrade, with an ambition to continue studies in the field of gender equality and cultural policy. Interested in pretty much everything. Currently parallely working in the field of cultural policy, gender studies, civil rights, art activism, politics, media, youth policy, creativity development, anti-corruption in high education, cultural tourism, etc. Still hopes to change the world.