



Linking Research & Innovation for Gender Equality

T2.3_GEP template_UEFISCDI

Version n. 2

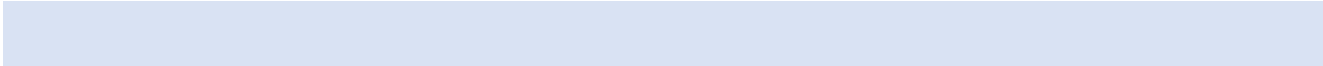
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1 Introduction

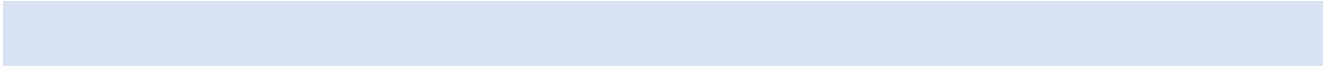
UEFISCDI is the first Romanian public institution to elaborate and implement a Gender Equality Plan. The process started in 2020 with an internal analysis on gender equality and an external analysis on the national legal framework. Based on the results from the internal analysis, the working group proposed 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 second version of the GEP modified after its first iteration





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.



GEPs Actions Comprehensive Table

Action Number	Title	Area of intervention	Other relevant Area	Intersectional (YES/PARTLY)	Collaborative (YES/PARTLY)	Structural /soft	Redesigned/refined/new/cancelled/implemented / Planned
1	Developing an informative kit with specific instructions regarding ways to tackle gender discrimination and recognize and prevent stereotypes in the recruiting process	Human Resources - Recruitment and selection	n/a	Partly	Partly	Structural	refined
2	Develop an Informative kit for employees returning from parental leave	Human Resources - Working conditions and work-life balance	n/a	N/A	Partly	Structural	redesigned
3	Soft skills training	Human Resources - Working conditions and work-life balance	n/a	No	No	Soft	Canceled
4	Internal personal development programme	Human Resources - Career Progression	n/a	No	No	Structural	Canceled
5	Training to recognize unconscious biases	Human Resources - Career Progression	n/a	Yes	Yes	Soft	Redesigned
6	Developing an informative kit regarding sexual and moral harassment	Sexual Harassment	n/a	Partly	Partly	Soft	Refinement



7	Establishing a GEB	Institutional Governance	n/a	No	Partly	Structural	Implemented
8	Developing an informative gender sensitive communication kit	Institutional Communication	n/a	Partly	Partly	Soft	Implemented
9	Analysis of women participation in research projects	Research Funding	n/a	No	No	Soft	Planned
10	Training on gender equality addressed to research projects evaluators	Research Funding	n/a	No	No	Structural	Planned
11	Implementing quotas/targets in speaker panels at the events	Innovation Ecosystem (Transfer to Market)	n/a	No	Partly	Soft	Implemented



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 ¹
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.	Sept 2021 – dec 2022

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

**Due to changes in the target group of the informative kit, the timeframe was changed and the action will be implemented until December 2022*

<i>Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process</i>	<i>Sources²: https://hr.fbk.eu/sites/hr.fbk.eu/files/pdf_handbook_festa_0.pdf https://www.eu-libra.eu/sites/default/files/article-files/libra_recruitment_guidelines_second_edition_0.pdf</i>
<i>Target audience:</i>	<i>Timeframe:</i>

¹ 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.

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

Target 1: Recruitment experts Target 2: HR department Target 3: all staff	Sept. 2021 – dec. 2022
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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 - REDESIGNED	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 - CANCELED	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 – REDESIGNED as Informative kit for employees returning from parental leave

The reasons for redesigning this action are the following:

- *Lack of interest from current employees and managers towards the subject*
- *A secondary analyse of the employees showed that the expected number of employees or collaborators that could benefit from such training is extremely limited (no births or returning to work colleagues were registered last year). Therefore the costs of implementing such training are not justified and it was proposed that a series of informative materials should be developed instead to be used when needed.*

Expected aspects for refinement / contingency measures

The developed informative material can be used whenever necessary without the constraint of organizing dedicated events for returning employees (financial or logistical constraints). By developing written material we will expand our reach towards more colleagues (temporary or permanent) and can be used as good practices examples for other institutions. Also we make sure that everybody is treated equally when returning to work (there is a possibility that the training could not be replicated in the following years)

Involvement of stakeholders

During the process of the elaboration of the informative material a number of GE related organization will be involved therefore increasing the awareness and the quality of the materials. We will establish collaboration relationships with various partners that will become involved in our future actions.

New expected timeframe for completion

Second iteration (proposed month jan-feb 2023)

Will the action change from soft to structural or viceversa?

no

Expected changes in outputs and Outcomes of the action

A more inclusive approach towards working life balance for the employees and collaborators of UEFISCDI.

Strengthening the working relationship between colleagues

Eliminating possible bias from the process

Assure equal chances and treatment for all returning employees (there is a possibility that the training could not be replicated in the following years)

<i>Develop an Informative kit for employees returning from parental leave</i>	<i>Sources³:</i> https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox
<i>Target audience:</i> <i>Target :- <u>Department managers</u></i> <ul style="list-style-type: none"> - <u>Employees returning from parental leave</u> - <u>Other employees</u> - <u>Other organizations</u> 	<i>Timeframe:</i> <i>Jan 2023-feb 2023</i>

Goals & Objectives

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

Objective

To help employees returning from parental leave to get accustomed to the recent developments in the institution and the projects they were previously working on

Secondary 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 simultaneous different situations: regaining their work competences and being a parent

Activities and Available Resources

- Research for support materials
- Drafting the informative kit
- Finalizing the informative kit

- Making the kit available to all interested persons

The informative kit, targeting the development of soft skills, will be structured in two parts – one dedicated to department managers where we will present a series of tools and instructions to help them better understand the newly -returned employees’ needs. The second part will be dedicated to the employees returning from parental leave and will contain advices, suggestions that will ease their transition to working life.

The kit will also contain a set suggestions that will help the manager allocate a dedicated colleague who will provide support and guidance for the returning employee.

Targets & Indicators

Performance indicators

- Short term: raising awareness about the importance of work life balance
- Medium term: increase employees’ work efficiency and professional satisfaction by 50% in the first 3 months after their return from parental leave
- Long term: when evaluated, more than 70% of UEFISCDI’s employees see an improvement in their work life balance

Facilitating & Hindering Contextual Factors

3.2.2 Soft skills training - CANCELED

Reason for cancellation of the action:

The number of employees returning from paternal leave is very low (zero in the last year) so the necessity of organizing such a training is not justified in terms of costs. In the current revised version of the GEP this action is included in the redesigned measure named **Develop an Informative kit for employees returning from parental leave** in form of a written informative kit instead of a offline training.

Expected aspects for contingency measures

- The developed informative material can be used whenever necessary without the constraint of organizing dedicated events for returning employees (financial or logistical constraints).
- By developing written material we will expand our reach towards more colleagues (temporary or permanent) and can be used as good practices examples for other institutions. Also we make sure that everybody is treated equally when returning to work (there is a possibility that the training could not be replicated in the following years)
- We expect strengthen our collaboration with organizations targeting GE.

<i>Soft skills training</i>	<i>Sources⁴:</i> https://cutt.ly/CnQVqvB
<i>Target audience:</i> <i>Target : employees returning from parental leave</i>	<i>Timeframe:</i> <i>Sept 2021- Apr 2022</i>

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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:

- 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 - REDESIGNED	To increase the number of employees fit for leadership positions	Sept 2021 - June2022
2	Internal educational program - CANCELED	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 – REDESIGNED as Training to recognize unconscious biases

Reason for refinement of the action:

During the last year it became clear that the mentoring leadership position training will not have the expected result for the managers and employees alike. The main reason is that the organization is still adjusting to integrate gender equality values in its everyday actions. We consider that the employees and management are not prepared to fully embark in a mentoring programme and that they firstly need to become aware of their unconscious biases, biases that determined different career paths for men and women. Therefore they must be aware of these unconscious biases and if possible to overcome them. Only then a mentoring programme will have the desired results. For the second iteration, we propose to organize a training for recognizing unconscious biases and their effects. And a mentoring programme will be developed in the revised version of the GEP.

Expected aspects for refinement / contingency measures

By implementing this training we expect to help managers recognize their own unconscious biases and the way that these are affecting the career progression of women. On the other hand we expect female employees to become more confident, recognize the prejudices and be able to fight against them in order to achieve a higher professional success. In this regards we ensure that all employees are treated equally and career progression for women is becoming less discordant.

Involvement of stakeholders

Internal stakeholders – members of GEB who be involved in the procees of the developing the training

External stakeholders – dedicated NGOs/ organizations that have expertise in recognizing and dealing with uncounscious biases

New expected timeframe for completion

Feb-jun 2023

Will the action change from soft to structural or viceversa?

no

Expected changes in outputs and Outcomes of the action

Increase the number of trained employees

A informative material based on material used at training

<p>Training to recognize unconscious biases</p>	<p>Sources⁵: CALIPER project https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox</p>
<p>Target audience: Target : Primarily target – second and top management Secondary target – all interested employees</p>	<p>Timeframe: Feb 2023 – June 2023</p>

Goals & Objectives

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

Objectives:

- To increase the number of employees able to recognize their own unconscious biases

Activities and Available Resources

Activities:

- Research for similar trainings (online materials)
- Research for future collaborators (expertise on the subject is a must) that will conduct the training
- Organize the training
- Develop support material following the training
- Conduct internal to evaluate the impact of the training

Targets & Indicators

- Short term: raising awareness about the importance of unconscious biases
- Long term: increasing the number of female employees acceding to leadership positions.

Facilitating & Hindering Contextual Factors



3.3.2 Internal educational program - CANCELED

Reason for cancellation of the action:

At the end of the first iteration we conducted a survey in order to measure the interest of our colleagues for participating in the trainings we proposed in the GEP. Unfortunately we saw very little interest expressed for this kind of training and instead a lot of colleagues insisted on developing a training for unconscious biases (a proposal we included in the second iteration).

Expected aspects for contingency measures

n/a

Internal educational program	Sources⁶: CALIPER Project https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox
Target audience: Target 1: employees in the executive positions Target 2: middle managers	Timeframe: 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

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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-REFINED	Raising awareness about sexual and moral harassment and help identification of harassments' types and clearly explain the concept (definition, limits, etc)	Sept 2021 – jan 2023

4.1.1 Informative kit regarding sexual and moral harassment - REFINED

Due to changes in the structure of the informative kit the finalization of the kit was postponed to jan 2023

<i>Informative kit regarding sexual and moral harassment</i>	<i>Sources⁷:</i> https://eige.europa.eu/sites/default/files/sciencespo_guidelines_on_dealing_with_sexual_harassment_2.pdf
<i>Target audience:</i> <i>Target : all employees</i>	<i>Timeframe:</i> <i>sept 2021 – Jan 2023</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:

7

- 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/DetaliiDocument/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 – June 2022

5.1.1 Establishing GEB - IMPLEMENTED

<i>Establishing GEB</i>	<i>Sources⁸:</i> https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/national-gender-equality-bodies_en
<i>Target audience:</i> <i>Target: all employees</i>	<i>Timeframe:</i> <i>July 2021 – June 2022</i>

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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 – June 2022

6.1.1 Developing an informative gender sensitive communication kit - IMPLEMENTED

<i>Developing an informative gender sensitive communication kit</i>	<i>Sources⁹:</i> https://eige.europa.eu/publications/toolkit-gender-sensitive-communication
<i>Target audience:</i> <i>Target: all employees</i>	<i>Timeframe:</i> <i>July 2021 – June 2022</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"> - to understand the reasons why women participate in smaller numbers in research programs -to understand how the content of research is affected - to identify ways in which women researchers can be encouraged to join research areas dominated mainly by men 	Sept 2021 – June 2023
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 2023

7.1.1 Analysis of women participation in research projects

<i>Analysis of women participation in research projects</i>	<i>Sources¹⁰:</i>
<i>Target audience: Target: researchers applying for funding at UEFISCDI</i>	<i>Timeframe: Sept 2021 – June 2023</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>Sources¹¹:</i>
<i>Target audience:</i> <i>Target: evaluators of projects funded by UEFISCDI</i>	<i>Timeframe:</i> <i>Sept 2021 – June 2023</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 – June 2022

(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 - IMPLEMENTED

<i>Implementing quotas/targets when inviting speakers at the events</i>	<i>Sources¹²:</i>
<i>Target audience:</i> <i>Target: speakers invited at Innovation Café events</i>	<i>Timeframe:</i> <i>July 2021 – June 2022</i>

Goals & Objectives

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

Objectives:

¹²

- 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 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	[Light 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]													

