



**CIHEAM
MAI CHANIA**

ACTION PLAN FOR GENDER EQUALITY

**GENDER EQUALITY PLAN OF CIHEAM
MAI CHANIA (2022-2025)**



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MEDITERRANEAN AGRONOMIC INSTITUTE OF CHANIA (CIHEAM MAI Chania)

GENDER EQUALITY PLAN 2022-2025

The Mediterranean Agronomic Institute of Chania (CIHEAM MAI Chania) is the 4th constituent institute of [CIHEAM, the International Centre for Advanced Mediterranean Agronomic Studies](#), an Intergovernmental Organization which was founded in 1962 under the aegis of the OECD and the European Council, composed of 13 Member States (Albania, Algeria, Egypt, France, Greece, Italy, Lebanon, Malta, Morocco, Portugal, Spain, Tunisia and Turkey).

Since its establishment, CIHEAM and its four (4) Institutes, based in Bari (Italy), Chania (Greece), Montpellier (France) and Zaragoza (Spain), have been devoted to the development of agriculture, fisheries and sustainable food systems and to supporting the inclusive growth of rural and coastal Mediterranean territories through research, development and capacity-building activities.

CIHEAM-MAI Chania's organisational culture is based on creating both a working and a campus environment in which everyone fits in and is inspired to flourish regardless of their religion, gender, or nationality. It is the general belief of the Institute that promoting gender equality brings positive impacts with respect to various aspects in the operation of the Institute: well-being at work, social dialogue and cooperation among stakeholders, internal decision-making and career management procedures; inclusiveness and a sense of community; the quality of research and teaching; and the overall profile of the organisation in a competitive environment. CIHEAM-MAI Chania not only encourages but moreover fosters the proactive participation of all men and women in all different job positions and in all activities organised by the Institute. Gender equality is a guiding principle underpinning all the research, development, academic, and capacity-building activities of the Institute, thus promoting equal opportunities for women and men and achieving a gender balance within a gender-friendly environment, while maximising the use of talent in the economy and society.

Furthermore, the Institute has always made an effort to create a gender-friendly environment, and it also contributes to changing mind-sets and avoiding practices that may hinder gender equality which may have long-term effects in regard to countries that seem to lag behind in those issues.

Thus, following the Institute's organisational culture and the requirements set by the European Commission, the Mediterranean Agronomic Institute of Chania has developed a 4-year Gender Equality Plan (GEP) which includes four domains of intervention and a series of internal actions. The key aim of CIHEAM-MAI Chania's

GEP is to address a number of gender-related issues, to collect gendered data, to assure work-life balance, and to strengthen awareness raising.

In brief, the key areas of intervention/action in CIHEAM-MAI Chania's GEP are:

- Recruitment, Career Management and Work-Life Balance
- Reshaping Decision-Making and Governance
- Building a Gender Equality Culture and a Gender-Friendly Campus
- Integration of Gender in Funding, Research and Teaching

In order to achieve the above-mentioned goals, specific internal actions are aimed at:

- Setting up a dedicated Gender Equality Working Group
- Producing and disseminating communications material to the staff, defining CIHEAM-MAI Chania's gender-sensitive culture and policy, and editing flyers about good practices
- Collecting and sharing data on gender balance
- Conducting staff surveys to include questions on the gender-sensitive working environment and sexual/gender-based harassment
- Encouraging more gender balance in the recruitment of female researchers as candidates for coordination positions; ensuring equal representation in all levels of positions; strengthening women's participation in the teaching staff, MSc Evaluation Committee, etc
- Organising outreach activities to promote female student recruitment and to raise awareness on the economic advantages of a gender-friendly workplace
- Supporting the organisation of the student council with games/events that abolish stereotypes
- Integrating gender considerations when designing and implementing research activities
- Encouraging Masters students to choose subjects that are related to or incorporate gender issues in their surveys and final Masters research topics
- Designating a focal point for declaring gender-related incidents and complaints
- Communicating the good work CIHEAM is doing about gender and women's empowerment, both internally among staff and externally to partners and Member States
- Ensuring that quotes from both men and women are included in press releases, stories and other communication channels
- Formally institutionalizing a gender culture across CIHEAM-MAI Chania
- Integrating sex and gender considerations in professional training and job creation
- Strengthening the monitoring, reporting and communication of gender issues

For the creation of the Gender Equality Plan and its monitoring, updating and implementation throughout CIHEAM-MAI Chania's activities, a Gender Equality Group was created. The Institute's audit and equality team supports and advises the Director

in this process, organises communication activities in regard to this issue, and assists all employees and students in all questions regarding equal opportunities and gender equality. This Gender Equality Group is supported by the Headquarters of CIHEAM, the Director of CIHEAM MAI Chania, and the Heads of all the Administrative Units of the Institute.

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Students' representative	<i>Defined on an annual basis</i>

Chania, March 2022

The Director of CIHEAM MAI Chania

Dr. George Baourakis

A. INTRODUCTION

Presentation of CIHEAM MAI Chania and the Campus

CIHEAM MAI Chania is the 4th constituent institute of CIHEAM, the International Centre for Advanced Mediterranean Agronomic Studies, an Intergovernmental Organisation which was founded at the joint initiative of the OECD and the Council of Europe on 21 May 1962 under an agreement signed by the governments of seven southern European countries: France, Greece, Italy, Portugal, Spain, Turkey and Yugoslavia. The 1962 agreement establishing the Centre stipulates that CIHEAM's mission consists of **"providing supplementary education (economic as well as technical) and developing a spirit of international cooperation among agricultural personnel in Mediterranean countries"**. According to Article 15 of this agreement, every country on the Mediterranean rim is potentially eligible for membership of CIHEAM.

In the mid-1980s, CIHEAM began to open up to countries on the southern and eastern shores of the Mediterranean Basin. This initiative resulted in the accession of several new Member States: Tunisia (1985), Egypt and Algeria (1986), Malta (1989), Morocco (1991), Albania (1992) and Lebanon (1994). CIHEAM is made up of four Mediterranean Agronomic Institutes (MAIs), located in Bari (Italy), Chania (Greece), Montpellier (France) and Zaragoza (Spain), and a General Secretariat based in Paris.

B. THE GENERAL FRAMEWORK

Gender issues in Greece

Gender issues are highly prioritized by the Greek state. The General Secretariat for Family Policy and Gender Equality (GSFPGE) of the Ministry of Labour and Social Affairs is the governmental agency responsible for the planning, monitoring and implementation of policies regarding gender equality across all sectors. The GSFPGE considers gender equality a fundamental human right, constituting the basic aim of every democratic state.

Significant efforts have been made in recent years to promote and to mainstream gender into all public policies and actions. Promotion of gender equality and empowerment of **women and girls** in Greece is currently implemented under the National Action Plan for Gender Equality.

In 2015, the new National Action Plan for Gender Equality 2016-2019 (NAPGE) was drafted, entered into consultation and adopted. Its main priorities are:

- Protecting the rights of women, with a focus on vulnerable population groups, migrant women and women refugees,
- Preventing and tackling violence against women in family, work, and society,
- Supporting the employment of women and tackling the consequences of decreasing male employment with regard to gender identities and gender relations,
- Promoting gender equality in education, culture, the media and sports,
- Eliminating gender inequalities in health, and
- Balanced participation of women in decision-making centres.

In recent years there has been an effort in Greece to make substantial progress and encounter challenges related with the implementation of the Beijing Declaration and Platform for Action (BPfA). Greece reaffirmed its commitment to BPfA, declaring that equality between women and men is a matter of human rights and a condition for social justice, as well as a fundamental right for equality, development and peace.

At the same time, our country is strongly committed to the implementation of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), as they provide an ambitious, visionary and transformative framework for a new, equitable and sustainable development path.

Significant legislative initiatives are listed below:

Law 3896/2010: “Implementation of the principle of equal opportunities and equal treatment for men and women in matters of employment and occupation - Harmonization of existing legislation with Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 and other related provisions”, seeks synergy between all relevant State institutions, as well as their cooperation with the social partners, non-governmental organizations and businesses, in order to effectively combat gender equality deficits.

Law 4342/2015 and Law 4488/2017: Legal framework covering pre-existing unregulated gaps concerning surrogacy and adoption rights (maternity leave, maternity benefits and allowances, protection from lay-offs) and also for establishing the use of parental leave by both parents alternatively (biological, adopting, foster parents) regardless of their working status (Article 38 of Law 4342/2015 and Articles 44-46 of Law 4488/2017)

Law 4351/2018: Greece ratified the Istanbul Convention (Council of Europe Convention on preventing and combating violence against women and domestic violence) with Law 4351/2018. The Convention emphasizes prevention of gender-

based violence through specialized education and awareness programs and specialized measures, and underlines the obligation of the state to fully address gender-based violence in all its forms and to take measures to prevent violence against women, protect its victims and prosecute the perpetrators. As the Law designates, the GSFPGE as the competent authority for the Convention monitoring is scheduled to set up a Working Group, with specialized scientists in order to monitor the Convention's implementation in Greek territory and also to propose actions in all its areas of application.

Law 4604/2019: A legislative change that occurred in 2019 was on substantive gender equality and preventing and combating violence against women, trying to implement a gender mainstreaming approach and eliminate gender inequalities in the public and private sphere. All basic notions, mechanisms, institutions and stakeholders are explicitly clarified, aiming at the implementation of the principle of gender mainstreaming, and preventing and combating violence against women. The Panhellenic gender-based violence network by the GSFPGE and the Municipalities is institutionalized (Counselling Centres, Shelters, a 24-hour SOS 15900 helpline).

CIHEAM Action Plan for the Mediterranean (CAPMED2025)

On 18 December 1979, the Convention on the Elimination of All Forms of Discrimination against Women was adopted by the United Nations General Assembly. Gender equality is also an enabler and accelerator for all the Sustainable Development Goals (SDGs). In 2021, the world commemorated the 25th anniversary of the Beijing Declaration and Platform for Action (Beijing+25), the most visionary agenda for achieving gender equality.

More recently, the 2030 Agenda for Sustainable Development includes in its Sustainable Development Goals (SDGs), Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; and Goal 5. Achieve gender equality and empower all women and girls'. Its targets include the ending of all forms of discrimination and violence against women and girls, as well as the elimination of harmful practices and recognition of the value of unpaid care and domestic work. SDG 8 "Inclusive economic growth, full and productive employment and decent work for all" also includes a target relating to equal pay for work of equal value (<https://sdgs.un.org/2030agenda>).

In relation to this framework, the CIHEAM Action Plan for the Mediterranean 2025 (CAPMED2025) emphasizes inclusive development by investing in New Generations and Fragile Territories, with a focus on Gender Equality and the participation of vulnerable groups.

On an institutional level, CIHEAM is working to ensure that its mandate, internal procedures, normative, and technical work systematically integrate a gender perspective and respond to the different needs, interests and capacities of women and

men inside the organisation (staff, internal management and policy bodies) as well as outside the organisation (students, trainers, projects beneficiaries and target groups). This also means that gender equality is already addressed through internal organizational changes, such as resource allocation, strategic planning, policies, culture, human resources, staff capacity, leadership, management, accountability and performance management.

How CIHEAM MAI Chania is engaged in the Gender Equality process

Strategy of the institute and its engagement in the process of achieving a Gender balance within a Gender friendly environment (objectives)

CIHEAM MAI Chania's organisational culture is based on creating both a working and a campus environment in which everyone fits in and is inspired to flourish regardless of their religion, gender, or nationality. It is the general belief of the Institute that promoting gender equality brings positive impacts with respect to various aspects in the operation of the Institute: well-being at work, social dialogue and cooperation among stakeholders, internal decision-making and career management procedures; inclusiveness and a sense of community; the quality of research and teaching; and the overall profile of the organisation in a competitive environment. CIHEAM MAI Chania not only encourages but moreover fosters the proactive participation of all men and women in all different job positions and in all activities organised by the Institute. Gender equality is a guiding principle underpinning all the research, development, academic, and capacity-building activities of the Institute, thus promoting equal opportunities for women and men and achieving gender balance within a gender-friendly environment, while maximising the use of talent in the economy and society.

Furthermore, the Institute has always made an effort to create a gender-friendly environment, and it also contributes to changing mindsets and avoiding practices that may hinder gender equality which may have long-term effects in regard to countries that seem to lag behind in those issues.

Last but not least, the Institute has always endeavoured to apply all forms of legal protection in the workplace for all genders and create a safe and desirable workplace.

An inclusive campus

A sizeable welcoming sign, written in 19 different languages, adorns CIHEAM-MAI Chania's main entrance, openly declaring the Institute's inclusive nature as one of the cornerstones it was built on. Through a diverse multinational student population, we create an environment of inter-cultural contact that expands the horizons of our students and equips them with the social skills and knowledge necessary to interact in our increasingly globalized world.

We believe that this direct exposure to other cultures lays the foundations for the scientists, businessmen/women and academics of the future to adopt a more accepting and understanding point of view towards the diversity of cultures as well as the importance of a gender-equal society.

Finally, firm disciplinary actions are well-established in the institute to guard against any type of physical and/or verbal violence and discrimination based on gender, religion, nationality, and culture, regardless of its reason, which amount to suspension of scholarship.

Role of the MAI Chania Student Council (MSC)

The MAI Chania Student Council (MSC) is a yearly-elected student body that is responsible for (1) representing the students' voices and rights, (2) providing an organized communication channel between students and the Institute's management, and (3) improving the quality of life of the resident students. The council functions from its office situated next to the administration's office through a direct collaboration with the director of CIHEAM MAI Chania. Regardless of gender and ethnicity, all the students are able to place their candidacy to become a council member and the elections, via popular vote, are held annually, during the beginning of the academic year. Regarding gender composition, during the 2021 MSC elections, 5 out of the 11 candidates were female students, accounting for 45.5% of all candidates. The proportion has been, on average, 51.36% females against 48.64% males for the last ten years.

The MSC is run based on a student-made student-voted regulatory document known as "the constitution", which dictates the objectives, i.e., the different roles of the MSC through Article 1.7. Section 2 clause (a) of the same article, which delegates explicitly the responsibility of monitoring, reporting, and taking internal institutional action against any breach of human rights, including gender discrimination, while section 4 clause (f) of the same Article delegates a big part of the responsibility for promoting tolerance among the students to the Council.

In reality, the MSC executes its role through (1) holding events, (2) participating in local events, and (3) active assessment and reporting of students concerns. Firstly, the MSC hosts a series of cultural and sports events that contribute to students' integration, tolerance-building, and stress reduction, which include, among others: (1) "International Nights" for all present nationalities through which students present their countries, cultures, and traditions; (2) male, female, and gender-mixed sports tournaments for the six different sports which the institute provides facilities for; (3) national and international days of cultural importance such as, among others, Christmas, Eid, and International Women's Day. Secondly, the MSC, in coordination with the administration, participates actively in local cultural events such as festivals, carnivals, trips, and sightseeing tours. Finally, the MSC monitors and reports students'

concerns with a firm position against discriminatory behaviour based on gender, religion, country, or race, as stated in the MSC policy statement.

Role of CIHEAM-MAI Chania Employees' Union 'ERMIS'

The " CIHEAM MAI Chania Employees' Union 'ERMIS' was established on February 1987. Its members are all CIHEAM MAI Chania staff, including permanent, semi-permanent, fixed time and other contracted staff (with contracts of more than 2 months duration). As basic principles, the Union defends the unity and independence of the trade union movement. The aims of the union are the preservation and promotion of the labor, financial, insurance, social interests and educational level of the employees."

The CIHEAM MAI Chania Employees' Union has a key role to play in safeguarding and promoting gender equality in the Institute by challenging the status quo of gender roles in the workplace by incorporating a gender perspective, and as a result by actively contributing to the achievement of gender equality.

C. BASELINE ASSESSMENT

Data collection

Human Resources

Data from 2021, generated by the Human Resources Department of CIHEAM MAI Chania, indicate that, generally speaking, there is equality in the number of female (39) and male (30) employees of the Institute, proving that there is no discrimination with regards to gender within the work place culture. Looking at the specific staff categories (permanent/non-permanent) in terms of the type of contract, female employees exceed the number of males while considering the categories related to the job position (researchers, administrative, support staff), with female employees holding administrative positions being almost double (female: 14) compared to men (male: 8).

As far as the average salary is concerned, a gender imbalance in favour of men is apparent which can be explained by the fact that many women are employed part-time (part time: 6 female 6, 1 male) while the majority of coordinators/Head of Departments that are highly-paid employees are men, whereas specific job positions such as cleaning and clerical work are often dominated by women (who are lower paid).

Students

All departments give special consideration to the equality of access to postgraduate opportunities provided by the Institute gender-wise.

The student selection criteria are highly based on the qualifications and skills of the candidates rather than their religion, gender, nationality, or culture.

Data generated by the Applicants' and Students' Data Management System of the Institute indicate that there is no gender imbalance, neither in regard to the applicants nor in regard to the students studying in the four MSc programs of CIHEAM MAI Chania. It has to be mentioned that according to the data within the period 2018-2022, 40.5% of the students accepted were male while 59.5% were female. With regard to the applicants, during the same period, 48% were women and 52% men.

<i>Data / Indicator</i>	<i>Female</i>	<i>Male</i>
Number of students enrolled in Masters programs (2018-2022)	136	102
Number of applications for Masters degrees (2018-2022)	1165	1073
Number of MSc graduates (2018-2022)	72	49
Number of students accepted for PhD (2021)	12	8

	Total number of students	Male students	Female students	Total number of applicants	Male applicants	Female applicants
Acad Years 2018-2022	238,00	102,00	136,0	2238,0	1165,0	1073,0
Acad Years 2018-2022 (%)	10,63	4,56	6,08	100,00	52,06	47,94

Currently for the academic year 2021/2022, there are 45 female students among the 74 first-year (33 students) and second-year graduate students present at the CIHEAM MAI Chania campus, accounting for roughly 61%. Statistically speaking, similar proportions have existed for the previous years with an average of 56.2% females against 43.8% males for the last ten years.

In addition to those statistics, 72 women were awarded the Master of Science of CIHEAM during the four-year period 2018-21, while the respective number of men during the same period was 49.

D. ACTION PLAN

Improving the work-life balance and raising awareness among staff and students

CIHEAM and CIHEAM MAI Chania are both committed to supporting gender equality and work-life balance at the work and academic environment, and formal institutionalisation of its attention to gender and work-life balance is important to prove this affirmation with all the staff and partners in order to make it a strong aspect of the Institute's profile and governance, both in the Institute's internal operations and in the implementation of its teaching, research and development activities. In addition, most of the changes needed don't necessarily require additional financial resources, but rather to make commitments from the top management associated with the establishment of an internal gender-sensitive culture, optimising the use of the internal experience and expertise of CIHEAM.

For a start, in addition to the integration of gender perspective in the organisation's constituting and policy documents (status, mandate and internal procedures and standards), some specific measures could be put in place to meet commitments on promoting a gender-sensitive CIHEAM culture and creating an attractive working environment for both women and men. These could include measures such as improving flexible working arrangements, parental leave, nursing time regulations, measures on the prohibition, prevention and resolution of harassment, including sexual harassment, discrimination and abuse of authority, measures to facilitate equal access to leadership and management positions.

Establishing a Gender Equality (GE) working group demonstrates a strong organisational commitment to issues of workplace gender equality, while it is also the starting point for a more diverse and inclusive culture. The members of the GE working group are very much diverse so that all staff categories are represented, while it is assigned as not only a coordination role in regards to gender balance issues but it also holds mentoring and audit roles while it collaborates, supports and advises the Director and all employees in this process. More specifically, the GE working group organises communication activities and assists both the employees and the students in all issues regarding equal opportunities and gender equality. The Gender Equality group is supported by the Headquarters of CIHEAM, the Director of CIHEAM MAI Chania, and the heads of all the administrative units of the Institute of CIHEAM MAI Chania.

One of the very first aims of the GE working group - and a key requirement for successful and sustainable implementation of the gender strategy of the organisation - is to ensure that the Institute's staff is able to identify opportunities for promoting gender equality and structuring gender dialogue with stakeholders, policy makers and

partners. Within this framework, production and dissemination of communication material is very important to enhance the individuals and institutional capacity to address technical gaps, working towards providing a sense of shared ownership and accountability about gender integration and mainstreaming across CIHEAM.

Furthermore, thorough and systematic gender analysis including a combination of different methods, such as desk research and surveys, ensures that the current status and progress in regard to gender issues can be quantified and fully reported, while planning is also based on facts and analysis rather than assumptions. The gender analysis to be applied includes both systematic reporting of specific data on gender and work-life balance as well as conducting surveys applying qualitative methods. In addition, gender analytics make possible the definition of specific measurable targets to be gradually reached, thus enabling the reporting.

Last but not least, it is important to understand that work-life balance (i.e flexibility in terms of working hours and place) is also very important and it is of vital importance within a gender-equal environment. Flexible time schedules and the creation of a friendly family environment are good initiatives practiced towards this direction, but there are many others to be considered.

Actions	Entity/Person in charge	Indicators	Timetable
1.1 Setting up a dedicated gender equality working group	Director	<ul style="list-style-type: none"> A reference person is set for GE issues 	Y0
	Director, staff	<ul style="list-style-type: none"> A GE working group is created and assigned with specific responsibilities 	Y0
	GE working group	<ul style="list-style-type: none"> An action plan is being created 	Y1
1.2 Producing and disseminating communication material defining CIHEAM-MAI Chania's gender-sensitive and work-life balance culture and policy	CIHEAM-MAI Chania's Employees Union, Gender Equality Working Group of MAI Chania	<ul style="list-style-type: none"> Communication material is produced, tailor-made to each specific audience 	Y1, Y2, Y3, Y4
		<ul style="list-style-type: none"> Students/staff are informed on the gender action plan 	Y1, Y2, Y3, Y4
1.3 Collecting and sharing data on gender and work-life balance to raise awareness of existing gender gaps and improve work-life balance among personnel, students, beneficiaries and external stakeholders, and to develop targets and take measures	HR, IT, Secretariat, GE Working Group	<ul style="list-style-type: none"> Set a data collection tool and produce data file regularly updated on annual basis 	Y1, Y2, Y3, Y4
		<ul style="list-style-type: none"> Data selection is being monitored 	
		<ul style="list-style-type: none"> Announcement on social media 	
1.4 Staff survey to include questions on gender-sensitive and work life balance, working environment and sexual/gender-based harassment	MSC, Gender Equality Working Group	<ul style="list-style-type: none"> A survey is developed and data are collected and analysed Announcement on social media in regard to the outcomes of the survey 	Y2, Y4
1.5 Periodic Meetings with representatives of all organs of governance (HR, MSC and MAI Chania's Employees Union)	CIHEAM-MAI Chania's Employees Union, Gender Equality Working Group of MAI Chania	<ul style="list-style-type: none"> Develop/Set Targets Collect best practices Set New Measures to be implemented 	Y2, Y4

Gender balance within the governance of the Institute's leadership and decision-making

Women still lag behind men in access to decision-making and leadership positions. Specific steps/measures should be taken to promote and support gender equality in all committees and in the Institute's decision-making processes. Setting a target of 50-50 male/female in regard to committees, as well as providing a friendly and supportive working environment in order to become a more attractive work place, is a first step. Taking actions to promote the beneficial effects of gender equality and diversity is also very important. Having both men and women involved in decision-making broadens the perspectives, increases creativity and innovation, diversifies the pool of talents and competencies, reduces conflicts, improves the process of decision-making, and may better represent the firm's various shareholders.

In addition, a better corporate image for the Institute emerges when there is a gender balance within the governance of the Institute's leadership and decision-making.

<i>Actions</i>	<i>Entity/Person in charge</i>	<i>Indicator</i>	<i>Timetable</i>
2.1 Establish a 50-50% balance in all decision making bodies (i.e Selection Committees, Tender Committees, etc)	Director, HR, GE Working Group	<ul style="list-style-type: none"> Develop a data collection tool All committees are gender balanced 	Y1, Y2, Y3, Y4
2.2 Encourage female researchers as candidates for decision-making positions	Director, HR, GE Working Group, RP	<ul style="list-style-type: none"> 30-50% of female candidates 	Y1, Y2, Y3, Y4

RP: Reference Person, GE: Gender Equality, Y: Year, HR: Human Resources Department, IT: Information Technology, MSC: MAI Chania Students Council

Inclusive recruitment and career progression

It is really very important to ensure that all recruitment processes are genuinely unbiased and inclusive, meaning that the best possible candidates are hired and that all diverse groups are equally included in the Institute's staff. To do so, specific steps/procedures should be followed so as to ensure an inclusive recruitment procedure, i.e. write inclusive job description, widen the search to include diverse groups and pools of talent; make the application process inclusive; and conduct the interview in an inclusive way.

We need to prioritize the equal representation of the teaching/academic staff. Proactive identification and invitations addressed to female Professors will ensure equal representation of all groups in the academic staff of the Institute. This measure mainly involves the Director and the Studies Coordinator/Head of each Program.

CIHEAM MAI Chania maintains very good relationships with alumni over time which is very crucial as alumni may serve many valuable roles in relation to gender balance, such as providing mentoring, internships, and career opportunities to students, helping to build and grow an institution's brand through word-of-mouth marketing, admissions and recruitment efforts, career and professional development, advocacy or lobbying.

<i>Actions</i>	<i>Entity/Person in charge</i>	<i>Indicator</i>	<i>Timetable</i>
3.1 Carry out an intensive review of vacancy announcements to make sure that all of them follow and highlight CIHEAM-MAI Chania's Gender Policy (Use inclusive language for job descriptions)	Director, HR, GE Working Group	<ul style="list-style-type: none"> Gender balance aim for 50/50 ratio of female and male applicants interviewed for a recruitment Qualified female applicants are shortlisted and encouraged to apply for positions 	Y1, Y2, Y3, Y4
3.2 Initiate internal measures to support gender balanced representation of women in all decision-making bodies	HR, GE Working Group	<ul style="list-style-type: none"> Development of a gender-disaggregated database Analysis of applications vs admissions data to access gender balance ratio Identify best practices and measures to support underrepresented gender and ensure gender balance on inferior level positions 	Y1, Y2, Y3, Y4
3.3 Make sure women are well represented in the teaching staff, MSc Evaluation Committee, etc. Proactively identify and invite female Professors by the Studies Coordinators	Director, GE working group, Studies Coordinators	<ul style="list-style-type: none"> Invitations and other communication material to approach academic staff Gender Disaggregated data set 	Y1, Y2, Y3, Y4
3.4 Communicate with institutions and organisations in the CIHEAM countries to organise outreach activities with the labour market, to promote female student recruitment and to raise awareness on the economic advantages of a gender-friendly work	GE working group	<ul style="list-style-type: none"> Develop/Strengthen communication channels with alumni, collaborators from all CIHEAM member countries Set up a network including organisations, institutions that are very active in the field 	Y1, Y2, Y3, Y4

RP: Reference Person, GE: Gender Equality, Y: Year, HR: Human Resources Department, IT: Information Technology, MSC: MAI Chania Students Council

A Gender-friendly campus

Information and training is very important to improve gender inclusion on the campus, by eliminating gender stereotypes and by promoting non-discriminatory roles and practices, both in the work and academic/campus environment.

Students along with all employees may contribute towards the creation of a gender-inclusive campus. Training and recreational activities as well as several other events can be organised by the MSC, with the support of and in collaboration with the Director of the Institute and all staff members. Good examples/practices to date are the International Women's Day celebration, and the organisation of events devoted to each country tradition and culture that are held at the end of each academic year, where gender-related themes can be highlighted. Specific training seminars as well as

communication/training material (electronic or printing) to showcase good practices and improve inclusion on campus will be scheduled.

<i>Actions</i>	<i>Entity/Person in charge</i>	<i>Indicator</i>	<i>Timetable</i>
4.1 Organisation of events to abolish stereotypes	Director, MSC, GE working group	<ul style="list-style-type: none"> Four events per year 	Y1, Y2, Y3, Y4
4.2 Production of training and communication material to showcase good practices	MSC, GE working group	<ul style="list-style-type: none"> Dissemination and Communication material produced to showcase specific good practices 	Y1, Y2, Y3, Y4

RP: Reference Person, GE: Gender Equality, Y: Year, HR: Human Resources Department, IT: Information Technology, MSC: MAI Chania Students Council

The gender dimension in research projects and teaching

The importance of both gender equality in research and in research content needs to be strengthened. Addressing gender issues is not only a matter of equality but also regards rural/agricultural development and other technical/scientific issues. Moreover, it is important to perceive the critical and reflexive attitude to strengthen the relevance of research, especially when it is meant to have a scientific and/or social impact.

Gender equality should be considered at all stages of a project/programme cycle, such as resource allocation, context analysis, programme/project development, implementation, and monitoring and evaluation, to ensure the equal distribution of programmatic benefits and to not reproduce or deepen existing inequalities.

As far as research projects are concerned, already in the past few years, efforts have been made to assign women as task or WP leaders in the proposal submission stage. This will be further encouraged as part of the GEP's plans of all project partners.

It is a fact that the number of female lectures in CIHEAM-MAI CHANIA's academic schedule is quite low. Undoubtedly, this is an established condition which is very hard to change. However, an effort will be made to increase the F/M ratio of the teaching staff. Equality balance for the MSc examination boards is considered a possible goal to achieve, and actions towards this direction will start from 2022 and continue.

Although 4 out of 5 Departments of CIHEAM MAI Chania are quite technical in nature, and normally gender issues would not be included as part of the respective students' thesis work, we believe that this can change in the following years. Informing CIHEAM-MAI CHANIA's students during the first year of their studies about CIHEAM-MAI CHANIA's Gender Equality Plan may inspire them to incorporate gender issues in their surveys and final Masters research topics. This effort can be further encouraged by the Studies Coordinators as well as the visiting professors and thesis supervisors in general, provided that nowadays, all academic and research staff are very much aware of gender equality issues and are encouraged to adopt a harmonised gender-equality approach.

<i>Actions</i>	<i>Entity/Person in charge</i>	<i>Indicator</i>	<i>Timetable</i>
5.1 Integrate gender considerations when designing and implementing research activities	GE working group, RP	<ul style="list-style-type: none"> Include gender equality as an indicator in the socioeconomic analysis 	Y1, Y2, Y3, Y4
5.2 Integrate the gender dimension in research funding schemes	GE working group, RP	<ul style="list-style-type: none"> Include the gender dimension in research design 	Y1, Y2, Y3, Y4
5.3 Integrate the gender dimension in submitted and funded projects	GE working group, RP	<ul style="list-style-type: none"> Reassure that all genders are equally represented 	Y1, Y2, Y3, Y4
5.4 Make sure women are well represented in the teaching staff, MSc examination boards, etc	GE working group, RP Studies coordinators	<ul style="list-style-type: none"> Develop a gender dis – aggregated data set to monitor the F/M ratio of visiting professors/lecturers 	Y1, Y2, Y3, Y4
5.5 Encourage Masters students to choose subjects that are related to or incorporate gender issues in their surveys and final Masters research topics	GE working group, RP Studies coordinators	<ul style="list-style-type: none"> Include gender dimension aspects in developing MSc research thesis topics 	Y1, Y2, Y3, Y4

RP: Reference Person, GE: Gender Equality, Y: Year, HR: Human Resources Department, IT: Information Technology, MSC: MAI Chania Students Council

Measures against gender-based violence, including sexual harassment

In the case where a gender-based or sexual harassment incident happens, it will be reported to a focal point that CIHEAM MAI Chania has assigned. No such case will be tolerated and respective measures will be taken in order to protect the individual as well as the institutional working environment and campus.

As in other periods of crisis (e.g. COVID-19 quarantine in 2020), a specialized expert will be contracted in order to provide support for the person in need. In addition, further support and reinforcement will be given by organizing meeting sessions with specific groups.

<i>Actions</i>	<i>Entity/Person in charge</i>	<i>Indicator</i>	<i>Timetable</i>
6.1 Designate a focal point for declaring gender-related incidents and complaints	Director, GE working group, RP	<ul style="list-style-type: none"> Focal Point assignment 	Y0
6.2 Contracting a psychologist or other experts to provide support and encourage women to take action	Director, RP	<ul style="list-style-type: none"> Organisation of at least 2 meetings/sessions on annual basis, with specific target groups to provide support and reinforcement 	Y1, Y2, Y3, Y4

RP: Reference Person, GE: Gender Equality, Y: Year, HR: Human Resource Department, IT: Information Technology, MSC: MAI Chania Students Council

Strengthening the monitoring, reporting and communication on gender

Gender disaggregated data concerning staff, students, researchers, managers, events and meeting participants, beneficiaries, projects targets, etc. is very important to make gender inequality cases visible as well as to facilitate and support an effective process of change. Data will be retrieved on a regular basis, while the database to be created will be available to all parties concerned. Analysis of the data will be communicated to

CIHEAM MAI Chania as well as to the CIHEAM Headquarters to provide useful insights presented on many different occasions to support the information and sensitisation campaigns. Key messages, tailor-made to different stakeholders' group, will be developed and disseminated with the aim of raising gender issues and the work that CIHEAM and CIHEAM MAI Chania are doing in this direction.

Dissemination material will include quotes from both men and women, so that gender representation can be reassured.

<i>Actions</i>	<i>Entity/Person in charge</i>	<i>Indicator</i>	<i>Timetable</i>
7.1 Requiring sex-disaggregated data from CIHEAM (staff, students, researchers, managers, events and meeting participants, beneficiaries, projects targets)	GE working group, HR, MSC	<ul style="list-style-type: none"> Development of a database with data categorized per gender 	Y1, Y2, Y3, Y4
7.2 Communicating on the good work CIHEAM is doing about gender and women empowerment both internally among staff and externally to partners and Member States	GE working group	<ul style="list-style-type: none"> Develop key messages tailored to different stakeholders' groups Use different communication channels to reach different stakeholders' group 	Y1, Y2, Y3, Y4
7.3 Ensure that quotes from both men and women are included in press releases, stories and other communications channels	GE working group	<ul style="list-style-type: none"> All genders are equality represented in press releases Press releases use a gender neutral language 	Y1, Y2, Y3, Y4

RP : Reference Person, GE: Gender Equality, Y: Year. HR : Human Resource Department, IT : Information Technology, MSC : MAI Chania Students Council

E. CONCLUSION

Women's empowerment is a precondition for a just, sustainable and prosperous work and academic environment. Unfortunately, gender gaps persist despite national, regional and global policy frameworks, and despite the organisation's culture and attempts to promote equality and dismantle inequality. No doubt, the causes of gender inequality often start with uneven access for education, lack of employment equality for all genders and a societal gender discrimination mind set, which lead to fewer opportunities for employment as well as employment equality.

CIHEAM MAI Chania has always endeavoured to apply all forms of legal protection in the workplace for all genders and to create a safe and desirable workplace. All forms of discrimination and harassment – gender, religious, political, and/or racial – are forbidden and strictly not tolerated, but social mindsets take time to change, and this is where CIHEAM MAI Chania may play an encouraging and supporting role. The aim is to give its staff and students more choices, by informing/educating them on how they can achieve their goals.

In this respect the GEP considers the causes of gender inequalities and defines a series of actions deliberately designed to tackle all issues that may arise.

Despite the work that is undertaken in order to achieve gender equality and work-life balance at work and on the campus, there are still issues that restrict our momentum and call for immediate actions. Persisting stereotypes about the presence of women in professional life and in decision-making positions, career opportunities, motherhood, increased presence of women in atypical work or in very specific job positions, and vocational segregation are just a few of the problems that still exist and need to be addressed. To tackle these challenges, our efforts are focused on strengthening synergies, increasing awareness, and motivating/supporting further institutionalisation of specific activities/initiatives so as to further achieve our target in the work and campus environment, in which everyone is equally treated and is encouraged to flourish.

F. Calendar

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