

Gender Equality Plan 2022-2023

Foreword by the CEI Secretary General

It is a great pleasure to introduce you to the Gender Equality Plan 2022-2023 of the Central European Initiative-Executive Secretariat (CEI-ES GEP).

Gender equality has been a core value of our Organisation since its establishment more than three decades ago, as well as an overarching goal of all regional cooperation initiatives promoted by the CEI.

By working on the CEI-ES GEP in the last quarter of 2021, we have managed to define a clear roadmap for the upcoming two-year period, which will help us promote gender equality, both within our constituency and in the context of the various CEI structures, starting from the Executive Secretariat.

The planning phase, carried out by the Secretariat's top management and senior staff, has allowed us to clearly understand the current state-of-play, which is summarised in a detailed dataset. While the picture outlined by collected data looks positive, much room for improvement exists if we want to raise our awareness vis-à-vis the topic of gender equality. And this is the case not only for the employees and collaborators of the CEI-Executive Secretariat, but also for the several stakeholders participating in the broad CEI community. Therefore, the CEI-ES GEP will represent an essential tool to reach this goal, as it will provide us with an overall framework and a number of specific measures to address the gaps identified during the planning phase. By better specifying our policies and practices, we will be able to improve our understanding of gender issues, as a precondition for an organisational and cultural change, and to promote gender mainstreaming throughout projects and initiatives supported or implemented by the CEI.

The implementation of the CEI-ES GEP will keep us engaged during 2022 and 2023, and this will give us the opportunity to strengthen our impact on gender responsive regional cooperation.

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1 The overall context

1. Republic of Albania, Republic of Belarus, Bosnia and Herzegovina, Republic of Bulgaria, Republic of Croatia, Czech Republic, Hungary, Italian Republic, Republic of Moldova, Montenegro, Republic of North Macedonia, Republic of Poland, Romania, Republic of Serbia, Slovak Republic, Republic of Slovenia and Ukraine.

The Central European Initiative (CEI) is a regional forum for co-operation and consultation among and between 17 Member States of Central, Eastern and South-Eastern Europe¹. As specified in article 2 of the CEI Guidelines and Rules of Procedures, “the Member States of the CEI are guided by the principles of the UN Charter, of all the documents of the Helsinki process/OSCE. They are guided as well by final declarations and documents of the meetings of the Heads of Government and the Foreign Ministers of the CEI [...]”.

The mission of the CEI is to work towards European integration and sustainable development through regional cooperation. Indeed, two strategic goals were set by the CEI Member States. First, to work for cohesion of a united Europe, without dividing lines, a Europe with shared values, embracing all countries, regions, peoples and citizens of the continent. Second, to strengthen the capacities of the Member States towards good governance, rule of law and sustainable economic development as key prerequisites for stability, social cohesion, security and prosperity in the CEI region.

As an intergovernmental body, the CEI activities are led and endorsed by Prime Ministers’ summits and Foreign Ministers’ meetings. Yet, in addition to the leading intergovernmental component, three other dimensions (parliamentary, economic and local) provide further areas to promote multilateral policy dialogue and opportunities for co-creation of regional and cross-border projects. This makes of the CEI a resource not only for the governments of its Member States, but also for people, businesses and communities through a strong, result-oriented and multi-partnership approach.

A pivotal role within the CEI governance is played by the CEI-Executive Secretariat (CEI-ES). According to the CEI Guidelines and Rules of Procedure (article 19), “the CEI-ES, as permanent CEI body, shall provide continuous administrative and conceptual support to both the decision-making and operational structures of the CEI and shall take any appropriate initiative aimed at promoting the realisation of the CEI co-operation objectives”. This is carried out by performing multiple tasks, such as information and documentation; organisation, preparation and follow-up of meetings; participation in CEI meetings and other CEI-related events; design and implementation of CEI programmes and projects, including EU-funded ones.

CEI countries' shared priorities are included in a triannual Plan of Action, endorsed at Prime Minister level. The current CEI Plan of Action covers the period 2021-2023 and is built around two overarching goals ("Green Growth" and "Just Societies"), under which twelve objectives, or areas of cooperation, are encompassed. Therefore, the CEI Plan of Action steers the entire work of the CEI, and ensures coherence between:

- ▶ the activities included in the annual calendar of the rotating CEI Presidency,
- ▶ the activities promoted by the CEI-Executive Secretariat,
- ▶ the projects and initiatives implemented by third parties and financed by the CEI through its spending programmes (CEI Cooperation Fund and CEI Fund at the European Bank for Reconstruction and Development - EBRD),
- ▶ the projects implemented by the CEI-Executive Secretariat and financed by external donors (e.g., the European Union).

On the whole, regional cooperation promoted by the CEI takes various forms. Its objectives can be grouped into the following macro-areas:

- ▶ sustaining policy dialogue on topics of common interest through regular diplomatic exchange,
- ▶ promoting the establishment of multi-lateral, multi-level and multi-stakeholder platforms to address common challenges,
- ▶ facilitating people-to-people contacts by funding training and capacity building through mobility and networking,
- ▶ supporting investments and operations of the EBRD in CEI Member States,
- ▶ fostering transfer of know-how and good practices from EU to non-EU countries of the CEI membership,
- ▶ contributing to the implementation of EU policies through the design, participation and administration of EU-funded projects.

This brief overview highlights that, when it comes to gender equality related to the CEI, there are two dimensions to consider. First, an internal one connected to the CEI-ES, with particular reference to the administration of human resources (CEI-ES staff) and the implementation of recruitment processes. Second, an external dimension, which refers to the activities financed by the CEI and implemented by third parties.

As to the former, improvements can be obtained by intervening on existing administrative practices and policies. This process, internal to the CEI-ES and under the responsibility of its top management, will have an impact in terms of better understanding of gender issues, thus leading to an overall organisational and cultural change.

As to the latter, the main objective is to promote gender mainstreaming by integrating a gender perspective into the preparation, design, realisation, monitoring and evaluation of the CEI-supported actions implemented by third parties. A more gender-equal distribution of financial resources provided by the CEI will also contribute to raising awareness on gender equality in the Member States.

The Gender Equality Plan 2022-2023 of the CEI-Executive Secretariat (CEI-ES GEP) was, therefore, elaborated keeping in mind the specificities of the Organisation, as well as the need to intervene not only internally (the CEI-ES), but also externally (gender responsive administration and use of CEI funds).

2 Gender Equality Plan of the CEI-Executive Secretariat

The Gender Equality Plan 2022-2023 of the CEI-Executive Secretariat (CEI-ES GEP) was designed to promote an internal change, both cultural and structural, as well as to streamline processes and procedures aiming at ensuring the implementation of gender responsive actions.

2. Issued by the European Commission – Directorate – General for Research and Innovation in September 2021.

According to the Horizon Europe Guidance on Gender Equality Plans², the lifecycle of GEPs typically include four steps:

1. an audit phase,
2. a planning phase,
3. an implementation phase,
4. a monitoring and evaluation phase.

To draft the CEI-ES GEP, phase 1 (audit) and phase 2 (planning) were carried out between October and December 2021, with the involvement of the CEI-ES Executive Level and senior staff members.

Phase 1 (audit) resulted in a thorough review of the state-of-play, which is presented in chapter 3. During Phase 1, the CEI-ES staff examined the main documents governing the CEI and the CEI-ES (CEI Guidelines and Rules of Procedures; CEI-ES Staff Rules and Regulations; CEI Plan of Action 2021-2023), as well as all administrative practices and procedures in the field of human resource management, including recruitment. Moreover, gender-disaggregated data were collected and analysed, with the aim of getting a clearer picture of gender issues, as well as of setting a baseline situation for future monitoring and evaluation. The following indicators were chosen:

- ▶ staff distribution by gender (data 2021),
- ▶ wage distribution by gender (data 2021),
- ▶ gender distribution by type of contract and type of position (data 2021),
- ▶ number of female and male candidates applying for job positions and training opportunities (data 2017-2021),
- ▶ share of men and women in recruitment committees (data 2017-2021).

Phase 1 allowed the identification of a set of measures included in a roadmap presented in chapter 4, which covers Phase 2 (planning). This roadmap was elaborated starting from the two “building blocks” to be included in any GEP, namely:

- ▶ the four mandatory process-related requirements (publication, dedicated resources, data collection and monitoring, training),
- ▶ and the five recommended thematic areas (work-life balance, leadership and decision-making, recruitment and career progression, gender dimension, gender-based violence).

It shall be emphasised that the Central European Initiative, as well as its Executive Secretariat, are not higher education institutions, nor are they involved in research activities. Therefore, the elaboration of the CEI-ES GEP 2022-2023 was tailored to the specific features, needs and goals of the Organisation.

The execution of the CEI-ES GEP will take place in the timeframe 2022-2023, thus covering the remaining two steps of the GEPs’ lifecycle, namely Phase 3 (implementation) and Phase 4 (monitoring and evaluation), which will help collect useful information and data in view of the elaboration of the future CEI-ES GEPs, as well as of other programming documents, such as the CEI Plan of Action 2024- 2026.

3 Phase 1 – Audit: review of the state-of-play

With the aim of elaborating the Gender Equality Plan 2022-2023 of the CEI-Executive Secretariat (CEI- ES GEP), a thorough review of policies and practices currently in place was carried out.

As mentioned in chapter 1, there are two dimensions of gender equality to be considered: an internal one, which refers to the administration of CEI-ES human resources and the management of recruitment processes (subchapters 3.1, 3.2, 3.3); and an external one, which refers to activities financed by the CEI and implemented by third parties (subchapter 3.4).

By implementing Phase 1, it was possible to map existing gaps that are summarised in the concluding section of this chapter (subchapter 3.5), paving the way for the identification of measures and areas of intervention included in the roadmap of the CEI-ES GEP, the latter is presented in chapter 4.

3.1 Gender issues related to CEI-ES Executive Level

3. CEI Guidelines and Rules of Procedure in their latest version of December 2019.

As a first step, gender issues related to the CEI-ES Executive Level were reviewed. According to article 19 of the CEI Guidelines and Rules of Procedure³, the CEI-ES “[...] shall be headed by a Secretary General (SG), supported by an Alternate Secretary General (ASG) and up to two Deputy Secretaries General (DSGs). The SG, ASG and DSGs represent the Executive Level of the CEI-ES. [...]”. Articles 20 and 21 specify that the members of the Executive Level are nominated by the CEI Member States and appointed by the Meeting of the Ministers of Foreign Affairs (MFA Meeting), upon recommendation of the Committee of National Co-ordinators (CNC): therefore, members of the Executive Level are not employees of, or employed by, the CEI-ES, which means they are subject to no internal policy, rule or regulation applicable to the CEI-ES staff.

The CEI Guidelines and Rules of Procedure make no reference to gender equality related to the CEI-ES Executive Level. Therefore, gender balance may be a consequence of approving decisions taken by CEI Member States. To make this a CEI rule, rather than an accidental occurrence, all CEI Member States must agree to amend the CEI Guidelines and Rules of Procedure following the provisions of articles 12 and 33.

Any amendment should be proposed by (at least) one Member State and examined by the CNC. Should consensus be reached within the CNC, a recommendation for approval would be submitted to the Meeting of the Heads of Government (CEI Summit) for a final decision.

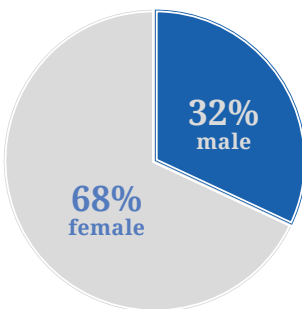
Although this decision is up to the Member States and not to the CEI-ES, the latter will consider the opportunity to raise awareness on this topic, and to encourage a reflection on it within the CNC.

3.2 Gender issues related to CEI-ES staff

Gender-disaggregated data were collected and analysed to draw a preliminary picture of the gender issues related to the CEI-ES staff. For the purpose of this document, the CEI-ES staff is considered as a unique group of human resources composed of two categories:

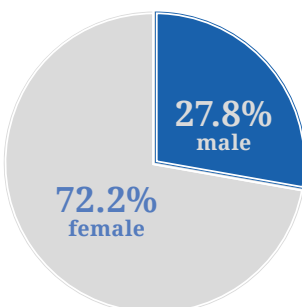
4. CEI-ES Staff Rules and Regulations in their latest version of April 2019.

- ▶ Employees, where an Employee is “a person performing permanent or temporary work for the CEI-ES on the basis of either an Open-Ended or a Fixed-Term contract”⁴, i.e., a subordinate contract,
- ▶ Collaborators, where a Collaborator is a person performing work for the CEI-ES based on a “para-subordinate” contract (so called “Co.Co.Co.”, according to the legislation of CEI-ES’ host country).



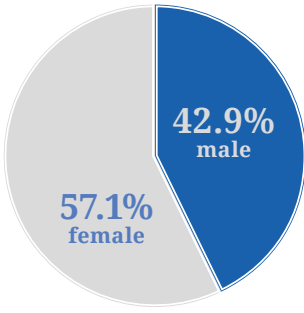
A) CEI-ES staff – distribution by gender

	Female	Male	Total
All Staff	17	8	25
%	68%	32%	100%



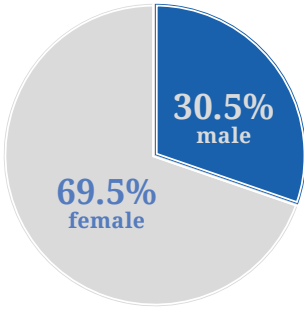
B) CEI-ES staff – gender distribution by type of contract - Employees

	Female	Male	Total
All Staff	17	8	25
Employees	13	5	18
%	72.2%	27.8%	100%



B1) CEI-ES staff – gender distribution by type of contract - Collaborators

	Female	Male	Total
All Staff	17	8	25
Collaborators	4	3	7
%	57.1%	42.9%	100%



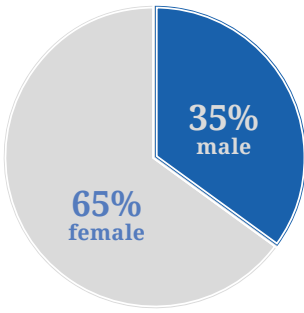
C) CEI-ES staff – wage distribution

	Female	Male	Total
All Staff	17	8	25
%	69.5%	30.5%	100%

If we compare wage distribution, represented in table C, with CEI-ES staff gender distribution, represented in table A, we can only notice a perfect match: 68% of CEI-ES employees/collaborators are female, and they absorb 69.5% of total CEI-ES expenditures on personnel costs. This proves that no gender pay gap exists within the CEI-ES. While certainly a positive result, more explicit references on the importance to avoid any gender pay gap should be included in the CEI-ES Staff Rules and Regulations.

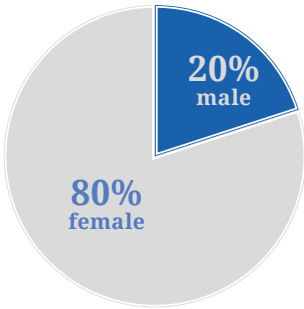
Employees and Collaborators are recruited to fill in two kinds of Positions:

5. *Ibidem* ▶ Professional Service Positions (PSP), which “are of executive nature requiring specific educational background and job qualifications”⁵,
6. *Ibidem* ▶ General Service Positions (GSP), which “cover administration, accounting, secretarial and other office work”⁶.



D) CEI-ES staff – gender distribution by type of Position – Professional Service Positions (PSP)

	Female	Male	Total
All Staff	17	8	25
PSP	13	7	20
%	65%	35%	100%



D1) CEI-ES staff – gender distribution by type of Position – General Service Positions (GSP)

	Female	Male	Total
All Staff	17	8	25
GSP	4	1	5
%	80%	20%	100%

While the picture outlined by gender-disaggregated data is positive, this analysis has proved useful to identify existing gaps in terms of CEI-ES policies and practices to promote gender equality. The main gap identified through this state-of-play assessment is represented by the fact that the values behind gender equality, as well as the measures to implement those values intentionally, are not explicitly stated in the CEI-ES Staff Rules and Regulations.

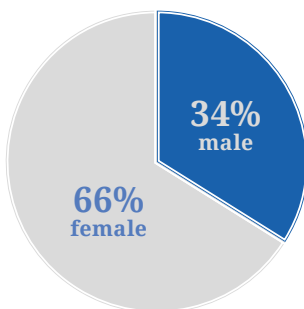
In view of favouring a sustainable transformation of organisational processes and a cultural change based on raised awareness towards gender issues, the CEI-ES will consider the opportunity to integrate the CEI-ES Staff Rules and Regulations accordingly.

3.3 Gender issues related to recruitment processes

To complement gender-disaggregated data described in section 3.2, this review of the state-of-play went also through an assessment of recruitment processes carried out by the CEI-ES in the timeframe 2017-2021. During this period, the following recruitment processes were completed:

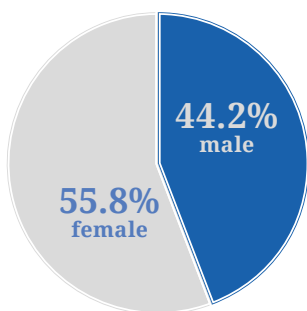
- ▶ Project Manager (2017): recruited through a restricted procedure. 8 candidates (2 female; 6 male) pre-selected from CEI-ES List of Experts. CEI-ES Recruitment Committee: 3 members (1 female; 2 male). Winning candidate: male
- ▶ Project Assistant (2017): recruited through an open call for applications. 3 applications submitted (1 female; 2 male). CEI-ES Recruitment Committee: 3 members (1 female; 2 male). Winning candidate: female
- ▶ Project Assistant (2018): recruited through an open call for applications. 37 applications submitted (24 female; 13 male). CEI-ES Recruitment Committee: 3 members (1 female; 2 male). Winning candidate: female
- ▶ Project Officer (2018): recruited through an open call for applications. 20 applications submitted (18 female; 2 male). CEI-ES Recruitment Committee: 3 members (1 female; 2 male). Winning candidate: female
- ▶ Project Officer (2018): recruited through an open call for applications. 42 applications submitted (27 female; 15 male). CEI-ES Recruitment Committee: 3 members (1 female; 2 male). Winning candidate: female
- ▶ Project Officer (2021): recruited through a restricted procedure. 5 candidates (2 female; 3 male) pre-selected from CEI-ES List of Experts. CEI-ES Recruitment Committee: 3 members (1 female; 2 male). Winning candidate: female

During the same period 2017-2021, the CEI-ES also managed three editions of the “CEI Advanced Training Programme for Young Officials (YOP)”, which envisaged four calls for applications (2017, 2018, 2019 and 2020) for the awarding of 11 fellowships.



E) Number of female and male candidates – recruitment processes 2017-2021

	Female	Male	Total
Candidates - CEI-ES staff	74	51	125
Candidates - trainees (YOP)	176	78	254
TOTAL	250	129	379
%	66%	34%	100%



F) Share of men and women in recruitment committees

	Female	Male	Total
Recruiters 2017-2021	24	19	43
%	55.8%	44.2%	100%

Like gender-disaggregated data presented in subchapter 3.2, the baseline situation related to recruitment processes, in terms of both number of female and male candidates and share of men and women in selection committees, looks positive.

Again, the main gap identified is the lack of explicit references to gender equality in recruitment processes in the CEI-ES Staff Rules and Regulations, as well as in the text of the calls advertising job or training opportunities.

3.4 Gender mainstreaming in CEI-supported actions

7.
Ingeborg Niestroy, Gaetane Charlier, Contribution of CEI to UN Agenda 2030 and its implementation in CEI Member States, 2020.

In 2020, the CEI went through a deep review of its activities aiming to assess its contribution to the implementation of the UN Agenda 2030 and to acquire useful information towards a better integration of UN Sustainable Development Goals (SDGs) in CEI programming and strategic documents. The study “Contribution of CEI to UN Agenda 2030 and its implementation in CEI Member States”⁷, drafted by the think-tank “Public Strategy for Sustainable Development”, mapped all CEI activities carried out between 2016 and 2019, namely: Institutional activities; Cooperation Activities (financed out of the CEI Cooperation Fund); Technical Cooperation Programme and Know-how Exchange Programme (both funded by the CEI Fund at the EBRD); EU-funded Projects on transnational and cross-border cooperation.

Overall, 307 activities were analysed against the 17 SDGs, at target level, thus providing an accurate picture of CEI’s alignment (or misalignment) to the UN Agenda 2030. Out of these, only seven (or 2%) were linked to SDG 5 – Gender equality, which led to the recommendation to mainstream gender in the CEI-supported activities in order to enhance the contribution of the organisation to the attainment of SDG 5.

As a first step, more explicit references to gender equality were included in the CEI Plan of Action 2021- 2023 (PoA), elaborated by the CEI-Executive Secretariat (CEI-ES) in cooperation with the CEI Member States, and endorsed by the latter in 2020.

Under goal 2 (“Building Just Societies”), objective 2.1 (“Advancing Good Governance”), the PoA highlights that “the CEI recognises that regional sustainable development requires gender equality through the strengthening of women’s leadership and political participation in all levels of a policy- making process – local, national, regional and global, by removing barriers for equal participation and ensuring women’s fair access to all political spheres. Thus, the CEI will promote activities to remove all kinds of discriminatory provisions and growing inequalities, favouring gender equality and enhancing the participation of vulnerable groups in the public life”.

Furthermore, under objective 2.5 (“Pursuing People Empowerment”), the PoA points out that “the CEI will continue fostering education at all levels and improving the learning outcomes for all, thus empowering youth and supporting lifelong learning and training opportunities, by also fostering gender equality and enhancing the participation of women and other vulnerable groups”.

Although mentioned under two different objectives, gender equality is addressed more like a horizontal principle, than a CEI area of intervention per se. Therefore, the CEI-supported actions implemented by third parties, which are precisely dealing with gender issues, are still limited. To tackle this weakness, a revision of all documents governing both CEI programming processes and funding tools (e.g., texts of the calls for proposals, templates for reporting, etc.) will be carried out in the context of the implementation of the CEI-ES GEP 2022-2023, with the final goal to enhance gender responsiveness within CEI-supported actions implemented by third parties.

3.5 Identified gaps

In subchapters 3.1-3.4, the following gaps were identified, which are summarised in table 1.

Table 1.
Gaps identified through Phase 1 – Audit: review of the state-of-play

Gap	Where to intervene
Lack of explicit mentioning of gender equality related to the appointment of the CEI-ES Executive Level	CEI Guidelines and Rules of Procedures
Lack of explicit mentioning of gender equality related to the administration of CEI-ES staff	CEI-ES Staff Rules and Regulations
Lack of explicit mentioning of gender equality in recruitment processes of CEI-ES staff	CEI-ES Staff Rules and Regulations; job vacancy announcements
Lack of explicit mentioning of gender equality regarding the establishment of recruitment committees	CEI-ES Staff Rules and Regulations; job vacancy announcements
Limited number of CEI-supported actions specifically addressing gender issues	Texts of the calls for proposals; application packages; reporting templates; future programming documents

Moreover, a second audit was carried out to identify additional gaps vis-à-vis the 4 mandatory process-based requirements and the 5 recommended thematic areas, which are summarised in table 2.

Table 2.
Gaps identified vis-à-vis the two “building blocks”

Gap	Where to intervene
<i>Mandatory requirement 1:</i> lack of publication of an officially endorsed GEP	CEI website (www.cei.int)
<i>Mandatory requirement 2:</i> Lack of allocation of dedicated resources (human and financial) to gender equality	CEI-ES organisational chart; CEI-ES budget
<i>Mandatory requirement 3:</i> Lack of data monitoring	Gender-disaggregated data was collected to carry out Phase 1-Audit of this CEI-ES GEP 2022- 2023, thus providing a baseline situation for future monitoring reports
<i>Mandatory requirement 4:</i> Lack of training on gender equality	CEI-ES organisational chart; CEI-ES budget
<i>Recommended thematic area 1:</i> Lack of an internal policy to promote work-life balance	CEI-ES Staff Rules and Regulations
<i>Recommended thematic area 2:</i> Lack of an internal policy to promote gender balance in leadership and decision-making	CEI-ES Staff Rules and Regulations
<i>Recommended thematic area 3:</i> Lack of an internal policy to ensure gender balance in recruitment processes	CEI-ES Staff Rules and Regulations; announcements for job/training opportunities, procurement notices
<i>Recommended thematic area 4:</i> Lack of a strategic approach to pursue integration of the gender dimension into CEI-supported actions implemented by third parties	Texts of the calls for proposals; application packages; templates for reporting; future programming documents; procurement notices
<i>Recommended thematic area 5:</i> Lack of explicit measures against gender-based violence including sexual harassment	CEI-ES Staff Rules and Regulations

The mapping of existing gaps listed in the tables above allowed for the identification of the necessary measures to be included in the CEI-ES GEP, which will be implemented in the period 2022-2023.

4 Phase 2 – Planning: roadmap of the CEI-ES GEP 2022-2023

The Gender Equality Plan of the CEI-Executive Secretariat (CEI-ES GEP) will cover a two-year period from January 2022 (Month 1) to December 2023 (Month 24). Its Overall Objective is to enhance the impact of the CEI in the field of gender equality. Moreover, two Specific Objectives (SO) have been identified:

1. SO1 – to promote gender equality in the institutional and individual culture, processes and practices of the CEI-ES,
2. SO2 – to ensure CEI-supported actions implemented by third parties are gender responsive.

To attain the above-listed Specific Objectives, and address the gaps identified in Phase 1 – Audit: review of the state-of-play (subchapter 3.5), the CEI-ES GEP will envisage a set of Measures (ME) with related targets and monitoring indicators, as well as a precise timeline (subchapters 4.1 and 4.2).

4.1 Measures vis-à-vis the 4 mandatory process-related requirements

SO	Mandatory Requirement	Measure (what to do)	How	By whom	When	Target	Indicator
1,2	Publication	ME1 – Publishing the GEP, signed by the CEI-ES Executive Level, on the website	Creation of a dedicated webpage on gender equality in the CEI website	GET, CEI-ES communication manager, IT company	M1	GEP published on the CEI website	Dedicated webpage on gender equality, with GEP available for download, is in place
1,2	Dedicated resources	ME2 – Establishing the Gender Equality Team (GET)	Establishing the GET with CEI-ES staff members having clear tasks and division of responsibilities in view of GEP implementation	CEI-ES Executive Level	M2	A dedicated gender equality structure is established within the CEI-ES	Internal note on the establishment of the GET is signed by the CEI-ES Executive Level
1	Dedicated resources	ME3 – Allocating resources for training on gender equality	Exploring the possibility of allocating resources for training on gender equality when drafting CEI-ES provisional budgets 2022 and 2023	CEI-ES Executive Level, GET	M3, M15	Resources for training on gender equality are allocated	CEI-ES budget
1	Data collection and monitoring	ME4 – Monitoring data on gender equality	Monitoring data on gender equality according to the indicators listed in chapter 2	GET	M12, M24	Data on gender equality are monitored regularly	Mid-term report on GEP implementation; Final report on GEP implementation
2	Data collection and monitoring	ME5 – Expanding the data baseline	Expanding the data baseline by identifying additional indicators on gender equality related to CEI-supported actions	GET	M12, M24	Additional indicators on gender equality are identified	Mid-term report on GEP implementation; Final report on GEP implementation
1,2	Training	ME6 – Developing expertise on gender equality	Identify training opportunities on gender equality to increase the internal knowledge	GET	M4-M24	Knowledge on gender equality within GET is increased	Mid-term report on GEP implementation; Final report on GEP implementation
1,2	Training	ME7 – Ensuring knowledge circulation	Expertise acquired by GET members through training is transferred to the whole CEI-ES staff	GET, CEI-ES staff	M4-M24	Knowledge on gender equality is transferred to CEI-ES staff	Mid-term report on GEP implementation; Final report on GEP implementation

4.2 Measures vis-à-vis the 5 recommended content-related (thematic) areas

SO	Thematic area	Measure (what to do)	How	By whom	When	Target	Indicator
1	Work-life balance and organisational culture	ME8 – Updating the CEI-ES Staff Rules and Regulations	CEI-ES Staff Rules and Regulations will be revised and integrated in line with the objectives of the GEP, including specific policies to promote work-life balance	CEI-ES Executive Level, GET	M4-M11	Gender equality principles related to the administration of CEI-ES staff are clarified through explicit references	CEI-ES Staff Rules and Regulations; Mid-term report on GEP implementation
1	Gender balance in leadership and decision-making	ME9 – Encouraging a reflection on gender equality within the CEI Committee of National Coordinators (CNC)	Measures to ensure gender balance in leadership and decision-making positions are to be agreed upon by the CEI Member States. As a first step, an initial reflection could be encouraged in the context of GEP implementation	CEI-ES Executive Level, GET, CNC	M8-M24	Member States are informed about the GEP and involved in an open discussion on the gender equality related to CEI-ES leadership and decision-making	Minutes of the CNC meetings; Mid-term report on GEP implementation; Final report on GEP implementation
1	Gender balance in recruitment and career progression	ME10 – Developing an internal policy to ensure gender balance in recruitment	CEI-ES Staff Rules and Regulations will be integrated with specific provisions to ensure gender balance in recruitment, and in the establishment of recruitment committees	CEI-ES Executive Level, GET	M4-M11	Specific provisions to promote gender balance in recruitment are in place	CEI-ES Staff Rules and Regulations; Mid-term report on GEP implementation; announcements for job/training opportunities; procurement notices
2	Integration of the gender dimension	ME11 – Gender mainstreaming in CEI-supported actions	A strategic approach will be designed to pursue the integration of gender dimension into CEI-supported actions implemented by third parties, to increase the number of actions addressing gender issues and, more generally, to ensure that all actions are gender responsive	CEI-ES Executive Level, GET	M6-M24	More CEI-supported actions addressing gender issues are implemented by third parties. Gender responsiveness of CEI-supported actions is increased	Mid-term report on GEP implementation; Final report on GEP implementation; text of the calls; application packages; templates for reporting; procurement notices
1	Measures against gender-based violence, including sexual harassment	M12 – Developing an internal policy to prevent gender-based violence	CEI-ES Staff Rules and Regulations will be integrated with specific provisions to prevent gender-based violence within the CEI-ES	CEI-ES Executive Level, GET	M4-M11	Specific provisions to prevent gender-based violence are in place	CEI-ES Staff Rules and Regulations; Mid-term report on GEP implementation



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