

GENDER EQUALITY PLAN

Institute for Democracy Societas Civilis Skopje
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Introduction

The main goal of this plan is to further promote equal gender opportunities and representation in all areas of the work of the Institute for Democracy "Societas - Civilis " - Skopje (IDSCS).

IDSCS is an organization with a clearly defined vision and mission. The motivation that drives the work of IDSCS is in harmony with the defined vision and mission and constantly strives to achieve them. The goal is that through research work and analyzes in the areas of interest, IDSCS will become a highly developed scientific research organization (" think tank ") and a source of knowledge and advice to stakeholders.

IDSCS bases its work on established values and principles, the practice of which enables appropriate internal organization, and their sharing and promotion to the outside enables cooperation and partnerships with stakeholders, as well as the achievement of the goals, vision and mission towards which the organization strives.

As an organization that has a vision for North Macedonia as a highly developed democracy of free and active citizens, IDSCS has the responsibility to create a prosperous society. IDSCS believes it is equally important to promote an organizational commitment to equality and diversity, not only in its offices, but also in its work.

In its work, IDSCS is guided by the principle that equality and diversity in the workplace has many benefits, including a better and safer working environment and improved organizational capacity.

This plan addresses the most important challenges involved in IDSCS's work on gender equality over the coming years.

The plan for gender equality will be implemented in the period from December 2023 to December 2025.

Design

The plan for gender equality was worked on in the months of February and March 2023, and its implementation begins after its adoption by the IDSCS Assembly. The plan contains 7 goals that have specific activities that should be implemented by December 2025. Each activity has specific indicators, responsible persons for their implementation and a time frame that will help in the monitoring and evaluation part of the plan.

Implementation

The period of implementation of the Plan is from December 2023 to December 2025.

Monitoring and evaluation

IDSCS will establish an internal body for gender issues and equality – Commission for Gender Equality, which will include members from the various bodies of the organization (the executive office, the Management Board and the Assembly of the organization). The Commission will have various powers to monitor the progress of the organization in terms of gender equality:

- It will monitor the implementation and evaluate the implemented activities from the Plan for Gender Equality
- It will provide support, methods and tools for the implementation of the Gender Equality Plan.
- It will help raise awareness of issues related to gender equality, diversity and inclusion
- It will inform the bodies of the organization about the progress in terms of gender equality, by submitting an internal report.
- It will produce a summary report with recommendations that will be used to develop a new plan for gender equality.

Publicity of the document

The Gender Equality Plan is an official document of the IDSCS, publicly available on the organization's website . The plan was adopted at a session of the Assembly of IDSCS, after previous consultations with the employees of the organization. The plan highlights the organization's commitment to the promotion of gender equality and sets clear goals, measures and activities to achieve that goal.

Dedicated resources

The Gender Equality Plan defines the necessary gender equality resources and expertise to implement the Plan. In the coming period, IDSCS will conduct additional analyzes on the type and size of resources needed to support the ongoing processes of introducing sustainable changes in the organization.

Objectives:

The plan contains 7 goals that have specific activities that should be implemented by April 2025.

1. Improvement of the organizational culture and the balance between private and professional life

In its operations, IDSCS takes care of promoting gender equality as part of organizational culture. In that direction, IDSCS is working towards implementing policies to maintain and strengthen an open and inclusive work environment, appropriately valuing the work of women, as well as ensuring the visibility of women inside and outside the organization.

The balance between the private and professional life of employees is an important part of the organizational culture. To achieve this goal, IDSCS will undertake the following activities:

- Maintaining flexible working hours.
- Support and reintegration of employees after absences.
- Improving workload management, including advising employees on work-life balance.
- Organizing activities for building team capacities and reducing stress at work.
- Private days for all employees, which do not refer to sick days or vacation days

2. Maintaining gender balance in management and decision-making

IDSCS aims to achieve gender balance in the management bodies of the organization. In that direction, IDSCS:

- It ensures full transparency of the processes of selection and appointment of members in the commissions, taking care of equal gender representation. In cases where the candidates have the same qualifications, the candidate from the less represented gender is chosen.
- Organizes trainings on inclusive leadership and gender equality for employees.

3. Ensuring gender equality in recruitment and career advancement processes

IDSCS aims to ensure gender equality in the processes of recruiting new employees as well as providing opportunities for career advancement. In that direction, IDSCS:

- It is committed to revising the procedures for the selection of employment candidates, removing prejudices and ensuring equal chances for development and career advancement for men and women.
- Make sure that open calls for employment are written in inclusive language.

4. Integrating the gender dimension in research, events and training

Conducting research is one of the primary activities of IDSCS. In its work, IDSCS takes care of including a gender perspective in research within the scope of its work and conducts research in which gender representation is taken into account. In order to further promote the representation of the gender perspective, IDSCS undertakes:

- To continue the good practice of including the gender dimension in its research.
- To conduct or ensure the participation of its employees in trainings and courses on the inclusion of the gender dimension in research.
- To ensure, where there is an opportunity for it, the participation of women in its events and trainings.

5. Introducing measures against gender-based violence and sexual harassment

IDSCS will continuously contribute to ensuring a safe working environment for all employees by adopting documents and amending and supplementing the existing documents, that is:

- It will make changes and additions to the code of ethics, the purpose of which is to encourage employees to behave ethically in the performance of work tasks, as well as to encourage and promote the values of the Institute for Democracy.
- It will create a strategy and action plan for the protection of employees from sexual abuse and harassment in the organization. The action plan will contain: Safe protocol for reporting the victim; subsequent steps; measures to ensure responsibility.
- It will present the documents and make them easily accessible to all current and new employees of the organization.

6. Conducting trainings

IDSCS will continuously work on the personal development of employees, which is of great importance for continuous development, awareness of diversity, and the provision of equal access and opportunities for all. All employees have a role in identifying practices of gender bias, in order to implement a more inclusive approach and prevent discrimination. In this direction, IDSCS will undertake the following:

- Creating an ongoing process for sharing knowledge on gender and gender equality.
- Capacity building for the inclusion of the gender aspect in the areas of primary interest of IDSCS
- Conduct trainings to raise awareness about gender equality and unconscious gender stereotypes that can lead to discrimination:

- Training for researchers on gender mainstreaming in research and training design.
- Trainings for incorporating the gender dimension in the creation of new projects and funding programs.

7. Communications

External and internal communications of employees should be sensitive and diversity and equality should be promoted. For this purpose, IDSCS:

- It undertakes to revise the Communication Strategy in the direction of ensuring inclusiveness and gender sensitivity .
- It will create all future announcements based on the revised Communication Strategy, with an emphasis on promoting the Gender Equality Plan.

Activities, indicators and accountability

Purpose	Activity	Specific indicator	Responsibility	Time frame
<p align="center">Organizational culture and balance between private and professional life</p>	Establishment of flexible working hours in and outside the workplace	Meetings with employees	President, program director, heads of centers	Currently in the implementation period Once a year
	Support and reintegration of employees after absences	Two-month adjustment period for the employee after returning to work Support from the center manager and the team	Program Director, Head of Center	After several months of absence of an employee
	Improving workload management, including advising employees on work-life balance	Joint determination of the employee's workload, evaluation of the reflection of work on private life	President, Program Director, all employees	During the entire implementation of the plan
	Organizing activities for building team capacities and reducing stress at work	Joint activities for building team capacities	President, Program Director	During the entire implementation of the plan
	Possibility of private days for all employees, which do not refer to sick leave or vacation days	5 private days that employees will use during one calendar year	President	During the entire implementation of the plan. To be reviewed by the

				Board of Directors until June 2024
Gender balance in management and decision-making	The institute ensures full transparency of the processes of selection and appointment of members in the commissions, taking care of equal gender representation, that is, in cases where the candidates have the same qualifications, the candidate from the less represented gender is selected.	Gender balance in each of the IDSCS bodies	Commission on Gender Equality	Once a year (minimum three during the implementation period)
	The institute also organizes trainings for inclusive leadership and gender equality of employees.	At least one training per year on inclusive leadership and gender equality	President, Program Director	Once a year (minimum three during the implementation period)
Gender equality in recruitment and career progression	The Institute undertakes to review the procedures for the selection of employment candidates, removing prejudices and ensuring equal chances for development and career advancement for men and women.	Revised procedure for candidate selection procedures	President, Program Director	April – May 2024

	The institute ensures that open calls for employment are written in an inclusive language.	Revised already existing documents and acts with the inclusion of gender neutral/ inclusive language	President, Program Director	April – May 2024
Measures against gender-based violence and sexual harassment	To continue the good practice of including the gender dimension in its research	Organized training for including the gender dimension in research	Program Director Heads of centers Researchers	During the entire time of implementation
	To conduct or ensure the participation of its employees in trainings and courses on the inclusion of the gender dimension in research	Participation of employees in gender equality trainings (at least one attended training for all researchers during implementation)	Program Director Heads of centers Researchers	During the entire time of implementation - the first training to be held no later than June 2024
	To ensure, where there is an opportunity for it, the participation of women in its events and trainings	Participation of women in at least 40% of the events and trainings organized by IDSCS	Program Director Heads of centers Researchers	During the entire time of implementation - the first training to be held no later than June 2024
Trainings	Creating an ongoing process for sharing knowledge on gender and gender equality.	Creating an employee knowledge sharing schedule	Program Director Heads of centers	May/June 2024
	Trainings to raise awareness about gender equality and	Conducted a minimum of one training per year for IDSCS researchers	Program Director Heads of centers	During the entire time of implementation - the first training to be

	unconscious gender stereotypes that can lead to discrimination			held no later than June 2024
	Awareness raising and capacity building for gender mainstreaming in areas of primary interest of the institute.	Conducted a minimum of one training per year for IDSCS researchers	Program Director Heads of centers	During the entire time of implementation - the first training to be held no later than June 2024
	Training for researchers on gender mainstreaming in research and training design	Conducted a minimum of one training per year for IDSCS researchers	Program Director Heads of centers	During the entire time of implementation - the first training to be held no later than June 2024
	Trainings for incorporating the gender dimension in the creation of new projects and funding programs.	Conducted a minimum of one training per year for IDSCS researchers	Program Director Heads of centers	During the entire time of implementation - the first training to be held no later than June 2024
ons	Communicati The communication strategy of IDSCS will be revised, in order to be inclusive and gender sensitive	Revised communication strategy with inclusion of gender sensitivity	Communications Officer	May – June 2024
	All announcements will be based on the strategy with emphasis on the promotion of the Gender Equality Plan	Continuous monitoring of the principles introduced in the communication strategy of IDSCS		

Monitoring and evaluation	M&E Commission that monitors the implementation and will evaluate the implemented activities from the Plan for Gender Equality	Formation of a body for monitoring and evaluation of the plan	President/Assembly/Board of Directors	May/June 2024
	The Commission will provide support, methods and tools for the implementation of the Plan for Gender Equality.	Implementation of an annual questionnaire for the evaluation of the achievements	Commission on Gender Equality	October/November 2024 and 2025
	The commission helps raise awareness of issues related to gender equality, diversity and inclusion	The commission organizes a minimum of two meetings in one calendar year with the executive office	Commission on Gender Equality	May/June 2024 and 2025
	The commission informs the bodies of the organization about the progress in terms of gender equality, by submitting an internal report.	Prepared annual report which is submitted to the bodies of the organization	Commission on Gender Equality	December 2024 and 2025