



## Linking Research & Innovation for Gender Equality

### Gender Equality Plan

# Executive Unit for Higher Education, Research, Development and Innovation Funding in Romania



Executive Agency for Higher  
Education, Research, Development  
and Innovation Funding

1st iteration: July 2021



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# 1 Introduction

*UEFISCDI is the first Romanian public institution to elaborate and implement a Gender Equality Plan. The process started in 2020 with an internal analysis on gender equality and an external analysis on the national legal framework. Based on the results from the internal analysis, the working group proposed a series of measures that would help improve the gender balance in UEFISCDI. These measures were tested in two workshops with UEFISCDI's stakeholders.*

*After gathering and analyzing the feedback of the stakeholders, the envisaged actions were presented to middle and top management during an internal meeting. The results of the discussions concluded in a series of actions and measures representing the basis of this first draft of the Gender Equality Plan*

*The final version of the Gender Equality Plan will be approved and signed by top management before its institutional implementation.*

*The Gender Equality Plan is developed in the frame of the CALIPER project. This is the first version of the GEP and it will undergo two implementation phases.*



## 2 Gender Equality Strategy and Key Priority Areas

UEFISCDI’s approach on successfully implementing the GEP is to position itself as **the first Romanian public institution that is adopting a Gender Equality Plan.**

Under the tagline **UEFISCDI – we continue to innovate**, we aim to communicate both internally and externally the pioneer role we are playing in Romania’s process of modernization. The goal of this strategy is to help UEFISCDI brand itself as a leading actor in the innovation ecosystem and at the same time as a model of good practice in gender equality for both other Romanian public institutions as well as for other research entities (RPOs).

Internally, the main goal of the strategy is to raise awareness about UEFISCDI’s commitment to gender equality principles and to better explain the positive outcomes of implementing a GEP.

Externally, by developing a strong communication campaign (social media, website, newsletter, dedicated events) around UEFISCDI’s commitment to gender equality we aim to inspire and raise awareness among stakeholders.

This strategy is helpful internally by making our colleagues understand that they are part of this pioneer work as well as externally as it will help UEFISCDI open new perspectives for communication and collaboration.



### 3 Human resources

#### 3.1 Recruitment and selection

The investigation on the existence of gender sensitive recruitment protocols/policies in UEFISCDI, highlighted that most employees are not aware of them. Most employees in the organization are women, therefore a problem of discrimination based on gender when recruiting employees seems not to exist. However, when asked, out of 21 respondents, only 6 were aware that the Institution applies specific gender recruitment policies/protocols (11 answered “NO” and 4 answered “It depends”). Indeed, the institution has a procedure in place that states that all selection activities take into account the non-discrimination principle (“the selection process will not allow / encourage discrimination of sex, nationality, ethnicity or religion”). The problem seems to be that there is a lack of information on sensitive gender recruitment policies. The obstacle might be an inefficient communication between the HR and Communication departments, as there are no specific strategies regarding these protocols.

UEFISCDI should better communicate the existing recruitment policies regarding gender sensitive protocols and develop an informative kit regarding gender discrimination and stereotypes identification for the hiring and evaluation committees prior to the evaluation of the candidates.

N.	Measures/actions	Objective	Timeframe of implementation <sup>1</sup>
1	Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process	To help the recruitment experts to become aware of the stereotypes that they might unconsciously experience in the recruiting process.	July 2021 – Dec 2021

##### 3.1.1 Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process

<i>Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process</i>	<i>Sources<sup>2</sup>:</i> <a href="https://hr.fbk.eu/sites/hr.fbk.eu/files/pdf_handbook_festa_0.pdf">https://hr.fbk.eu/sites/hr.fbk.eu/files/pdf_handbook_festa_0.pdf</a> <a href="https://www.eu-libra.eu/sites/default/files/article-files/libra_recruitment_guidelines_second_edition_0.pdf">https://www.eu-libra.eu/sites/default/files/article-files/libra_recruitment_guidelines_second_edition_0.pdf</a>
<i>Target audience:</i> <i>Target 1: Recruitment experts</i>	<i>Timeframe:</i> <i>Jul. 2021 – dec. 2021</i>

<sup>1</sup> The timeframe should be indicated using the initials of the calendar month and year (e.g. Jun 2021 – Jun 2022). Consider that actions included in the present GEP can be both actions that will be implemented and concluded during the first GEP iteration and actions that will take place in a longer timespan that might be adjusted after the first GEP evaluation.

<sup>2</sup> Here you should report what you have included in the log-frame in the section “theoretical assumptions and available evidence”.

*Target 2: HR department*

*Target 3: all staff*

### **Goals & Objectives**

The goal is to make the gender sensitive recruitment protocols/policies more visible through communication.

Objectives:

- To raise awareness in UEFISCDI regarding any possible discrimination that could happen in the recruitment process
- To improve the commitment of the institution to gender diversity
- To better communicate the existing recruitment policies regarding gender sensitive protocols

### **Activities and Available Resources**

Activities:

- Internal research for best practices regarding recruitment gender sensitive protocols
- Developing a first draft of the informative kit
- Gathering feedback from stakeholders regarding the informative kit
- Finalizing the informative kit
- Organizing a training with all the recruitment experts and HR department and presenting the document
- Informing all UEFISCDI staff about the updates on the recruitment protocols
- Evaluate the level of knowledge acquisition of the recruitment experts on a yearly basis

### **Targets & Indicators**

*Short term: >90% of all staff should be aware of the existence of gender sensitive recruitment protocols*

*Medium term: when evaluated >80% of the recruitment experts should be able to tackle any kind of situation that can lead to any form of discrimination*

Outcomes:

- *One informative kit*
- *One training session*

### **Facilitating & Hindering Contextual Factors**

*UEFISCDI has already in place a recruitment procedure*

*Gender discrimination is included in UEFISCDI's ethical code*

## **3.2 Working conditions and work-life balance**

Work-life balance has not been a priority area for national policy makers, even if such measures and interventions are widely acknowledged as vital for gender equality and women's empowerment. For maternity/paternity leave, UEFISCDI is acting in line with the legislation and respects the decisions of the parents related to the period chosen for maternity leave (maximum 2 years). Also, people benefit from their legal leaves and the working hours are respected as well as the official holidays.

Given the fact that most of the time employees who are returning from parental leave need a period to readjust to the work environment, the following measures are proposed in order to maximize their professional



competences: specific trainings to help them get accustomed to the recent developments in the institution and the projects they were working on previously; trainings on developing soft-skills and time management skills to increase work efficiency.

The proposed measures are targeting equally all employees. However, we expect that most beneficiaries will be women as they form the vast majority of parental leave applicants. In this regard, all mentoring and training programs developed will have a strong gender sensitive approach

N.	Measures/actions	Objective	Timeframe of implementation
1	Back to work training	To help employees returning from parental leave to get accustomed to the recent developments in the institution and the projects they were working on previously	Sept 2021- June 2022
2	Soft skills training	to increase work efficiency and improve work life balance for employees returning from parental leave	Sept 2021- Apr 2022

### 3.2.1 Back-to-work training

<i>Back-to-work training</i>	<i>Sources<sup>3</sup>:</i> <a href="https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox">https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox</a>
<i>Target audience:</i> <i>Target : employees returning from parental leave</i>	<i>Timeframe:</i> <i>Sept 2021- June 2022</i>

#### Goals & Objectives

The goal is to maximize the work efficiency of the employees returning from parental leave.

Objectives:

- To reduce by 50% the period needed by an employee recently returned from parental leave to readjust and have the same work efficiency as before leaving
- To reduce the possible stress that an employee has to face due to the fact that when returning he/she is dealing with two different situations: regaining their work competences and being a parent

#### Activities and Available Resources

Activities:

<sup>3</sup>

- Training the middle managers on how to implement this measure and support the returning employee
- Raising awareness among other colleagues about the importance of the transition period and encourage them to be supportive
- Developing a specific training for each department
- Evaluation

#### Targets & Indicators

*Outcomes: - 1 training for middle managers (7 people trained)*

- *1 training for each department (7 people trained)*

*Short term: raising awareness about the importance of work life balance*

*Medium term: increase their work efficiency by 50% in the first 3 months after their return*

*Long term: when evaluated, more than 70% of UEFISCDI's employees see an improvement in their work life balance*

#### Facilitating & Hindering Contextual Factors

*Hindering factors: Lack of time for middle managers*

## 3.2.2 Soft skills training

<b>Soft skills training</b>	<b>Sources<sup>4</sup>:</b> <a href="https://cutt.ly/CnQVgvB">https://cutt.ly/CnQVgvB</a>
<b>Target audience:</b> <i>Target : employees returning from parental leave</i>	<b>Timeframe:</b> <i>Sept 2021- Apr 2022</i>

#### Goals & Objectives

The goal is to help employees returning from parental leave to increase their work life balance.

Objectives:

- Having 80% of the employees returning to work improving their soft-skills needed in order to have a healthy work-life balance
- Increase time management skills of more than 70% of the employees returning to work

#### Activities and Available Resources

Activities:

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- Research for best practices and similar trainings regarding soft skills and time management for the employees returning to work
- Developing and organizing a training and an informative kit on the topic
- Evaluate the result of the training

### **Targets & Indicators**

*Outcomes: +50% employees trained, 1 training*

*Short term: raising awareness about the importance of developing soft skills among employees*

*Medium term: when evaluated more than 70% should be able to indicate precise soft skills improved or learnt after the trainings*

*Long term: >70% of trained employees could see an improvement in their daily work routine and in their work life balance*

### **Facilitating & Hindering Contextual Factors**

*Hindering factors: Lack of time, lack of interest*

## **3.3 Career progression**

At institutional level there aren't any mentoring programs, but all the employees are allowed to access all the trainings held at internal level or different training opportunities from partners or external collaborators. There is a lack of mentoring programs for both sexes due to the Romanian organizational culture that exists in public administration. Sometimes leadership programs are organized, but they are not focused on gender equality. Both sexes are targeted equally.

In order to improve the chances for both men and women and to assure equal opportunities for the improvement of their career, the following measures aim to create a framework that supports and enhances their career progression: mentoring for leadership positions and an internal educational program (a program with top-bottom effects, in which employees are encouraged to evaluate their skills and competences, their plan for the future career thus, changing mind sets and ideally placing people in the right positions).

The proposed measures are targeting equally all employees. However, we expect that most beneficiaries will be women as they form the vast majority of UEFISCDI's employees. In this regard, all mentoring and training programs developed will have a strong gender sensitive approach

N.	Measures/actions	Objective	Timeframe of implementation
1	Mentoring for leadership positions	To increase the number of employees fit for leadership positions	Sept 2021 - June2022
2	Internal educational program	On one hand, to help employees acknowledge their latent potential, and on the other hand to provide to middle managers, information about other abilities and interests of their employees	Sept 2021 - June2022

### **3.3.1 Mentoring for leadership positions**

<p><b>Mentoring for leadership positions</b></p>	<p><b>Sources<sup>5</sup>:</b>                  CALIPER project  <a href="https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox">https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox</a></p>
<p><b>Target audience:</b>                  Target : all employees</p>	<p><b>Timeframe:</b>                  Sept 2021 - June2022</p>

**Goals & Objectives**

The goal is to investigate and better use employees’ skills in order to maximize their work efficiency.

Objectives:

- To increase by 50% the number of employees that during the educational program become aware of their skills and if their skills are used at best
- To increase by 50% the number of middle managers that during the educational program become aware of the employees’ skills and if those are used at best
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**Activities and Available Resources**

Activities:

- evaluation of leadership qualities and competences
- developing a “shadowing” program (each participant is partnered with top management representative and shadows his/her routine for a specific period of time)
- selection of relevant candidates
- development of personalized coaching & mentoring program for the selected participants

**Targets & Indicators**

*Outcomes: 10-15 employees trained*

*Short term: raising awareness about the importance of mentoring programs*

*Medium term: when leadership positions are available, more 70% of the employees in the recruitment process should be mentees of the program*

*Long term: former mentees become mentors for other employees*

**Facilitating & Hindering Contextual Factors**

*UEFISCDI has already in place a complete recruitment procedure that also covers management positions (open competition) according to the national legislation*

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### 3.3.2 Internal educational program

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<b>Internal educational program</b>	<b>Sources<sup>6</sup>:</b> CALIPER Project <a href="https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox">https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox</a>
<b>Target audience:</b> Target 1: employees in the executive positions Target 2: middle managers	<b>Timeframe:</b> Sept 2021 - June 2022

### Goals & Objectives

The goal is to investigate and better use employees' skills in order to maximize their work efficiency

Objectives: - help employees match their skills with their task

- Help middle manager better distribute the tasks according to employees' skills

### Activities and Available Resources

Activities:

- evaluation of the skills and competences, both by the employees and the middle management
- developing a career plan for participants in the program (a collaborative action between employee and manager)
- evaluation of the program

### Targets & Indicators

Outcomes: >25% employees enrolled in the program

- career plans for each participant

Short term: - more than 80% of the participants in the program develop a career plan

Middle term: - To increase by 50% the number of employees that during the educational program improve the awareness of their skills and if their skills are put to best use

- To increase by 50% the number of middle managers that during the educational program improve the awareness of the employees' skills and if those are put to best use

Long term: when evaluated, more than 60% of the participants agree that their skills are put to best use

### Facilitating & Hindering Contextual Factors

Hindering factors: lack of commitment towards the program

## 4 Sexual and moral harassment

UEFISCDi follows the Code of Ethics which, at article 17, mentions : „It is considered a deviation from the Code of Ethics and is sanctioned according to the legislation in force the following: (...) sexual harassment”. The institution acts according to the law and to the Code of conduct/ethics, sanctioning any attempt of sexual harassment. No cases of gender/sexual harassment have been reported, thus no counselling for gender-based offences and harassment has been conducted.

Even if the internal analysis proved that no cases or complaints about harassment (sexual or other type) were ever recorded in the organization, it is very important to clearly define the concept, its limitations and national legal framework around it.

N.	Measures/actions	Objective	Timeframe of implementation
1	Informative kit regarding sexual and moral harassment	Raising awareness about sexual and moral harassment and help identification of harassments' types and clearly explain the concept (definition, limits, etc)	July 2021 – Dec 2021

### 4.1.1 Informative kit regarding sexual and moral harassment

<i>Informative kit regarding sexual and moral harassment</i>	<i>Sources<sup>7</sup>:</i> <a href="https://eige.europa.eu/sites/default/files/sciencespo_guidelines_on_dealing_with_sexual_harassment_2.pdf">https://eige.europa.eu/sites/default/files/sciencespo_guidelines_on_dealing_with_sexual_harassment_2.pdf</a>
<i>Target audience:</i> <i>Target : all employees</i>	<i>Timeframe:</i> <i>July 2021 – Dec 2021</i>

#### Goals & Objectives

The goal is to create a safe environment for all employees and to help prevent any kind of sexual or moral harassment at work.

Objectives: all employees are able to differentiate between different types of sexual/moral harassment

#### Activities and Available Resources

Activities:

- Internal research for best practices regarding sexual or moral harassment informative kits
- Developing the informative kit
- Organizing a training on the topic and presenting the document
- Evaluate the employees' acknowledgement regarding the topic

### **Targets & Indicators**

*Outcomes: 1 informative kit*

*1 training session*

*>90% employees informed*

*Short & middle term: when evaluated more than 80% of the employees should be able to identify different types of harassment and indicate what further actions should be taken*

*Long Term: - More than 80% of the employees are familiar with the sexual/moral harassment concept and know what action to take in case of any kind of sexual or moral harassment*

- *More than 80% of the employees should be able to recognize and understand any type of moral or sexual harassment*

### **Facilitating & Hindering Contextual Factors**

*National Law regarding sexual and moral harassment no. 167/2020*

<http://legislatie.just.ro/Public/DetaliuDocument/228723>



## 5 Institutional Governance

Until now UEFISCDI had no formal Gender Equality Plan (GEP). Until the CALIPER project there is no data related to training activities on gender issues. During the internal interviews, 16 out of 21 respondents did not know whether a gender equality plan was established or not; 5 out of 21 respondents denied its existence, and only 2 persons thought a GEP exists. Common belief was that there was never the need to develop such a document because the employees are mostly women, the recruitment criteria are transparent and take into account non-discrimination based on gender, age, etc.

In order to implement and supervise the Gender Equality Plan, UEFISCDI must create a new internal organism: the Gender Equality Body (GEB). The GEB should be composed of 5-7 employees from both executive and management positions; due to the fact that UEFISCDI's employees have limited knowledge on gender equality issues, part of the GEB should be 1-2 external advisers coming from civil society or academia with great expertise on the topic. GEB should be invested with institutional authority and should supervise the implementation of GEP.

N.	Measures/actions	Objective	Timeframe of implementation
1	Establishing of the GEB	To establish a body in charge of the implementation and supervision of the GEP, ensuring that its composition is balanced and effective for a successful implementation of GEP	July 2021 – Dec 2021

### 5.1.1 Establishing GEB

<b>Establishing GEB</b>	<b>Sources<sup>8</sup>:</b> <a href="https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/national-gender-equality-bodies_en">https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/national-gender-equality-bodies_en</a>
<b>Target audience:</b> Target: all employees	<b>Timeframe:</b> July 2021 – Oct 2021

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### **Goals & Objectives**

The goal is to find key employees fit for this position.

Objectives:

- Having a number of identified candidates two times bigger than the number of employees needed as part of GEB
- Having a number of identified external candidates two times bigger than the number of external advisers needed as part of GEB

### **Activities and Available Resources**

Activities:

- Top managements discussions in order to agree on a way of identifying the needed employees and external advisers for GEB
- Short listing the candidates
- Further discussions with the candidates in order to assure their availability and willingness to be part of GEB
- Selection of GEB
- Developing the necessary procedures in order to supervise and implement the GEP

### **Targets & Indicators**

*Outcomes: 5 employees + 1 external stakeholder to be part of GEB*

*Short term: +10 candidates for GEB*

*Medium term - more than 75% of the existing measures in the GEP should be implemented successfully*

*Long term: after implementing the GEP, GEB should remain operational*

### **Facilitating & Hindering Contextual Factors**

*Hindering factors: lack of time*



## 6 Institutional Communication

In terms of communication, the institution, without having formal training on sensitive gender language, tried to apply gender sensitive language and communication . However, there is a need to develop a guideline/protocol regarding the use of gender sensitive language.

Indeed, at the moment there are no guidelines or protocols regarding gender sensitive language. The language is used informally – according to the level of knowledge and awareness of the staff member; although there are no internal official guidelines or protocols for gender sensitive communication, the employees are aware of the international recommendations relating to gender inclusive language.

In order to address the lack of guidelines an informative kit on the rules and regulations regarding the gender sensitive language should be developed concomitantly with an internal training.

N.	Measures/actions	Objective	Timeframe of implementation
1	Developing an informative gender sensitive communication kit	To assure that all institutional communication , both internal and external, is gender sensitive	July 2021 – Dec 2021

### 6.1.1 Developing an informative gender sensitive communication kit

<i>Developing an informative gender sensitive communication kit</i>	<i>Sources<sup>9</sup>:</i> <a href="https://eige.europa.eu/publications/toolkit-gender-sensitive-communication">https://eige.europa.eu/publications/toolkit-gender-sensitive-communication</a>
<i>Target audience:</i> <i>Target: all employees</i>	<i>Timeframe:</i> <i>July 2021 – Dec 2021</i>

#### Goals & Objectives

The goals are to adopt a Guideline/protocol on gender sensitive non-biased communication/language use and to inform and train the employees according to its rules.

Objectives: to improve internal and external communication skills

#### Activities and Available Resources

Activities:

- Research on gender sensitive communication kits and best practices
- Developing the informative kit
- Adopt the guideline/protocol
- Organizing the training
- Evaluation of the measure

### **Targets & Indicators**

*Outcomes: 1 informative kit regarding gender sensitive communication*

*>90% of employees trained*

*Short term: More than 80% of the employees should be informed on the communication guidelines*

*Middle term: More than 80% of the informed employees understand the need and importance of using gender sensitive language both in internal and external communication*

*Long term: - More than 60% off the employees respect the guidelines on a daily basis*

*- when evaluated, more than 80% of the employees are able to recognize if the guideline is respected or not*

### **Facilitating & Hindering Contextual Factors**

*There are no gender sensitive communication protocols in place at the moment*

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## 7 Research funding

UEFISCDI manages 20% of the national funds for research. The texts of the calls are approved by the executive public administration bodies (ministries) and they are standard texts. Sometimes, upon request, UEFISCDI can make recommendations on specific subjects.

When employing evaluators, UEFISCDI cannot make gender a mandatory criteria. Moreover, it is not possible to introduce gender quotas and targets in evaluation procedures because in Romania, the number of female evaluators is smaller than the number of male evaluators. The process of becoming an evaluator is conducted by a special structure in the executive public administration bodies (e.g. special department in the Research and Innovation ministry). UEFISCDI has a large database of evaluators (Romanian and foreign) which is used when implementing various projects. The database (BrainMap.ro) contains all the evaluators that took part in UEFISCDI's projects and is divided in various categories, depending on age, gender, expertise, field of actions, etc.

In the next period, however, gender balance will play a more important role in development, implementation and evaluation of the projects (according to European Commission Gender Equality Strategy for 2020-2025 and ERA priorities).

In order to improve the gender dimension in research funding two measures are proposed: to carry out an analysis in order to understand the reasons why women participate in smaller numbers in research programs and how the content of research is affected by this small participation; also to identify ways in which women researchers can be encouraged to join research areas dominated mainly by men; to identify ways in which project evaluators can be taught to respect the gender dimension. While evaluating the relevance of the content of the scientific research (Training for project evaluators on the gender dimension - stereotypes, prejudices, etc.)

N.	Measures/actions	Objective	Timeframe of implementation
1	Analysis of women participation in research projects	<ul style="list-style-type: none"> <li>- to understand the reasons why women participate in smaller numbers in research programs</li> <li>-to understand how the content of research is affected</li> <li>- to identify ways in which women researchers can be encouraged to join research areas dominated mainly by men</li> </ul>	Sept 2021 – June 2022
2	Training for research evaluators regarding the gender dimension	-to assure that when evaluating projects with gender components evaluators are able to recognize them and they do not misinterpret because of ideological beliefs	Sept 2021 – June 2022



### 7.1.1 Analysis of women participation in research projects

<i>Analysis of women participation in research projects</i>	<i>Sources<sup>10</sup>: .....</i>
<i>Target audience: Target: researchers applying for funding at UEFISCDI</i>	<i>Timeframe: Sept 2021 – June 2022</i>

#### Goals & Objectives

The goal is to have a better understanding of how research funding and how research content is affected by the under-representation of women in research (STEM)

Objectives:

- to understand the reasons why women participate in smaller numbers in research programs
- to identify ways in which women researchers can be encouraged to join research areas dominated mainly by men

#### Activities and Available Resources

Activities:

- Identify the pool of projects to be analyzed
- Conduct the analysis
- Draw the conclusion of the analysis
- Proposal of recommendations

#### Targets & Indicators

Outcomes:

*1 policy recommendation*

*Short & medium term - more than 50% of projects funded via UEFISCDI are analyzed*

*Long term: the policy recommendation is taken into consideration by ministry when developing future text calls*

#### Facilitating & Hindering Contextual Factors

*At the moment an informative kit is provided to the evaluators*

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## 7.1.2 Training for research evaluators regarding the gender dimension

<i>Training for research evaluators regarding the gender dimension</i>	<i>Sources<sup>11</sup>:</i> .....
<i>Target audience:</i> <i>Target: evaluators of projects funded by UEFISCDI</i>	<i>Timeframe:</i> <i>Sept 2021 – June 2022</i>

### Goals & Objectives

The goal is to assure that when evaluating projects with gender components evaluators are able to recognize their scientific aspect and they do not misinterpret it as having ideological aspects or mis-judge them as 'ideological aspects'

Objectives:

### Activities and Available Resources

Activities:

- Elaborate an informative kit on how gender dimension should be taken into consideration when evaluating research projects
- Training the evaluators
- Evaluate the measure

### Targets & Indicators

Outcomes: 1 informative kit

1 training session

Short & medium terms: 80% of the evaluators are informed on how they should take into consideration the gender dimension when evaluating the projects

Long term: Reducing by 50% the cases of misinterpretation

### Facilitating & Hindering Contextual Factors

*At the moment an informative kit is provided to the evaluators*

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## 8 Transfer to market

Cafeneaua de Inovare (Innovation Café) is an initiative of the Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI), taking place twice or three times per year: a flexible networking framework aiming to facilitate the exchange of experience and the dialogue between innovative entrepreneurs, investors, venture capitalists and other actors active in the innovative entrepreneurship ecosystem in Romania. More than 800 stakeholders were involved in the 12 editions that took place until now: entrepreneurs, researchers, public authorities, investors, business facilitators. Cafeneaua de Inovare (Innovation Café) is UEFISCDI's main project targeting the Romanian entrepreneurial innovation ecosystem. Until now gender balance was never taken in consideration and no efforts were made in this regard in organizing the event.

**The main problem** is that gender balance was not taken into consideration when inviting speakers or targeting the audience and no gender sensitive subjects were on the agenda of any event.

In order to improve the gender dimension the measure proposed is to develop an internal procedure in which to integrate quotas/targets related to gender balance when organizing the event (in terms of choosing panelists or speakers) and to address gender dimension related issues in STEM topics, when possible.

N.	Measures/actions	Objective	Timeframe of implementation
1	Implementing quotas/targets when inviting speakers at the events	- to have a better representation of women at the event - to better address gender sensitive topics	July 2021 – Dec 2021

(In the table above list all the measures that the institution has decided to adopt with reference to the specific sub-area)

### 8.1.1 Implementing quotas/targets when inviting speakers at the events

<i>Implementing quotas/targets when inviting speakers at the events</i>	<i>Sources<sup>12</sup>:</i> .....
<i>Target audience:</i> <i>Target: speakers invited at Innovation Café events</i>	<i>Timeframe:</i> <i>July 2021 – Dec 2021</i>

#### Goals & Objectives

The goal is to increase the visibility of gender balance issues in the Romanian innovation ecosystem.

Objectives:

<sup>12</sup>

- to increase the number of women speakers by 50%
- to increase the number of topics related to gender equality by 50%

#### **Activities and Available Resources**

##### Activities:

- Elaborate guidelines on the topic
- Establish quotas for each event (depending on subject)
- Make an extended list of women (corelated with different topics) that can be invited to the events
- Promote the implementation of quotas
- Propose a list of topics related to gender equality to be addressed in the events

#### **Targets & Indicators**

*Outcomes: 1 guideline*

*Short & medium term: - when evaluated more than 50% participants at Innovation Café events are able to identify a substantial increase in approaching gender equality topics during the event*

*Long term: An increase by 50% of women participation at the events*

#### **Facilitating & Hindering Contextual Factors**

*At the moment there are no guidelines in place*



## 9 Collaborative actions

n.	Collaborative action	Area	Stakeholders involved	Timeframe
1	Development of informative kits	Human resources, Sexual Harassment, Research Funding, Internal & External Communication	Centru FILIA, University of Bucharest	July 2021 – Dec 2021
2	Trainings on career progression	Career progression, Work life balance	Orange Fab Lab, Step FWD, TechHub Bucharest	Sept 2021 – June 2022

In the table above list all the collaborative actions that will be implemented.

### 9.1 Development of informative kits

<b>Development of informative kits</b>	<b>Sources<sup>13</sup>:</b> <a href="https://centrulfilia.ro/misiune/">https://centrulfilia.ro/misiune/</a>
<b>Target audience:</b> UEFISCDI employees	<b>Timeframe:</b> July 2021 – Dec 2021

#### Goals & Objectives

**Goal:** to develop in partnership with Centru Filia and University of Bucharest all informative kits presented in the action plan

**Objectives:** to use the know-how from NGOs and academia when developing the informative kits

#### Activities and Available Resources

- Research for best practices
- Provide to the stakeholders drafts of the informative kits
- Collect feedback from Centru Filia and University of Bucharest
- Integrate the feedback

#### Targets & Indicators

**Outcome:** 1 informative kit on recruitment protocols

1 informative kit on internal & external communication

1 informative kit on sexual harassment

1 informative kit for research evaluators

#### Facilitating & Hindering Contextual Factors

Studies and best practices provided by Centru Filia (Centru Filia is a well-known NGO with strong activity in promoting Gender Equality)

.....

<sup>13</sup> Here you should report what you have included in the log-frame in the section “theoretical assumptions and available evidence”.

## 9.2 Trainings on career progression

<i>Trainings on career progression</i>	<i>Sources<sup>14</sup>:</i> <a href="https://www.orangefab.ro/">https://www.orangefab.ro/</a> <a href="https://stepfwd.today/">https://stepfwd.today/</a> <a href="https://bucharest.techhub.com/">https://bucharest.techhub.com/</a>
<i>Target audience:</i> <i>UEFISCDI employees</i>	<i>Timeframe:</i> <i>Sept 2021 – June 2022</i>

### Goals & Objectives

*Goal: to develop in partnership with Orange Fab Lab and Techhub Bucharest the training regarding the career progression presented in the action plan*

*Objectives: to use the know-how and resources from our stakeholders*

### Activities and Available Resources

- Agree upon a partnership with Orange Fab Lab and Techhub Bucharest
- Inform them about our needs for trainings
- Use their expertise to develop our trainings

### Targets & Indicators

*Outcome: 1 training on soft skills*

*1 training on leadership*

### Facilitating & Hindering Contextual Factors

*Hindering factors: lack of available human resources*

<sup>14</sup> Here you should report what you have included in the log-frame in the section “theoretical assumptions and available evidence”.

# 10 Gantt Chart

Task			Start date	End date	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22
Human Resources	Recruitment and selection	Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process	July 2021	May 2022	[Orange bar from Jul 21 to May 22]												
	Working conditions and work-life balance	Back to work training	September 2021	July 2022	[Green bar from Sep 21 to Jul 22]												
		Soft skills training	September 2021	April 2022	[Blue bar from Sep 21 to Apr 22]												
	Career progression	Mentoring for leadership positions	September 2021	June 2022	[Orange bar from Sep 21 to Jun 22]												
		Internal educational program	September 2021	June 2022	[Pink bar from Sep 21 to Jun 22]												
Sexual and moral harassment		Informative kit regarding sexual and moral harassment	July 2021	December 2021	[Cyan bar from Jul 21 to Dec 21]												
Institutional Governance		Establishing GEB	July 2021	October 2021	[Blue bar from Jul 21 to Oct 21]												
Institutional Communication		Developing an informative gender sensitive communication kit	July 2021	December 2021	[Dark blue bar from Jul 21 to Dec 21]												
Research funding		Analysis of women participation in research projects	September 2021	June 2022	[Yellow bar from Sep 21 to Jun 22]												
		Training for research evaluators regarding the gender dimension	September 2021	June 2022	[Blue bar from Sep 21 to Jun 22]												
Innovation Ecosystem		Implementing quotas/targets when inviting speakers at the events	July 2021	December 2021	[Light green bar from Jul 21 to Dec 21]												

