



Action Plan for Gender Equality

2022-2024



CIHEAM
ZARAGOZA

Action Plan for Gender Equality (GEP) 2022-2024 for CIHEAM Zaragoza (Mediterranean Agronomic Institute of Zaragoza)

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1. Introduction

The Mediterranean has an increasingly important geopolitical dimension as a meeting point between three continents - Europe, Asia and Africa - with major differences in terms of political, economic and social models. Within this framework, CIHEAM (International Centre for Advanced Mediterranean Agronomic Studies) has become a reference institution in the agrifood and fisheries development of its member countries through training, research, cooperation projects and political dialogue activities.

CIHEAM Zaragoza, one of the four Institutes of the organization, since its creation in 1969 has contributed to the capacity building of participants through its activities. Our commitment extends to all social demands, both external and internal. That is why, since 2019, we have been working to fulfil our obligations in terms of equality and gender perspective together with the rest of the Institutes and the CIHEAM General Secretariat. This commitment has led to the Institute's Gender Equality Plan (GEP).

This Plan has been drawn up by members of the CIHEAM Zaragoza GEP Working Group, composed of the Director and the Heads of the following Units: Training, Projects, Human Resources, Communication and Marketing.

The starting point of this GEP is a diagnosis of the situation concerning equality between the women and men who are part of and participate in CIHEAM Zaragoza's activities. Based on this analysis, a series of action, evaluation and monitoring measures have been established in an effort to incorporate the gender perspective in all spheres of action of the Institute.

CIHEAM Zaragoza's implementation of the GEP is not intended as a mere formal fulfilment of the current regulations¹, but implies taking on, with conviction, equality of women and men as a priority and a guiding principle. Through this Plan, the Institute undertakes the commitment to collaborate and work in coordination with the other Institutes and the General Secretariat (GS) of CIHEAM to exchange experiences and establish common work processes to favour gender equality and gender mainstreaming.

At CIHEAM Zaragoza, our commitment with equality is aligned with the CIHEAM Code of Ethics, in particular Article 6 concerning mutual respect and Article 7 concerning social and environmental responsibility.

Therefore, in accordance with the CIHEAM Code of Ethics, the Institute undertakes the commitment to build an organization free from inequalities between women and man and establishes the means to evaluate and monitor the achievement of the objectives set.

¹ Royal Decree 901/2020 of 13 October regulating equality plans and their registration and amending Royal Decree 713/2010 of 28 May on the registration and deposit of collective bargaining agreements.

2. Diagnosis

This section presents data characterizing the current situation and identifies aspects to work on to ensure gender equality at CIHEAM Zaragoza in our corporate culture, among our staff and in the engagement of our education, training, research and cooperation activities. The complete diagnostic report contains data valid for December 2021.

At CIHEAM Zaragoza no work has been done explicitly to inform, disseminate and raise awareness among staff, lecturers and students on matters related to the gender approach.

In general terms, there is a balanced gender distribution of CIHEAM employees, both among the CIHEAM officers (agents), including the Director², and consultants, experts and auxiliary staff. However, the distribution of women and men in each of the 6 Units of CIHEAM's organizational structure is very heterogeneous, as, unlike CIHEAM Zaragoza's management committee, some units do not have an equal gender distribution.

Concerning the staff members' professional career, CIHEAM Zaragoza (in Article 6 of the Code of Ethics and Article 3.2 of the Staff Regulations) undertakes to offer employees equal opportunities and avoid gender discrimination. However, this is conditioned by the relatively small size of the Institute and different levels of professional skills.

In the latest announcements of job vacancies at CIHEAM Zaragoza we have stated that the Institute promotes an inclusive working environment and favours gender equality. However, it would be desirable to address the whole selection process from a gender perspective.

With regard to our training activities, in recent years, there are generally no inequalities between women and men in the number of applications and participants. However, a higher proportion of women receive scholarships from the Institute.

A lack of gender balance has also been observed in the delivery of training. There are more men among the experts in the training programme design teams, and experts that participate as coordinators, lecturers and tutors of the second year of the Master.

Concerning Projects, taking the last 5 years as reference for analysis, data indicate an equal balance of men and women. However gender imbalances are observed in the coordination teams and among the work package leaders with a proportion of men above 60 %.

² According to category, the situation is different. In Category A there are more men than women (60% vs 40%) as opposed to Category B (25% men vs 75% women).

3. Main axes: objectives and actions

The GEP revolves around 4 main axes, each with specific objectives and actions:

- Axis 1. Corporate culture
- Axis 2. Human resources
- Axis 3. Training
- Axis 4. Projects

Each action has a specific time frame for completion that may be modified if circumstances vary, if changes or opportunities arise, or if unforeseen measures need to be adopted or improvements made.

3.1. Corporate culture

Corporate culture comprises an organization's set of shared values that guide the interactions and behaviour of all members of staff. Corporate culture cuts across the organization and influences its members, working environment, leadership methods and management processes. Corporate culture should be evolutionary, adapting as internal and external needs and demands change.

In order to consolidate gender equality in CIHEAM Zaragoza's corporate culture, it is necessary to establish objectives and promote measures aimed at raising awareness on this issue, as well as to establish a network of alliances and external contacts.

For the correct implementation and monitoring of the GEP, CIHEAM Zaragoza will consider hiring consultants with gender expertise to raise awareness among staff members.

Objectives and actions

Objective 1: Materialize the commitment and support for the GEP

Actions (A)	Person(s) responsible	Time frame	Indicators
A1. Post GEP on website	Communication	1st term 2022	GEP posted on website
A2. Appoint persons responsible for ensuring the implementation of the GEP (with a pro-active advisory role)	Director, HR	1st term 2022	Appointment of persons responsible for implementation of GEP
A3. Capacity-building in gender issues for persons responsible for implementing the GEP	Director, HR, Communication	3rd term 2022	Implementation of capacity building
A4. Adapt CIHEAM Zaragoza's texts and documents from a gender perspective.	Director, HR, Communication	2nd term 2022	Number of texts and adapted documents
A5. Collect and regularly update gender-disaggregated quantitative and qualitative data for an annual gender report.	HR, Training, Projects, Communication	2022, 2023, 2024: 4th term	Gender-disaggregated data concerning activities and staff
A6. Assess suppliers' commitment to the principles of gender equality in the contracting specifications.	Economic management	2nd term 2022	Number of contracting specifications in which the supplier's commitment to the principles of gender equality is valued.

Objective 2: Raise awareness among CIHEAM Zaragoza staff on the importance of gender equality and gender mainstreaming

Actions (A)	Person(s) responsible	Time frame	Indicators
A7. Present the GEP to staff	Director	2nd term 2022	GEP presented
A8. Promote the use of inclusive language in all documents produced by CIHEAM Zaragoza	Director, HR, Communication, Training and Projects	1st term 2022	Number of documents produced using inclusive language
A9. Disseminate a gender-sensitive communication guide to all staff	HR, Communication	2nd term 2022	Guide delivered to all staff
A10. Organize internal communication, training and awareness-raising actions carried out by gender experts	Communication, HR, Training	3rd term 2022	Number of communication, training and awareness-raising actions conducted in-house

Objective 3: Ensure that CIHEAM Zaragoza conveys an equal, plural and non-stereotypical image of women and men

Actions (A)	Person(s) responsible	Time frame	Indicators
A11. Revise all external and internal communication material to ensure that the image of CIHEAM Zaragoza, through different communication supports (written material, images, videos), is that of an institution promoting equal opportunities for women and men	Communication	Starting 1st term 2022	Number of materials revised
A12. External communication on CIHEAM Zaragoza's commitment with gender equality	Communication	Starting 3rd term 2022	Number of external communications

3.2. Human Resources

The internal organizational structure of the Institute is made up of 6 Units that report to the Director: Training; Projects; Support services; IT and digitalization; Communication and marketing; and Economic management, human resources and maintenance. There are 5 heads of unit (3 women and 2 men).

There is a Management Committee made up of 3 women and 3 men.

The Institute employs 20 CIHEAM officers (agents), 11 (55 %) are women and 9 (45 %) are men. There are 3 women and 6 men in Category A and there are 8 women and 3 men in Category B. The Institute also has 5 employees - 3 women (60 %) and 2 men (40 %) - hired as CIHEAM consultants, experts and auxiliary staff.

CIHEAM Zaragoza's HR Unit should incorporate mechanisms to guarantee equality between men and women in hiring of staff and employees' professional development.

Attention should be paid to aspects related to the working environment, namely work-life balance, prevention of sexist behaviour and sexual harassment in the workplace.

Objectives and actions

Objective 1: Guarantee equal opportunities

CIHEAM Zaragoza undertakes the commitment to integrate the gender approach and work towards gender equality in selection processes and hiring of staff.

In any event, the Institute will make sure that sex discrimination in salaries is avoided and will establish the necessary mechanisms to ensure equal treatment in this sense

Actions (A)	Person(s) responsible	Time frame	Indicators
A13. Indicate HR's gender equality policy in job vacancy announcements	HR and Communication	Starting 1st term 2022	Number of announcements stating equality policy
A14. Diversify channels used to publish announcements of job vacancies, paying special attention to those focusing on valorization of women's skills	HR and Communication	Starting 1st term 2022	Number of media channels used that valorize women's skills
A15. Provide members of hiring committees with information on the internal gender equality policy prior to interviews	HR	Starting 1st term 2022	Hiring committees informed
A16. Incorporate gender mainstreaming data in occupational risk assessment and prevention	HR	Starting 3rd term 2022	Gender mainstreaming data incorporated in occupational risk assessment and prevention
A17. Generate data on applications from women and men for job vacancies	HR	Starting 2022 through 2022, 2023, 2024: 4th term	Records of the number of male and female applicants
A18. Exchange good practices on equality issues with other institutes and, where appropriate, with other public bodies	HR and Director	4th term 2022	Number of exchanges of good practices

Objective 2: Promote equal representation of women and men

Actions (A)	Person(s) responsible	Time frame	Indicators
A19. Revise application of the principle of equal representation between women and men on the management committee and in the working groups	Director, HR	Starting 1st term 2022	Equal representation between women and men on the management committee and in the working groups
A20. Promote the balance between women and men as members of juries, examining boards and selection committees	Director, HR	Starting 1st term 2022	Number of women and men in each jury, examining board and selection committee

Objective 3: Encourage co-responsibility and work-life balance

To make constant improvements to the current situation concerning paid leave from a gender perspective

Actions (A)	Person(s) responsible	Time frame	Indicators
A21. Draw up an HR policy document linking existing or planned work organization measures (meeting times, right to disconnect, etc.) in order to promote a good work-life balance	HR, Training, Projects	2nd term 2022	HR policy document to ensure the work-life balance
A22. Promote the adjustment of meeting times at CIHEAM Zaragoza so that they do not interfere with personal life, previously setting the start and end time of each meeting	HR, Training, Projects	1st term 2022	Number of meetings with fixed start and end times that do not interfere with personal life
A23. Establish criteria when scheduling lectures, courses and working times to favour the work-life balance of the staff involved	HR and Training	2nd term 2022	Lecture and course schedules to favour staff's work-life balance

Objective 4: Take action against situations of sexual harassment and gender violence and protect victims

No institution is immune to these practices therefore CIHEAM Zaragoza (Article 6 of the Code of Ethics) explicitly condemns them and provides for instruments to prevent and report them.

Actions (A)	Person(s) responsible	Time frame	Indicators
A24. Include rules concerning sexual harassment and gender discrimination in the Internal Regulations	HR	3rd term 2022	Rules concerning sexual harassment and gender discrimination in the Internal Regulations
A25. Establish a specific procedure to deal with reports of sexual harassment or sexist behaviour (protocol of prevention and action)	HR	3rd term 2022	Specific procedure to deal with reports of sexual harassment or sexist behaviour

3.3. Training

CIHEAM Zaragoza delivers 8 Master programmes of two years' duration for university graduates and an average of 8 advanced courses for professionals of one week in duration, in five areas of knowledge: Marketing and agrifood systems; Plant production, health and breeding; Animal production and welfare; Environment and natural resources; and Fisheries and aquaculture.

Each year CIHEAM Zaragoza trains over 300 students from about 30 countries, mostly from the Mediterranean region. According to the results of the analysis conducted for an average academic year there were 132 participants in the Master programmes (55.3 % women; 44.7 % men) and 264 participants (full participation) in the advanced courses (50.8 % women; 49.2 % men).

In order to participate in our training activities, students have to apply and pass the selection process. According to the information analysed, in one academic year CIHEAM Zaragoza receives 543 applications for Master studies (48.2 % women; 51.8 % men) and 1273 applications for advanced courses (42.7 % women; 57.3 % men). Additionally, CIHEAM Zaragoza awards an average of 58 scholarships for Master studies (73.0 % women; 27.0 % men) and 63 for advanced courses (57.9 % women; 42.1 % men).

Concerning those involved in the delivery, coordination and design of the training activities, the average number in an academic year is 276 lecturers in the Master programmes (30.9 % women; 69.1 % men) and 96 in advanced courses (33.1 % women; 66.9 % men). Besides, 11 professionals from other institutions carry out coordination tasks in the Master programmes (36.4 % women; 63.6 % men) and 8 in advanced courses (28.0 % women; 72.0 % men). Forty four experts participate in the design of the advanced courses (33.8 % women; 66.2 % men).

The Institute will ensure that the procedures applied in the design and management of the academic programmes, including the constitution of groups of experts; selection of participants; awarding of scholarships, invitation of lecturers; coordination and quality assessment, all incorporate the gender perspective. Likewise, the Institute will include the gender perspective when announcing and publicizing our training offer.

Objectives and actions

Objective 1: Incorporate the gender perspective in training delivery procedures

Actions (A)	Person(s) responsible	Time frame	Indicators
A26. Adapt and update training delivery procedures to ensure gender sensitivity and equal opportunities for women and men	Training	Starting 3rd term 2022	Number of procedures in training activities adapted to ensure gender mainstreaming
A27. Inform lecturers about the GEP in letters of invitation	Training	Starting 3rd term 2022	Number of letters including information on the GEP
A28. Promote the principle of balanced representation of women and men in the design teams of the training programmes, as well as in the coordination, teaching staff and tutorials in the second year of the Master's programme.	Training	Starting 1st term 2022	Number of men and women in the design teams of the training programmes, as well as in the coordination, teaching staff and tutorials of the second year of the Master's programme

Objective 2: Incorporation of the gender perspective in the contents of the training offer

Actions (A)	Person(s) responsible	Time frame	Indicators
A29. Promote gender equality and gender mainstreaming in the training offer	Training	Starting 3rd term 2022	Number of activities promoting gender equality and gender mainstreaming
A30. Motivate students in the second year of the Master's programme to include aspects related to the gender dimension in their final projects.	Training	Starting 3rd term 2022	Number of Master's Final Projects including aspects related to the gender dimension
A31. Coordinate with the Projects Unit to incorporate the gender approach in activities derived from projects	Training and Projects	Starting 1st term 2022	Number of training tasks financed by projects that incorporate the gender approach

Objective 3: Incorporate the gender perspective in the documents and activities publicizing and announcing the training offer

Actions (A)	Person(s) responsible	Time frame	Indicators
A32. Draw up a guide for CIHEAM Zaragoza students stating commitment with gender equality issues	Training, HR and Communication	3rd term 2022	Guide for CIHEAM Zaragoza students stating commitment with gender equality issues
A33. Encourage use of inclusive language in contents derived from the Training Unit	Training	3rd term 2022	Number of texts adapted to inclusive language
A34. Present gender-disaggregated results of training programmes	Training	Starting 3rd term 2022	Reports and other documents containing results gender-disaggregated results of training programmes
A35. Create a gender focal point for students	Training, HR and Communication	3rd term 2022	Creation or formalization of a focal point

3.4. Projects

CIHEAM Zaragoza promotes and coordinates cooperation projects (research, development or networks of experts) in order to contribute to the generation and application of knowledge and to facilitate collaboration between professionals belonging to research teams from CIHEAM member countries and other European and non-European countries. The general objective of these projects is to improve the situation of the agrifood sector, fisheries and aquaculture, the rural environment, natural resources and the environment in the Mediterranean region, working together with other institutions and facilitating the exchange and dissemination of results.

The main functions of the Institute in this type of activity are normally the following:

- a) Communication and dissemination: leading the main work packages ensuring visibility of the project, its actions and its results
- b) Training: organizing capacity-building activities adapted to the needs of the project
- c) Coordination and administrative management of the projects.
- d) Catalyzing international networks, teams and groups for the creation of consortia, with emphasis on Mediterranean countries.

Regarding financial involvement in projects, a distinction must be made between knowledge networks -generally funded or co-funded by CIHEAM Zaragoza- and international projects, usually funded by the European Union and awarded through a call for tenders. In the latter, the Projects Unit acts as coordinator or as a member of the consortium, usually invited by the leading entity.

In the last 5 years (since 2017), CIHEAM has participated in 6 European projects of the Horizon 2020 (H2020) and PRIMA programmes. In the consortia created to manage these projects, 487 people have participated, with a distribution of 43.7 % women and 56.3 % men. In the coordination teams and work package leaders, less than 40 % are women (38.0 % and 31.0 % respectively).

Objectives and actions

Objective 1: Reflect CIHEAM Zaragoza's commitments in terms of gender equality and gender mainstreaming in the organization of teams and activities carried out

This commitment must be shown in all phases of a research project or network: consortium formation, submission to calls for proposals and implementation of activities. We will initiate this commitment by taking into account the gender perspective in the selection of projects, calls and proposals.

Actions (A)	Person(s) responsible	Time frame	Indicators
A36. Include the gender perspective as a favourable criterion in the selection of projects and calls for proposals	Director and Projects	Starting 1st term 2022	Number of selected projects and calls for proposals that include a gender perspective
A37. Draw up a list of themes related to the areas of the Institute that have a gender dimension (rural women, women in science, and situations of vulnerability)	Projects and Training	1st term 2022	Number of themes related to the areas of the Institute that have a gender dimension
A38. Give a favourable evaluation to consortia in which there are entities with gender expertise	Projects	Starting 1st term 2022	Number of consortia in which there are entities with gender expertise
A39. Include the gender perspective in project communication and training activities	Projects and Communication	Starting 1st term 2022	Number of communication activities that include the gender perspective

A40. Promote the principle of balanced representation of women and men in the networks and in the coordination teams and those responsible for work packages, in the speakers, lecturers and those responsible for forums, workshops, and scientific meetings held or organized at CIHEAM Zaragoza.	Projects and Training	Starting 1st term 2022	Number of women and men in the networks and in the coordination teams and those responsible for work packages, in the speakers, lecturers and those responsible for forums, conferences and scientific meetings held or organized at CIHEAM Zaragoza.
A41. Inform partners of project activities held at the Institute about the GEP	Projects	Starting 3rd term 2022	Number of communications that include information about the GEP

4. Validity, monitoring and evaluation

This GEP is valid for three years (2022-2024), after which it will be evaluated and if necessary, be adapted to the current situation. It will remain in force until a new Plan is approved.

The GEP will be reviewed on an annual basis to measure the Institute's progress in relation to the objectives that have been set and to assess the effectiveness of the actions undertaken.

Potential risks of gender discrimination and, if necessary, proven situations of discrimination will be addressed in a continuous improvement approach, explaining the measures to be taken. These measures will be incorporated following the annual review of the plan.

The results of each review will be included in an annual report which will be annexed to the GEP for the following year.

The HR and Communication managers will be responsible for monitoring the implementation of the Plan by monitoring indicators and revising measures accordingly. For this purpose they will meet at least once a year and upon the request of the Director.

Actions

Actions (A)	Person(s) responsible	Time frame	Indicators
A42. Analyse indicators	Director and Unit managers	2022, 2023, 2024: 2nd and 4th term	Report of indicator analysis results
A37. Draw up a list of themes related to the areas of the Institute that have a gender dimension (rural women, women in science, and situations of vulnerability)	Director, HR and Communication	2022, 2023, 2024: 3rd term 2022	Meeting minutes
A38. Give a favourable evaluation to consortia in which there are entities with gender expertise	Director, HR and Communication	2022, 2023, 2024: 4th term	Annual reports