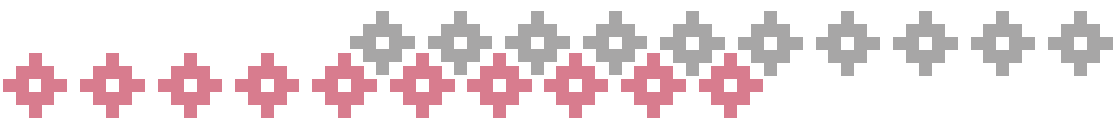
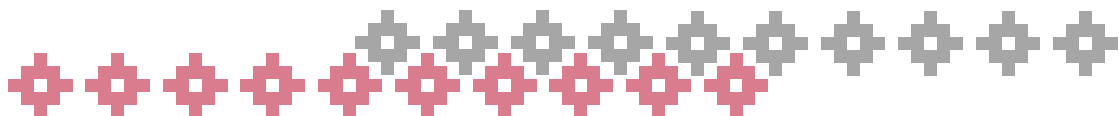


Profile of Women in the Decision- Making Process (by some professional areas)





Profile of Women in the Decision- Making Process (by some professional areas)



"Profile of Women in the Decision-Making Process", 2016

Author: *Viorica Toarta*

Coordinator: Aurelia Spataru

Design and layout: Ion Axenti

This analytical note is part of a **series of profiles related to women and girls** that belong to certain underrepresented groups from Moldova, who are coming from disadvantaged socio-economic or geographical backgrounds (*migrant women, women from rural areas, Roma women and women who are victims of violence*), those with special health conditions (*women with disabilities, women living with HIV or elderly women*) or who are less present in certain sectors (*women in elected and appointed positions, women in decision-making positions and women involved in the economic and business sector*).

The purpose of these profiles is to inform the public, based on evidences, about the advantages, capabilities and potential of women's groups that have been analysed and the contribution they can make to the development, their interaction environments, the opportunities that they benefit from or are deprived of, as well as the limitations and obstacles they face. The profiles include a factual analysis of the described vulnerable group (by its subpopulations) and its comparison with the opposite group (invulnerable) of women (sometimes also with the corresponding group of men). Quantitative and qualitative data from various available official (official and administrative statistics) and independent sources (studies, surveys) were combined and used.

The document is intended for decision makers, policy makers, civil society and the general public and aims at increasing the understanding of data and exemplifying the use of the multi-dimensionally disaggregated statistical data with a view to identifying the intervention measures necessary to promote equality, inclusion and cohesion, non-discrimination and acceptance of the underrepresented groups of women.

The total or partial reproduction of the content of this publication is authorized, on the condition that the source is clearly and precisely indicated.



This material was developed with the support of the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Economic Commission for Europe (UNECE) within the UN Joint Project "Strengthening the National Statistical System" implemented in cooperation with the National Bureau of Statistics (NBS). The opinions expressed in this document are those of the author and do not necessarily reflect the views of the UN agencies or of the NBS.

"PROFILE OF WOMEN IN THE DECISION-MAKING PROCESS", author VIORICA TOARTA, UNDP & UN WOMEN, 2016.

ISBN 978-9975-53-649-3

Table of contents

Introduction	4
I. Presentation of the Group.....	5
II. Women's Social Capital and Potential to Participate in the Decision-Making Positions..	10
III. Interaction Environment of Women in Decision-Making Positions.....	14
IV. Opportunities that Women Enjoy or are Deprived of for Participation in the Decision-Making Process.....	18
V. Capacity and Possibility of Women in Decision-Making Positions to Participate in Development.....	31
VI. Limitations, Barriers, and Obstacles Encountered by Women when Participating in Decision-Making Processes	33
Conclusions and Recommendations.....	34

Abbreviations

OSCE	-	Organization for Security and Co-operation in Europe
EU	-	European Union
NBS	-	National Bureau of Statistics
CEDAW	-	UN Convention on the Elimination of all Forms of Discrimination Against Women
ILO	-	International Labour Organization
NATO	-	North Atlantic Treaty Organization
MDGs	-	Millenium Development Goals
NPEGE	-	National Programme for Ensuring Gender Equality 2010-2015
UN	-	United Nations

Introduction

With the ratification of the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), ILO Convention No. 111 concerning Discrimination (in Employment and Occupation), ILO Convention No. 100 on Equal Remuneration, ILO Convention No. 153 on Maternity Protection, as well as by signing the Beijing Platform, Millennium Development Goals and EU Association Agreement, the Republic of Moldova committed to ensure gender equality and promote the participation of women in decision-making processes in the capacity of agents and beneficiaries of sustainable development. Efforts made by national authorities in this sense have resulted in the adoption of national strategies on gender equality promotion and their action plans (in 1998, 2003 and 2009), as well as the adoption of Law on Ensuring Gender Equality.

Despite these efforts, progress made in ensuring gender equality in decision-making positions/functions leaves much to be desired. The Concluding Observations of the CEDAW Committee, regarding the fourth and fifth periodic report of the Republic of Moldova, reiterates the persistence of patriarchal attitudes and deep-seated stereotypes regarding the roles and responsibilities of women and men in the family and society, which are the deep causes of (i) disadvantaged position of women in political and public life; (ii) violence against women; and (iii) gender segregation, as these are reflected in the educational choices of women and girls and employment options¹. Even though during the past years some initiatives were launched to introduce mechanisms of positive discrimination aimed at facilitating women's access to decision-making positions, such initiatives have failed.

Currently, a new 2016-2020 Gender Equality Programme is being developed. It aims to implement the recommendations and trends on developing international and national policies, and will be connected to priorities of Sustainable Development Goals, as well as to the Council of Europe Gender Equality Strategy for 2014-2017. In these conditions, to identify measures that would address the situation with women's representation in decision-making positions, this analytical note will analyse the factors of their under-representation in leadership positions, including in certain professional areas.

¹ CEDAW C/MDA/CO/4-5 (2013). Concluding observations on the combined fourth and fifth periodic report of the Republic of Moldova.

I. Presentation of the Group

As a result of the social and economic transformations of the past century, women have not only taken on economic roles by sharing the labour market with men, but have also assumed new social roles. Thus, women managed to take various leadership positions and prove that they are as capable and good as men, while in certain areas they've excelled and have shown that they are even better. However, it would be wrong to say that women managed to squeeze out men from their traditional niches. Though activating competitive processes and reducing men's sense of security and confidence in their capacity to maintain decision-making levers, women still haven't managed to obtain equal access to the latter. As a result, the enhancement of women's representation in decision-making processes by combatting discrimination and establishing conditions for women's empowerment became current items on the agendas of several UN, EU, OSCE boards and international institutions, including national governments.

The decision-making competence itself doesn't have a gender, while the capacity to move up the hierarchical ladder derives from the quality of the available human and social capital, which could be successfully mobilized and used in this process. The lack of some specific characteristics in this respect doesn't allow for clearly defining or delimiting a sub-group of women who succeeded in building a decision-making career, from the majority group of women. However, we can mention some of their characteristics that are common for successful leaders, such as: (i) vision (or the pursuit of clear aims); (ii) courage in risk taking; (iii) professional competence, reliability and creativity; (iii) communications skills and transparency; (iv) support by means of promotion of informal contacts, with increased level of personalization; (v) honesty; (v) team spirit or capacity to perform integration of different persons in a solid, successful team; (vi) willingness to learn; and (vi) leading by example (not just say what has to be done, but are involved directly in task execution.)²An important aspect that distinguishes women in leadership positions from other women, as well as from men leaders, is the managerial style they adopt, which derives from their feminine behaviour. This style is based on: (i) consideration for other people; (ii) participation; (iii) encouragement of expression and (iv) orientation toward people by promotion and motivation. In professional literature this style is called "transformational leadership," which nowadays is considered to be the most efficient management model oriented toward performance. The success of the women's interactive leadership style has determined men to adopt it, as well³.

² Maier N.E. (2010). Leadership from the Gender Perspective]. *The Transylvania Journal of Communications Sciences*, 2(11)/2010, p.p. 11-28. http://ekphrasis.accentpublisher.ro/files/articles_content/327/2%20RTSC%2011.pdf

³ Popescu A. (2006). *Gender Differences in Leadership*. Project financed by PHARE EU, implemented by the Partnership for Equality Centre <http://www.fundatia.ro/mara/sites/default/files/Diferente%20de%20gen%20in%20leadership.pdf>

Women's access, as well as the possibility to integrate and assert themselves in a career that offers managerial functions and decision-making powers, especially in areas traditionally associated with men, such as: diplomacy, justice, safety and security, public order, are considerably influenced by society's views on women's role in such a context. Although the fundamental transformations of gender relations in the modern Western world, as well as migration effects of the past ten years have changed the social relations and perceptions, Moldovan society as a whole is still traditionalist, with predominant/prevaling paternalist views and values. This is confirmed by a comparative study on phenomenon of discrimination in the Republic of Moldova⁴, carried out in 2014, which states that over 80% of respondents (91% men and 71% women) still believe that a man is the head of a family and his duty is to bring money and do the heavy work. While a woman's duty is housekeeping (79%), and presence of family and children is a key criterion in perceiving the level of realization/accomplishment of a woman (72% in 2014 compared to 61% in 2010)⁵.

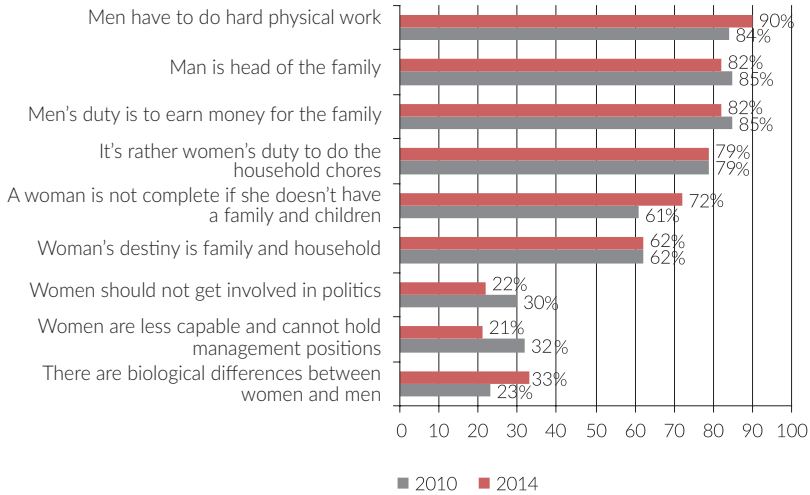
In the same study, the decision-making field continues to be viewed as an exclusive prerogative of men, who are perceived as self-confident persons, dominating and rigid. Women on the other hand are viewed as mediative, friendly and sociable, having less to say in the decision-making process. Sadly, these gender stereotypes are sometimes more ingrained in women's consciousness and they tend to accept dominant male, rather than female leaders. There are also myths about women's lower capacities to lead and to hold decision-making positions or work in certain areas, views that are still quite persistent in today's society. Thus, in 2014, over 20 percent of study respondents believed that women were less capable of holding management positions (compared to 32% in 2010) and should not get involved in politics (compared to 30% in 2010). At the same time, about one-third of them believe that women cannot practice certain professions (compared to 24% in 2010), especially due to the biological differences with men (23% in 2014 compared to 33% in 2010⁶) (Figure 1). Besides that, the following were mentioned among the main reasons for women's unequal access to social life, including in the area of decision-making: (i) absence of a legal mechanism for women assertion (19% in 2014 compared to 11% in 2010); (ii) failure to promote women to management positions (28% in 2014 compared to 14% in 2010); (iii) non-acceptance of women in the political sphere (14% in 2014 compared to 11% in 2010); (iv) women's greater preoccupation with child raising and care (35% in 2014 compared to 32% in 2010) and (v) double burden carried by women in family maintenance and child raising (39% in 2014 compared to 32% in 2010) (Figure 2).

⁴ Moldova/SOIR (2015). *The Phenomenon of Discrimination in Moldova: Perceptions of the Population. A Comparative Study*, http://www.soros.md/files/publications/documents/The%20Phenomenon%20of%20Discrimination%20in%20Moldova_0.pdf

⁵ *Ibidem*.

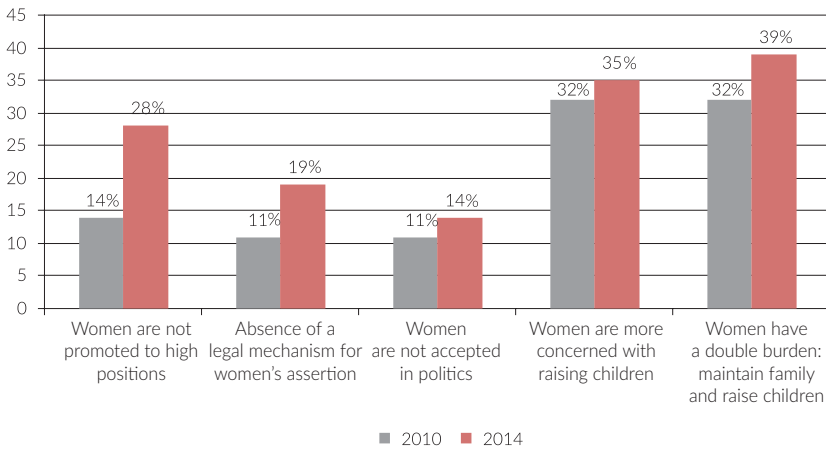
⁶ Soros Moldova (2012). *[The Phenomenon of Discrimination in Moldova: Perceptions of the Population. A Sociological Study]*, <http://soros.md/files/publications/documents/Studiu%20Sociologic.pdf>

Figure 1. Prejudices Regarding Gender Roles in the Society, %



Source: Moldova/SOIR. The Phenomenon of Discrimination in Moldova: Perceptions of the Population. A Comparative Study, 2015

Figure 2. Views on the Causes of Gender Inequality in Access to Social Life and Decision Making, %



Source: Moldova/SOIR. The Phenomenon of Discrimination in Moldova: Perceptions of the Population. A Comparative Study, 2015.

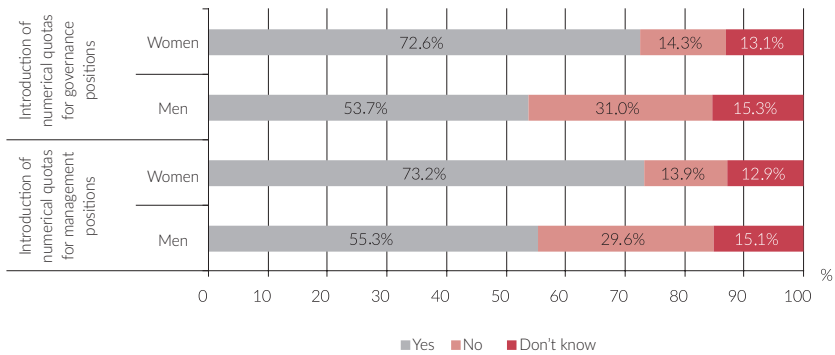
A rather low level of “gender culture” is another element that is evidence of the paternalist centrist masculinized character of Moldovan society. The population has a misperception of “gender equality,” considering that if applied it would only be beneficial for women, to the disadvantage of men, while in reality it implies equal rights, responsibilities, obligations and opportunities within all aspects of social and economic life, including family life. Misunderstanding of the concept of gender equality is a determinant factor of institutional discrimination, especially in areas of “force,” such as: security, defence, public order, where women are often perceived as weak, dependent or innocent, lacking tactical knowledge, while men are regarded as independent and powerful providers of security or authors of violent acts. However, in reality the situation can be the opposite, and men can be negatively affected by the fact that liability for security is placed fully on their shoulders. Nowadays, although being presented in such systems, women, as a rule, hold administrative and executive positions, not allowed to and not given important roles in activities and investigations, fighting operations or strategic positions⁷.

The idea of empowering women in order to give them access to management positions and the need to take active measures to that effect is still more supported and promoted by women, rather than men. As proof, the data of IMAGES “Men and Gender Equality in the Republic of Moldova”⁸ study, carried out in 2015, shows that above 70 percent of female respondents believe it necessary to introduce a system of quotas for women in order to guarantee them a fixed number of government and management positions. At the same time, the share of men supporting these views is above 50%. The share of those who disapprove the need for such measures is rather significant, about one-third of them believe that decision-making positions should be held by “competent persons, and not just by a certain number of women.” “Furthermore, male experts have mentioned that “women are more efficient in certain things, they are more careful, analyse situations and consequences better,” while the introduction of the quota system is dictated by the need to meet women’s needs which currently can’t be met by male managers. At the same time, the introduction of such a quota system has to be carried out along with “assurance of quality of such quotas,” so that “prepared, skilled, eager-to-lead women” would take command. (Figure 3)

⁷ CID NATO (2015). Femeile pacea și securitatea: de ce sunt importante? [Women, Peace & Security: Why are they important?] Article drafted by Abu N. <http://nato.md/femeile-pacea-si-securitate-de-ce-sunt-importante/>

⁸ CDF (2015). Men and Gender Equality in the Republic of Moldova. Based on IMAGES methodology. http://cdf.md/files/resources/89/Studiul_B%C4%83rba%C8%9Bii%20%C8%99i%20Egalitatea%20de%20gen%20C3%AEEn%20Republica%20Moldova.pdf

Figure 3. Views on the need to introduce a system of quotas for women, which would guarantee a fixed number of decision-making positions



Source: CDF. Men and Gender Equality in the Republic of Moldova, 2015.

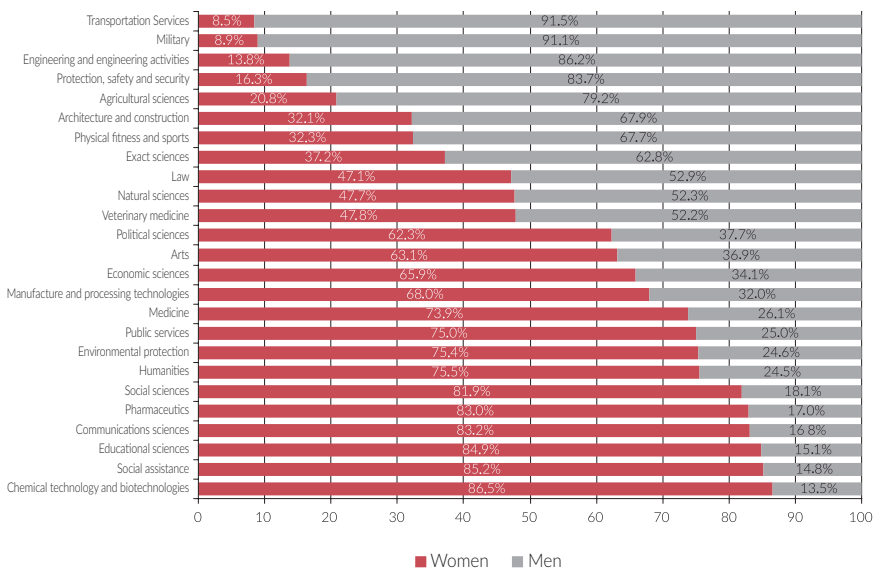
Additionally, they highlighted fact that for women, compared to men, it is much harder to take decisions regarding promotion for management positions. The main reasons are: more detailed assessment of tasks subject to undertaking from the perspective of performing the role of a woman, wife and mother⁹. All these additionally prove women's current concerns about finding ways to reconcile a career with family life.

⁹ Ibidem.

II. Women's Social Capital and Potential to Participate in the Decision-Making Positions

Women's potential to participate in decision-making processes with regard to sustainable development at all levels, is expressed through their human capital, which includes intellectual capital (competences and knowledge, work resources) and biological capital (physical capacities determined by health condition and age).

Figure 4. Gender Structure of Higher Education Students by General Areas of Study, %



Source: NBS. Education in the Republic of Moldova, 2014/2015.

Statistical data show that women in the Republic of Moldova are characterized by a high level of intellectual capital. In 2014, according to NBS data, they accounted for more than 59% of total persons with higher education of age 25-64, while their biggest share of 75.5% is concentrated in the 25-49 age group. Women also accounted for 57.5% of higher education students, 56% of PhD students, about 59% of people

enrolled in postdoctoral studies, as well as about 48% of research associates¹⁰. Even though the situation seems to be good, a more detailed analysis of gender structure in higher education (cycles 1 and 2) reveals the problems of underrepresentation and segregation of women by areas of study. These problems are also replicated on employment pattern on the labour market. Thus, the greatest share of women students is concentrated in 13 areas, from chemical technologies and biotechnologies, social assistance, educational sciences, to political sciences, where the share of women varies from 80% to 60%. A rather balanced distribution is observed in political sciences, veterinary medicine, natural sciences and law, where share of women is more than 47%. Thereafter, from the exact sciences to military services and transportation, the presence of women decreases abruptly from 37% to 8% of the total number of students (Figure 4).

A similar situation also persists in research and development, where women hold a significant share within social sciences (68.4%), humanitarian and medical sciences (52.6%), while other areas, especially the technical ones (71%) are dominated by men¹¹.

The general level of women employment (49.6%) on the labour market is lower if compared to that of men (50.4%), however, when examining this indicator from the point of view of studies obtained by women, we can see that the situation is completely opposite. Thus, according to NBS data, the share of women with higher education constituted 55.4% or, by 10.8 p.p. higher than the share of men (44.6%) in 2014. Analysing the participation of women with higher education on the labour market by their economic activities shows that they predominate, with a share of 67.3%, in public administration, education, health and social assistance¹². As well, their significant shares are registered in economic activities (55.4%), trade, hotels and restaurants, as well as other activities (54.5%) (Figure 5). Concurrently, the analysis by type of occupations (positions held/professions according to CORM)¹³ shows the prevalence of women with higher education among administrative officials (major group 4 – 87.9% compared to 12.1% men) and service, household housing and public utility services, trade and assimilated workers (major group 5 – 64% compared to 36% men). More significant weights of women are also recorded among highly skilled professionals (major group 2 – 63.3% compared to

¹⁰ NBS (2015). Education in the Republic of Moldova. Statistical publication 2014/2015. http://www.statistica.md/public/files/publicatii_electronice/Educatia/Educatia_RM_2015.pdf;

¹¹ NBS (2015). Research - Development Activity in 2014 <http://www.statistica.md/newsview.php?l=ro&idc=168&id=4728>

¹² NBS. Employed population by activities, level of education, age groups, genders and areas, 2000-2014. Statistical Data Bank. <http://statbank.statistica.md/pxweb/Database/RO/03%20MUN/MUN02/MUN02.asp>;

¹³ According to the Classification of the Occupations of Moldova (CORM), approved by Order of the MLSPF No 22 of 3 March 2014. <http://www.angajat.md/files/Clasificatorul%20ocupatiilor%20%281%29%20ro.pdf>;

36.7% men) and medium-skilled professionals (major group 3 – 57.8% compared to 42.1% men). The smallest weights of women with higher education are recorded among managers of all levels (major group 1 - 41.8% compared to 58.3% men)¹⁴, which proves their limited access to decision-making processes (Figure 6).

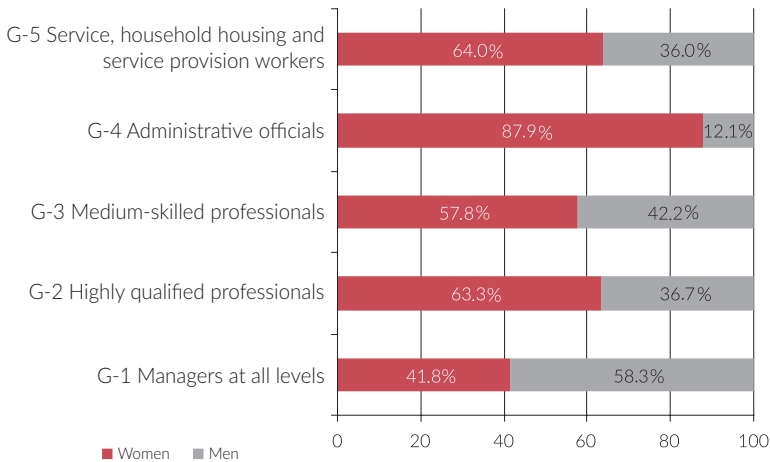
Figure 5. Share of Employed Women with Higher Education, by Economic Activities, %



Source: NBS. Statistical Data Bank, data for 2014.

¹⁴ NBS. Employed population by occupations, level of education, age groups, genders and areas, 2000-2014. Statistical Data Bank. <http://statbank.statistica.md/pxweb/Database/RO/03%20MUN/MUN02/MUN02.asp>;

Figure 6. Share of Employed Women with Higher Education, by Main Occupational Groups, %



Source: NBS, Statistical Data Bank, data for 2014.

Health quality is the second element which characterizes women's potential to undertake decision-making roles and responsibilities and to participate actively in such processes. Statistical data show that women are more critical about their own health condition; the ratio of those who assessed it as good/very good is by 9 p.p. lower than that of men (42.1%). This indicator is a relative one and varies a lot depending on age - the younger is the woman, the more optimistic her views are, and vice versa. However, fewer women to a smaller extent than men suffer from such specific diseases as active tuberculosis and malignant tumors. In 2014, global incidence of active tuberculosis in women constituted 45.2 cases per 100,000 women, which is more than three times less than in men (111.8 cases per 100,000men)¹⁵. In addition, the incidence of new cases discovered in women (30.4 cases per 100,000 women) was about 2.3 times lower than in men (69.6 cases per 100,000 men)¹⁶. The picture is similar in case of incidence of malignant tumors - this index was lower in women (239 cases per 100,000women) than in men (259.1 cases per 100,000 men)¹⁷.

¹⁵ NBS (2015). Matrix of indicators monitoring the implementation of NPEGE for 2010-2015. Statistical Yearbook of the Republic of Moldova, 2014. Chapter 8, Table 8.16. <http://www.statistica.md/pageview.php?l=ro&idc=%20263&id=2193>

¹⁶ MoH/NCHM (2015). Population Morbidity from Specific Diseases. 2014 Statistical Yearbook of the Health System of Moldova. http://www.ms.gov.md/sites/default/files/12_incidenta_prin_maladii_specifice_0.pdf

¹⁷ NCHM - Statistical Report No. 12, 2014 Statistical Yearbook of the Republic of Moldova. Chapter 8, Table 8.16. <http://www.statistica.md/pageview.php?l=ro&idc=263&id=2193>

III. Interaction Environment of Women in Decision-Making Positions

Family is the primary interaction environment of a woman, which encourages or restricts her participation in decision-making processes at the same level with men. Studies in this area show that women in the Republic of Moldova are rarely encouraged by their families to apply for/compete for a management position, to take a decision on accepting such position, or learn certain specialties that are considered to be masculine. Stereotypes according to which women are responsible for family needs and “must find time for the family and give up the career” are still quite pronounced in the society. Often, the woman’s contribution to the family budget is neglected, as well as the fact that she is employed and that the responsibilities in a family should be divided equally¹⁸. Childhood experiences of men and women play an important role in forming behavioural models which later are projected on their own families. As a confirmation, the data of “Men and Gender Equality in the Republic of Moldova” IMAGES study shows that in the family of origin (they were raised in) of men participating in survey, respect of fathers/life partners for mothers (48.7%) was lower than mothers’ for them (53.8%). Besides that, in one-third of cases men were responsible for taking decisions regarding important and long-term investments, while women had to take decisions regarding consumer expense and children. At the same time, one in four fathers was daily involved in child care, while 5.9% of them were absent from these activities. Some 18.9% of men were never involved in cooking, 29.6% - in cleaning around the house, and 44.9% - in doing laundry. Even though analysis shows some changes in the enhancement of decision-making in families by mutual consent, as well as involvement in household activities of men of younger generation, aged 19-29, mainly, due to influence from their mothers, the burden of unpaid household work still remains on women’s shoulders¹⁹.

Every day, 96.6% of women in the Republic of Moldova are involved in household activities, spending 39.5% of the daily time on them (about 4.4 hours a day), which is 1.8 times more than what men do (2.8 hours a day, or 21.5% of the daily time)²⁰. As a result, women have less time for socializing, entertainment and meetings (12.4% of the daily time or about 3 hours per day) in comparison with men (14.7% of the daily time

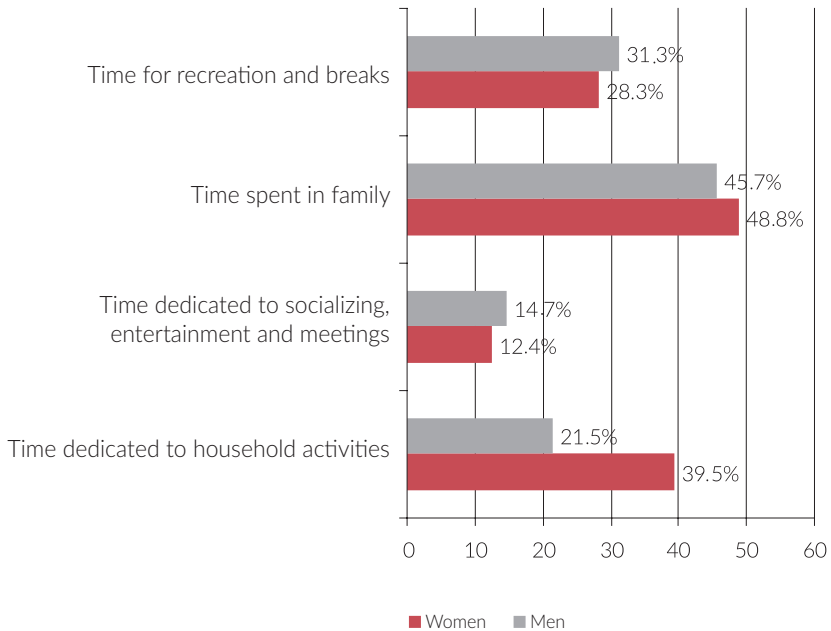
¹⁸ CDF (2015). Men and Gender Equality in the Republic of Moldova. Based on IMAGES methodology. http://cdf.md/files/resources/89/Studiul_B%20C4%83rba%C8%9Bii%20%20C8%99i%20Egalitatea%20de%20gen%20C3%AEen%20Republica%20Moldova.pdf

¹⁹ Ibidem.

²⁰ NBS (2013). Information note “Use of Time in Moldova - the main results of the Time Use research”. <http://www.statistica.md/newsview.php?en&id=4055&sid=168>

or 3.5 hours per day). At the same time, half of the time that women allocate to social life (48.8%) they spend with their families, while in situation with men this indicator is by 3.1 p.p. lower (45.7%). Women also allow themselves less time for recreation-breaks (28.3%), than men (31.3%)²¹ (Figure 7).

Figure 7. Ratio of Daily Time Used by Women and Men for Various Activities, %



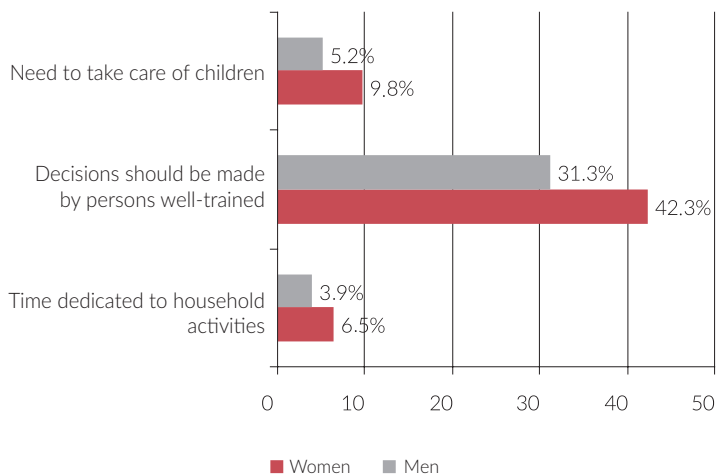
Source: NBS. Information note "The use of time in Moldova", 2013

Thus, double demand, or, better to say, "double career," the permanent concern about finding solutions for reconciling professional and family life, sometimes makes women decide to give up. More often, women give up their careers; however, lately trends of giving up on life partners have been noticed. Namely this can explain changes that appeared in recent years at the level of personal relationships, expressed by a tendency by women to raise their children alone, out of wedlock, or after divorce (rate of divorces in 2014 constituted 3.1%), as well as an increase in the number of cohabiting couples.

²¹ NBS/UNDP/UN Women/Swedish Government (2015). Social Life and Entertainment in Moldova. Analytical note made on the basis of the survey "Use of Time by Women and Men in the Republic of Moldova"; http://www.statistica.md/public/files/publicatii_electronice/Utilizarea_timpului_RM/Note_analitice_rom/08_brosur_ROM.pdf

The views of husbands/life partners of women's role in decision-making processes in the society, influence their integration and successful maintenance of management positions, or within certain professions. Research carried out shows that such views remain stereotyped. Thus, as it was mentioned in the first chapter of this analytical note, over one-quarter of men consider women to be less capable of holding management positions, and, in general, think that women should not get involved in politics²². At the same time, among the main reasons listed by women to make them give up getting more involved in decision-making processes in the community were: (i) husband's interdiction - 6.5%; (ii) self-doubt, justified by an opinion that decisions should be made by trained people - 42.3%, as well as (iii) need to take care of children - 9.8%²³ (Figure 8).

Figure 8. Main reasons that make women and men not to get involved in decision-making processes in the community, %



Source: Soros-Moldova/PDC/Swedish Government Women and Men Participation in Decision-Making Process in the Republic of Moldova, 2012.

²² IPP/Soros-Moldova/SOIR (2015). The Phenomenon of Discrimination in Moldova: Perceptions of the Population. A Comparative Study, http://www.soros.md/files/publications/documents/The%20Phenomenon%20of%20Discrimination%20in%20Moldova_0.pdf

²³ Soros-Moldova/Partnership for Development Centre/Swedish Government (2012). Women and Men Participation in Decision-Making Process in the Republic of Moldova. Report produced by SBS-AXA on the basis of an opinion poll results.

The woman's point of reference is her circle of social relations, which includes friends, co-workers, as well as public authorities, political parties, civil society, the media, and community members whom she interacts with. The quality of relations within professional circle to which the woman belongs significantly influences her capacity to be promoted to management positions. Studies show that paternalist approaches also exist at the level of professional relations, while the level of preferences for women in management positions diminishes in favour of men in proportion to the increase of the position's importance/complexity²⁴. Pronounced tendencies among women to prefer male managers, even if in their work team women prevail can also be observed.

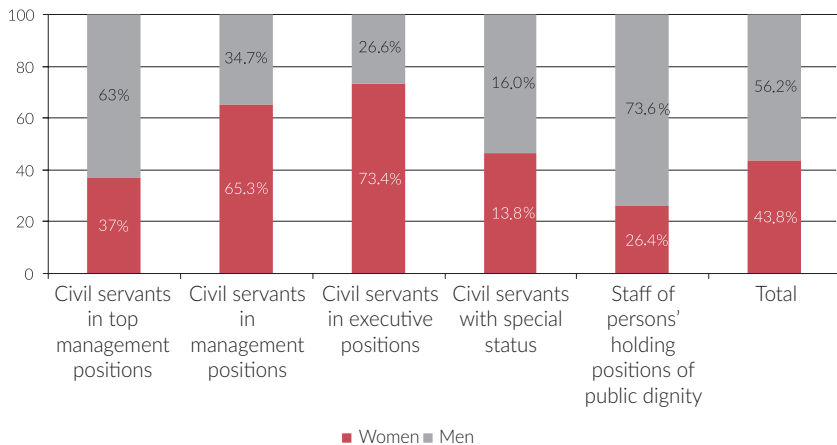
Women's interaction with public authorities, political parties, civil society and the media, as well as with community members, takes place within decision-making processes, in which they participate as managers or specialists, such as: (i) meetings, joint working groups on elaboration, promotion and adoption of certain strategic measures at community level; (ii) party conferences, election campaigns for attraction of electoral capital; (iii) social campaigns for raising awareness and mobilization of communities and public authorities in solving certain social problems, as well as (iv) services rendered to citizens aimed at solving their problems.

²⁴ Ibidem.

IV. Opportunities that Women Enjoy or are Deprived of for Participation in the Decision-Making Process

The opportunities women have to reach management positions are influenced not only by their level of competency and qualities, but also by opinions of those around them about their managerial skills and by the particularities of the area of work. In public administration women constitute 43.8%, and the most significant share of them of over 73.4% is concentrated in executive functions, while in middle-management positions²⁵ (heads of directorates, departments, etc.) women account for 65.3%. The situation is different with top management positions, those of public importance or those with special status, where the share of women is reduced in proportion to complexity of position, which proves the existence of discrepancies both vertically and horizontally. Thus, within the top management positions, the share of women is of 37%, their proportion being 1.7 times lower compared to men in these positions, and about 1.8 times lower than women in the middle management positions. In positions of high public office and positions with special status, the share of women constitutes 26.4% and, respectively, 13.8%. At the same time, women account to a slightly over one-quarter of the staff of persons' in public office²⁶. (Figure 9). There are sector segregations, where

Figure 9. Gender Structure of the Public Administration, %



Source: NBS, Number of civil servants in Moldova as of 1 January 2015

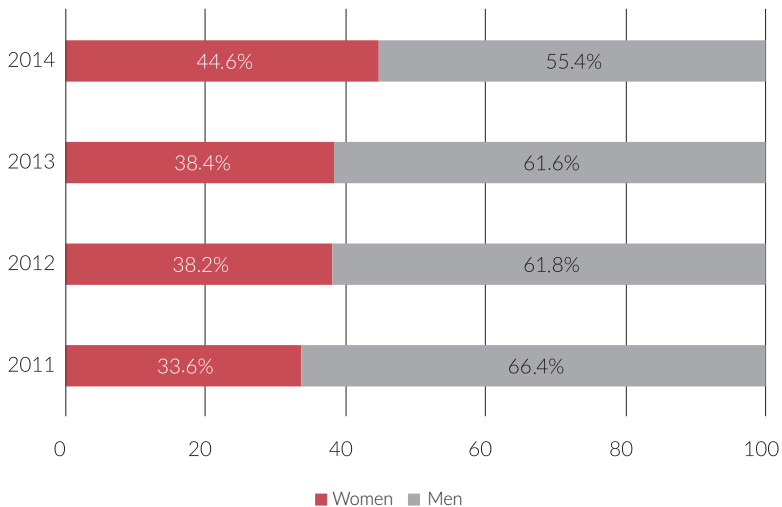
²⁵ Law No 158 on the Public Service and Civil Servant Status of 04.07.2008.

²⁶ NBS, Number of civil servants in Moldova as of 1 January 2015.

women prevail in social sectors (education, health, social protection, culture) and, in a smaller proportion are represented in the sectors of “force” (national safety and security, public order). The problem of the necessity of reducing the educational and occupational segregation by means of complex approach is mentioned within the Observations of CEDAW Board²⁷.

Chances for women to assert themselves in diplomacy remain rather modest, mainly due to its association with male success stories formed and promoted over the years. Thus, even if the gender structure of the Ministry of Foreign Affairs and European Integration demonstrates gender equality, with women constituting over 50%, the institution itself being led by a woman minister, this balance isn't reflected at the level of diplomatic missions and consular offices. In 2014 the share of women among officials with special status who provided operation of those 39 diplomatic missions and consular offices of the Republic of Moldova constituted 44.6%, registering an increase by 6 p.p. when compared to 2013 and 11 p.p. when compared to 2011 (Figure 10).

Figure 10. Gender structure of the staff of diplomatic missions and consular offices of the Republic of Moldova, %

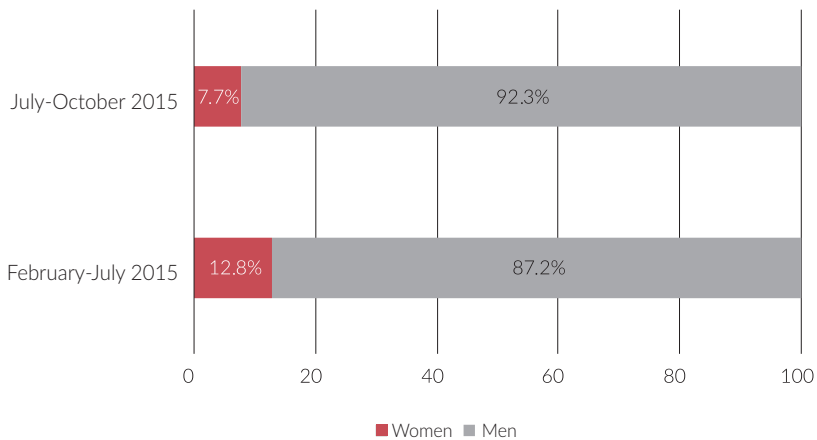


Source: NBS, set of indicators monitoring the implementation of NPEGE for 2010-2015.

²⁷ CEDAW/C/MDA/CO/4-5/2013. Concluding observations on the combined fourth and fifth periodic report of the Republic of Moldova, p. 25 and 27.

The opportunities for women to accede to management positions in diplomatic and consular missions remain unpredictable and depend mainly on the political climate at the governmental level, as well as in the governing parties, where such positions are allocated. The year 2015 can be considered a controversial one from the gender perspective for Moldovan diplomacy. Thus, if at the beginning of the year, there were five women in the management of diplomatic missions and consular offices, four of which were ambassadors and one was a consul (total of 12.8%), then after the second dismissal of the government their number was reduced by half. Only 2 of 19 candidates approved for ambassadors were women²⁸, thus, the gender situation in consular representation remained unchanged. As a result, the share of women in management positions of diplomatic missions and consular offices constituted only 7.7% of the total number, with gender loss in comparison with previous government by 5.1 p.p. (Figure 11). This state of things generated debates in civil society, which warned the Government on the regress and gap between the obtained results and objectives of the gender policy and the assumed MDGs aims. Thus, even if women have the same diplomatic training as men, in over 20 years of the country's independence, only 12 women held the position of ambassador of the Republic of Moldova²⁹.

Figure 11. Gender Structure of the Management of Diplomatic Missions and Consular Offices of the Republic of Moldova, %

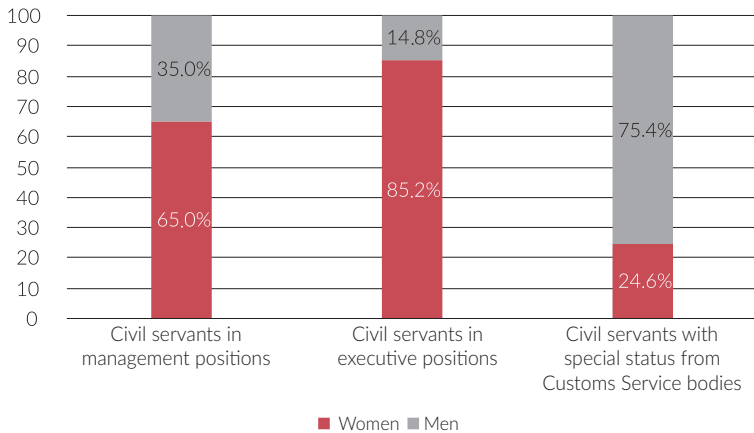


Source: NBS, Number of civil servants in the Republic of Moldova as of 1 January 2015

²⁸ MFAEI. <http://www.mfa.gov.md/misiuni-ale-rm>; accessed on 10.12.2015.

²⁹ Ziarul de gardă No 537, 2015. [Women (un)suitable to become ambassadors]. <http://www.zdg.md/editia-print/politic/femeile-nepotrivite-pentru-a-fi-ambasadoare>.

Figure 12. Gender Structure of the Customs Service Staff, %



Source: NBS, Number of civil servants in the Republic of Moldova as of 1 January 2015.

A rather specific area for the assertion of women in the decision-making process is the **Customs Service**, which provides the state's economic security by means of its mission of taxes, collection of charges, and fighting customs' fraud. According to NBS data, in 2014 women constituted 28.2% of the total number of this service's employees. By the type of positions held, women prevail in executive - 85.2% and middle management positions - 65%. In the service's top positions, the share of women reduces considerably. Only 24.6% or about one-quarter of women hold positions which have a special status, and none hold public office positions within this service (Figure 12).

This situation can be compared to the **State Tax Service**, the mission of which is to a certain degree similar to that of the Customs Service, since it also consists in tax collection and fighting tax evasion. Thus, within this service women hold a share of 65.5% of the total number of employees, being presented in the proportion of 67.3% in executive positions and of 57.7% in middle management positions. It should be noted that there are no women holding top management positions or positions with special status, including those of public office (Figure 13).

Figure 13. Gender Structure of the Staff of State Tax Service, %



Source: NBS, Number of civil servants in the Republic of Moldova as of 1 January 2015.

Statistical data shows that in the **justice system** women are prevailing, holding a share of 75.7% of the total number of civil servants. More detailed analysis shows that the chances for women to assert in decision-making positions vary, depending on the particularities of an institution within the system. Thus, if in the Ministry of Justice women constitute over 73% and over 90% within the Civil Status Service, then within the Department of Penitentiary Institutions they hold a share of 45.4%, their ratio being by 9.2 p.p. lower, which proves the existence of intra-sectoral segregation problems (Table 1).

Table 1. Number of Civil Servants in Justice Sector, by sex

	Persons		% of the total number	
	Women	Men	Women	Men
Ministry of Justice	76	28	73.1	26.9
<i>Subordinate or affiliated authorities:</i>				
Department for Justice Administration	6	4	60.0	40.0
Center for Legal Information	4	2	66.7	33.3
Civil Status Service	368	21	94.6	5.4
Center for Harmonization of Legislation	9	5	64.3	35.7
Central Probation Office	114	78	59.4	40.6
Department of Penitentiary Institutions	54	65	45.4	54.6
Department of Justice of the Autonomous Territorial Unit with Special Status of Gagauzia (Gagauz-Yeri)	6	2	75.0	25.0
Total	637	205	75.7	24.3

Source: NBS, Number of civil servants in the Republic of Moldova as of 1 January 2015.

A situation analysis at the courts' level offers a real picture regarding vertical gender discrepancies. The NBS data shows that in spite of growth of the number of female judges registered during the past years, the problem of underrepresentation is still relevant. In 2014 the share of female judges constituted 43.8%, showing the growth by 6.9 p.p. in comparison to the year 2010. The difference compared to male judges constitutes 12.4 p.p. (Figure 14). The biggest gender discrepancies are registered at the level of administrative personnel of law courts (Constitutional Court, Supreme Court, Court of Appeal, courts), where women hold the share of over 75%, while men are left with less than 1/4 (Figure 15). Women are also underrepresented in the Superior Council of Magistracy, their share constituting 25% of the total number of members³⁰.

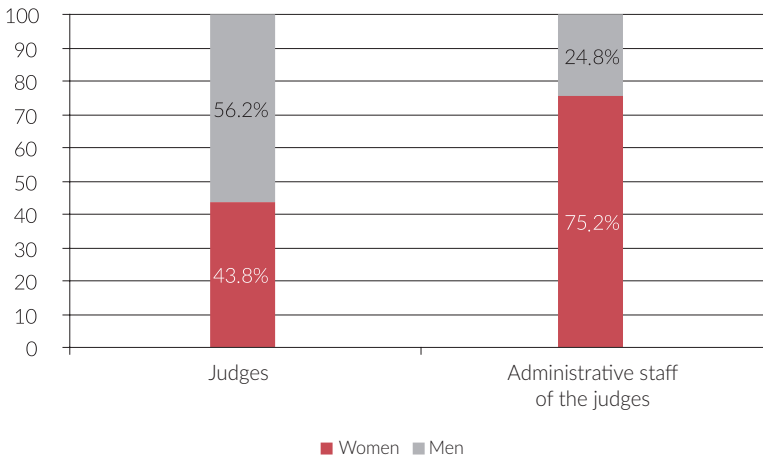
³⁰ Members of the Superior Council of Magistracy. <http://www.csm.md/structura/membrii.html>.

Figure 14. Share of Women and Men in Positions of Judges, %



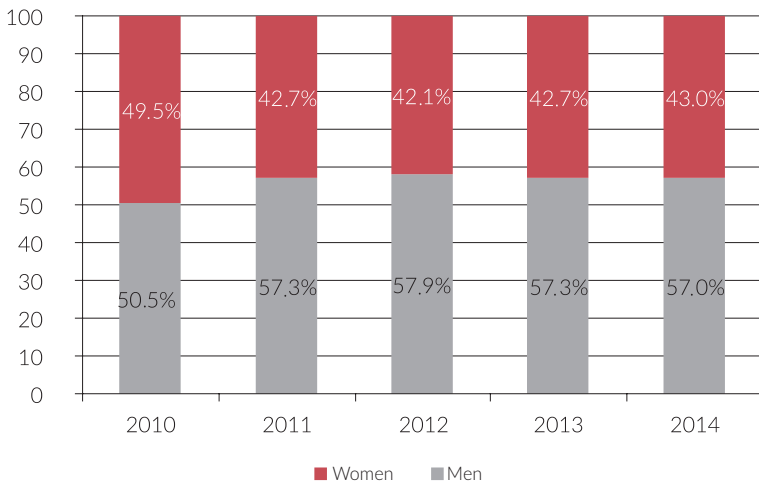
Source: NBS, set of indicators monitoring the implementation of NPEGE for 2010-2015.

Figure 15. Gender Distribution in Courts of Law, %



Source: NBS, Number of civil servants in Moldova as of 1 January 2015.

Figure 16. Share of Women and Men in Positions of Prosecutors, %



Source: NBS, set of indicators monitoring the implementation of NPEGE for 2010-2015.

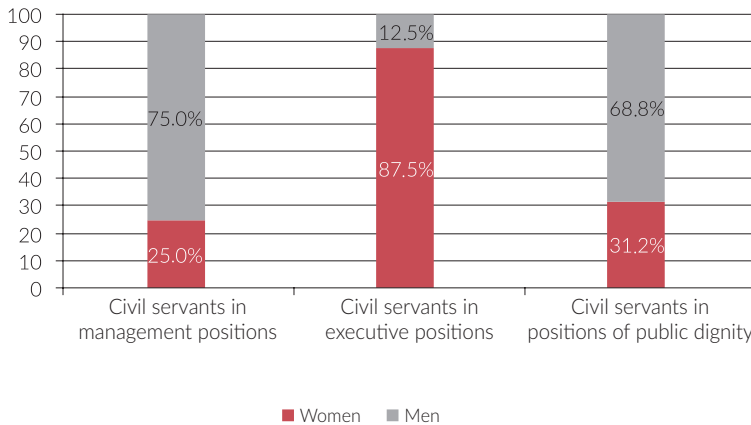
Women prevail in the notarial system, but are still underrepresented in the system of lawyers. In 2014, women constituted 79 percent of the total number of notaries public authorised by the Ministry of Justice³¹. Women constitute over 30 percent of the lawyers in the Republic of Moldova and about one-quarter (or 24.4%) of the total of members of the Union of Lawyers. There was a certain progress observed over 2015 in the promotion of women within the decision-making bodies of the said Union; chairman positions of the Union's Council, Licensing and Audit Committees are currently held by women³².

Presence of women within the decision-making processes in the system of **law enforcement** bodies remains low. In 2014, the share of women prosecutors was 43%, showing an insignificant growth of 0.3 p.p. in comparison to previous years, but still it hasn't yet reached the shares of women in this positions in 2010 (Figure 16). The problem of underrepresentation is at the level of secretariats of the prosecutor's office where women are represented in the ratio of 87.5% within the public executive positions, while in the public middle management positions and those of special status their share constitute only 25% and, respectively, 31.2% (Figure 17).

³¹ Author's calculations based on data of Statistical Data Bank of BNS and data of Ministry of Justice.

³² <http://www.avocatul.md/consiliul-uniunii-avocatorilor-din-republica-moldova>.

Figure 17. Gender structure of the secretariat of General Prosecutor's Office, specialized and territorial prosecutor's offices, %

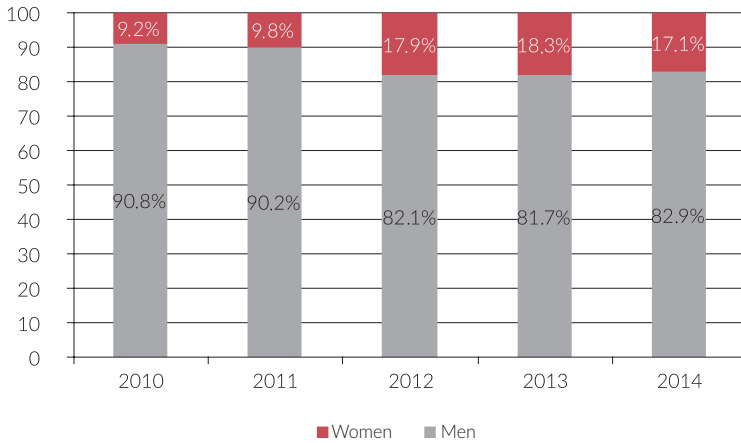


Source: NBS, Number of civil servants in Moldova as of 1 January 2015.

The opportunities for integration and promotion of women in decision-making positions within **public order and security system** remain rather modest. After a spontaneous growth registered in 2012 caused by police reform launched in 2011³³, progress has been very slow and uneven in the following years. In 2014, the share of women in the police system constituted 17.1%, their ratio being reduced by 1.2 p.p. in comparison to the previous year and by 0.8 p.p. compared to the year 2012 (Figure 18). The problem of underrepresentation is present both at the level of the Ministry of Internal Affairs and within its subdivisions. Thus, within the MIA (Ministry of Internal Affairs) central office women hold a share of above one-third and the same share is held by women in the Bureau for Migration and Asylum (33.3%). The biggest share of women is registered in the Information Technologies Service of MIA, while the lowest - in the General Police Inspectorate (11.4%) and Civil Protection and Emergency Situations Service (8.4%) (Figure 19)

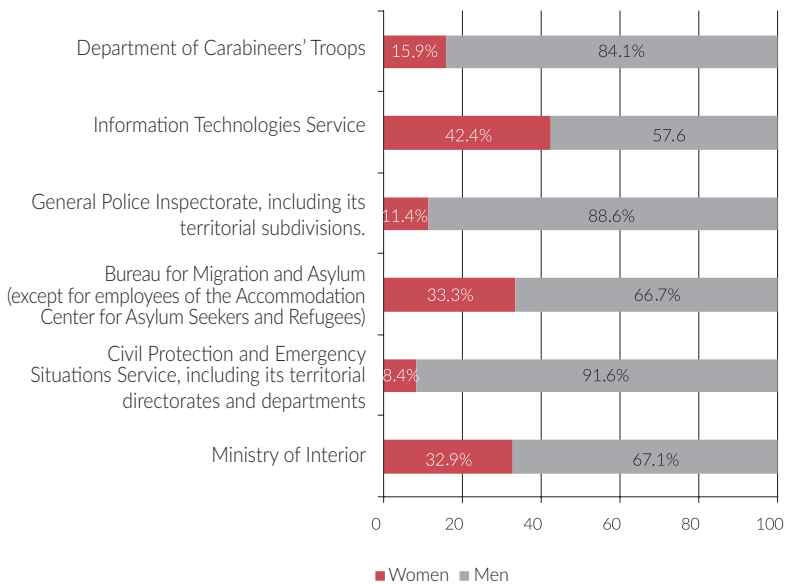
³³ Munteanu V. Reforma Ministerului de Interne. Obiective, activități, rezultate. Study developed with the support of APE/Friedrich Ebert Stiftung. Chisinau 2013.

Figure 18. Share of Women and Men in Positions of Police Officers, %



Source: NBS, set of indicators monitoring the implementation of NPEGE for 2010-2015.

Figure 19. Gender structure of the Staff in Public Order and Security Service



Source: NBS, Number of civil servants in Moldova as of 1 January 2015.

The opportunities for women to participate in peace and security processes remain another objective for the Republic of Moldova, and moreover, a new item included in the UN agenda. It should be noted that within the approval of the Individual Action Plan for Moldova – NATO Partnership for 2014-2016³⁴, the country has undertaken a responsibility to actively engage in political dialogue within the UN and to practically contribute to common efforts aimed at promoting international peace and security. Thus, the commitments undertaken are subject to realization within actions aimed at implementing the Resolution 1325 of the UN Security Council (SCR 1325) (2000) regarding the role of women in provision of peace and security, as well as cooperation with NATO in the context of realization of NATO/EAPC policy. One of the steps made in this context - was inter-institutional self-evaluation with regard to gender carried out during the year 2014-2015 within national security and defence institutions. The results of this self-assessment will be used as a basis for elaboration of the National Action Plan on implementation of Resolution 1325.

As to the presence of women in the national defence and security system, the statistical data show that in 2014 they held a share of 47.2% of the total number of civil servants. Among employees of the central office of the Ministry of Defence, women constitute 54.8%. They also hold a share of 20.1% within the General Staff of National Army and 62.9% within territorial military centres (Table 2).

Table 2. Gender Structure of the Staff in the National Defence and Security System

	Persons		% of the total number	
	Women	Men	Women	Men
Ministry of Defence (central office)	27	32	45.8	54.2
<i>Subordinate or affiliated authorities:</i>				
General Staff of the National Army	35	139	20.1	79.9
Territorial Military Centers	193	114	62.9	37.1
Total civil servants	255	285	47.2	52.8

Source: NBS, Number of civil servants in Moldova as of 1 January 2015.

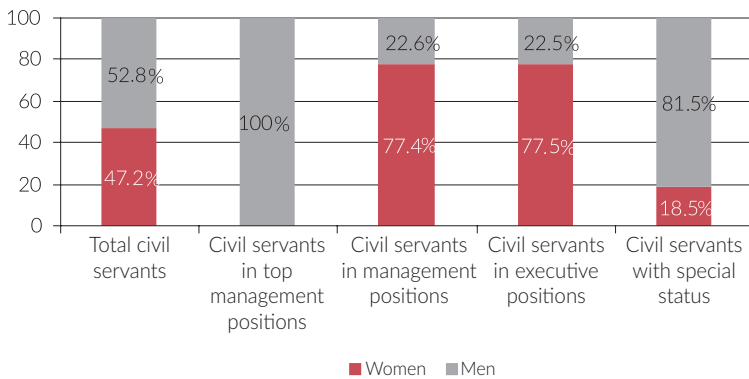
From the perspective of gender distribution in public decision-making positions³⁵ in the national defence and security system, statistical data show that the share of women holding middle management and executive positions is almost the same - over 77%, while among the top positions they constitute only 20%. Women in the army are ab-

³⁴ Government Decision No 641 of 30.07.2014 approving the Individual Action Plan for Moldova – NATO Partnership for the years 2014-2016. <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=354433>.

³⁵ Law No 158 on the Public Service and Civil Servant Status of 04.07.2008.

sent in the top management positions or in positions of public office³⁶ (Figure 20). Among the staff with military ranks (officers, petty officers and sergeants), according to the data of the Ministry of Defence, women hold about 20% of positions.³⁷ Therefore, we can conclude that in the army women continue to hold mainly administrative positions, not having any important roles and strategic positions, or those of running military operations.

Figure 20. Gender Distribution of the Staff with the Status of Public Servants in the National Defence and Security System, %



Source: NBS, Number of civil servants in Moldova as of 1 January 2015.

In relation to the representation of Moldovan women in peacekeeping operations, the data show that there are 2 out of a total of 83 female peacekeepers currently involved in the UN peacekeeping operations at the global level. However, in order to strengthen the presence and role of a woman in the security and defence system, starting from 2012, the Military Academy of Armed Forces began to accept women for studies, and in 2015, there were 33 women out of 294 students, majors of their studies being: infantry, artillery and communication.

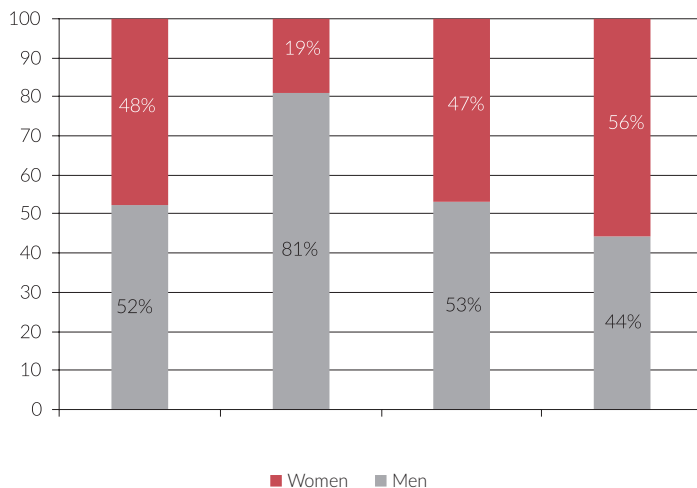
If in the educational system women prevail, yet in science and its development they face the problems of underrepresentation. In 2014 the share of female researchers constituted 48%. The analysis of women's distribution by the degrees of researchers shows that only 19% of them have the PhD degree, 47% - the degree of doctor of science, and 56% have no academic degree (Figure 21). Among women's areas of research, social sciences prevail (68.4%), humanities (52.6%) and medical sciences (52.5%). Lower

³⁶ NBS, Number of civil servants in Moldova as of 1 January 2015.

³⁷ Ministry of Defence. Report on final evaluation of the programme for strategic development of the Ministry of Defence for the years 2012-2014. http://www.army.md/img/userfiles/doconline/RaportRE_PDS2012-2014_final.pdf.

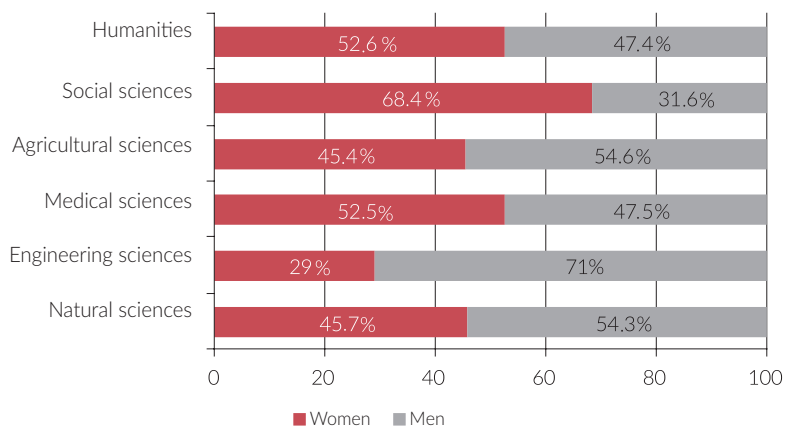
presence of women is registered in natural (45.7%) and agricultural (45.4%) sciences, while the smallest presence is registered in engineering sciences (29%) (Figure 22).

Figure 21. Share of Female and Male Researchers, %



Source: NBS, Number of civil servants in Moldova as of 1 January 2015.

Figure 22. Share of Researchers in Research and Development Activity, by Scientific



Source: NBS, science compartment and intellectual property.

V. Capacity and Possibility of Women in Decision-Making Positions to Participate in Development

Gender equality and women's empowerment are important for sustainable development.³⁸ This is why the provision of full and effective participation of women based on the equality of chances, aimed at access to all decision-making levels of political, economic and public life is one of the Sustainable Development Goals approved in September 2015. According to World Labour Organization data, in 2012 the share of women constituted 44.1 percent of the total number of managers of all levels, making the Republic of Moldova 10th out of 126 states included in classification of the International Labour Organization by the share of women in management positions³⁹. Apparently, this reflects the attainment of the minimum quota for representation in decision-making positions of at least 40% recommended by the Board of Ministers with the European Council⁴⁰. However, a more detailed analysis in this context, carried out in the previous chapter, shows that the problem of women underrepresentation in key decision-making positions persists.

This problem, however, isn't new for the Republic of Moldova. Thus, based on national and international commitments undertaken by our state in the context of MDGs and CEDAW, over the years 2010-2014 a series of initiatives were taken in order to create a mechanism of positive discrimination (or affirmative measures) for women in decision-making positions, by means of introduction of the "minimum quota for representation" system. Initially a minimum quota of 30 percent was proposed, but it was later increased to 40 percent. However, the initiatives have not been reviewed and passed by the legislative in the second reading⁴¹. The respective problem has been reiterated legislatively at the end of the year 2015 by the Coordination Council of the Common Dialogue Platform of Female MPs of the Parliament of the Republic of Moldova, which requested its inclusion in agenda for examination on December 17, 2015. This initiative, however failed⁴².

³⁸ UN Women (2014). The World Survey on the Role of Women in Development 2014: Gender Equality and Sustainable Development. https://sustainabledevelopment.un.org/content/documents/1900unwomen_surveyreport_advance_16oct.pdf

³⁹ ILO (2015). Women in Business and Management. Gaining Momentum. Abridged version of the Global Report. http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_334882.pdf

⁴⁰ <https://wcd.coe.int/ViewDoc.jsp?p=&Ref=Rec%282003%293&Language=%20lanEnglish&direct=true>

⁴¹ Draft Law No 101 proposed a minimum quota of 30% for women's representation, in order to increase their chances to get involved in politics. At the Government's initiative, draft Law No 180 proposed a minimum quota of 40% for women's representation in the public and political life. Both drafts were approved in the first reading by the Parliament, but did not pass the second reading

⁴² <http://stirilocale.md/egalitatea-de-sanse-din-nou-in-discutiile-parlamentarilor.html>

Currently, women's capacities and possibilities of participating in structures and processes deciding the use of resources remain low. Women continue to be present predominantly in executive and middle decision-making positions, and are not, however, admitted to the top management posts. Thus, despite the existence of legal and programmatic regulations on the provision of gender equality⁴³, women de facto are not given a real chance of starting on an equal footing, empowerment or a favourable environment, so that they could fully contribute to formation of the results of sustainable development⁴⁴.

⁴³ Law No 5-XVI on Gender Equality (2006), National Programme on Gender Equality in the Republic of Moldova for 2010-2015, etc.

⁴⁴ UN Women (2014). The World Survey on the Role of Women in Development 2014: Gender Equality and Sustainable Development. https://sustainabledevelopment.un.org/content/documents/1900unwomen_surveyreport_advance_16oct.pdf

VI. Limitations, Barriers, and Obstacles Encountered by Women when Participating in Decision-Making Processes

Analyses carried out regarding the participation of women in the decision-making process, have found several barriers which could justify their underrepresentation, and for the main part are similar to those influencing the possibility of women to reach decision-making positions in politics, and at the same time have certain particularities. Thus, the socio-political barriers are expressed by: (i) the predominance of male model associated with success in decision-making; (ii) the application of paternalist model in the appointment of candidates for management positions; (iii) unfair competition of men in proportion to women, preferring competition among women for the following social areas: education, social protection, health care, culture; (iv) lack of an education and training system in leadership for women, based on models and support of women in power; as well as by: (v) absence of mechanisms that would provide equal opportunities *de facto* and facilitate women's access to decision-making positions, emphasize and promote an accurate balance between the professional and family lives, as well as "break" an uneven distribution of household and family tasks.

In their turn, socio-economical barriers, which are difficult to overcome, include, among other things: (i) the financial dependence of women on men; (ii) lack of resources and time due to "double career" - family and professional obligations; as well as (iii) segregation in education which is transposed over employment pattern of labour market, and which can explain why women are underrepresented in the badly paid sectors.

Ideological and cultural barriers consist of: (i) gender stereotypes regarding the role of women in society and family; (ii) myths regarding lower possibilities and capacities of women to lead, a perception that decision making is a "tough" area and that only men can handle it; (iii) prejudices regarding women's possibilities to master certain professions and to act in certain areas, traditionally dominated by men; (iv) lower trust of women to candidate and insufficient support by other women; (v) fear of violence, harassment, criticism, and divorce; (v) corporate culture and media attitudes that are still unfavourable to women.

Conclusions and Recommendations

Women make up more than half of the country's population, and over 59% of total number of people with higher education, but they continue to be presented predominantly in executive and middle decision-making positions, and are not, however, being admitted to the top management ones. In public administration women account for about 44%, and the most significant share of them is concentrated in executive (73.4%) and middle management positions (65.3%). With the growth of difficulty and importance of positions, the share of women involved is reduced. Thus, in the top management positions women account for 37%, while in the positions of public office and those with special status - 26.4% and 13.8%. The problems of sectoral segregation, underrepresentation, as well as vertical and horizontal gender discrepancies still persist.

Women remain to be concentrated in a significant ratio within the social sectors (health, social protection, education, culture), and underrepresented in such areas, as: diplomacy (7.7%), customs administration (28.2%), law enforcement bodies (43%); public order and security (17.1%), national defence and security (47.2% within public positions and 20% in staff with military ranks), science and development (48%). An exception in this respect is the justice sector, where women predominate; however, the results of a more detailed analysis show the existence of intra-sectoral segregations, underrepresentation and gender discrepancies. Thus, if in the civil status services women hold over 90%, then within the services of penitentiary institutions administration there are only slightly over 45% of them. Women remain underrepresented in the Superior Council of Magistracy (25%), in court positions (43.5%). The most pronounced gender discrepancies are presented at the level of administrative staff of law courts (75.1% of women compared to 24.8% of men). Women account for over 30% of the total number of lawyers and about one-fourth (or 24.4%) of the total of members of the Union of Lawyers. There was a certain progress observed in 2015 in promoting women within the decision-making bodies of the said Union; chairman positions of the Union's Council, Licensing and Audit Committees are currently held by women.

Opportunities for women reaching management positions are influenced not only by competencies and qualities they possess, but also by socio-political, socio-economic and cultural barriers. In the capacity of plus-factor, withholding women in the conditions of underrepresentation, there is no national mechanism act for affirmative actions, which would provide their non-discriminated de facto access to decision-making positions. Due namely to these reasons and in order to expand representation and participation of women in the decision-making positions, it is necessary to launch a **system of quotas for women** on the next few years, in order to guarantee them a fixed number of positions in government and management. At the same time, the introduc-

tion of such a quota system has to be carried out along with the **assurance of quality of such quotas**, so that prepared, skilled, **eager-to-lead women would take office**. In this context, the **role and influence of education, media, as well as civil society has to be strengthened** in order to fight stereotyped paternalist views and to promote the ideas, according to which women, thanks to their leadership qualities and skills, can contribute to creation of a stronger and more prosperous democratic society, while there is a direct link between the presence of women in decision-making positions and sustainable development.

At the same time, given the quite significant proportion of highly educated and qualified women, it would be appropriate to **develop and implement some leadership programmes for women**, based on models and support of women in power, that would contribute not only to enhancement of their self-confidence but also of their leadership capacities. It is also important not only to **increase the number of women in decision-making positions**, but **also to maintain** them in such positions, so that they would be accepted by the society as leaders, as powerful and efficient, as men.

As to sectoral occupational segregations - their decrease could be obtained by application during the next years, within the higher and vocational education system, of certain **measures of positive discrimination for women**, so that the **emphasis would be transferred** from social sectors to the exact, technical, military ones, where women are underrepresented.

For notes



