



GENDER EQUALITY PLAN ECONOMIC EXPERT COMMUNITY ASSOCIATION (ENECA)

I. INTRODUCTION

In line with its mission, values, and long-term commitment to inclusive and sustainable development, the organization ENECA adopts this Gender Equality Plan (GEP) as a strategic and operational framework for promoting gender equality, diversity, and non-discrimination within the organization.

As a civil society organization engaged in project implementation, capacity building, policy advocacy, and cooperation with public institutions, international partners, and local communities, ENECA recognizes that gender equality is a fundamental human right and a key prerequisite for social cohesion, democratic governance, and sustainable socio-economic development. Ensuring equal opportunities for all individuals, regardless of gender, contributes to the quality, credibility, and impact of the organization's work.

The Gender Equality Plan represents ENECA's formal commitment to embedding gender equality principles across all areas of organizational functioning, including governance, human resources management, project design and implementation, communication, and partnerships. Gender equality is understood not only in terms of equal representation, but also as equal access to opportunities, resources, decision-making processes, professional development, and a safe and respectful working environment.

This GEP is designed to be proportionate to the size, structure, and capacities of ENECA, while remaining fully aligned with European Union standards and good practices relevant to EU-funded programmers. The Plan applies to all individuals engaged with the organization, including permanent staff, project-based personnel, external collaborators, and volunteers, and serves as a living document guiding continuous improvement in the area of gender equality.

II. LEGAL AND POLICY FRAMEWORK

The Gender Equality Plan of ENECA is developed as an integral part of the organization's overall governance and internal policy framework. It reflects ENECA's commitment to aligning its internal practices with internationally recognized principles of gender equality, non-discrimination, and equal opportunities, while ensuring compliance with national legislation and relevant European standards.

Gender equality within ENECA is approached as a cross-cutting value that informs organizational decision-making, project implementation, human resources policies, and external engagement. Rather than being treated as a standalone policy area, gender equality is systematically integrated into the organization's strategic objectives, operational procedures, and institutional culture.



This Plan provides a coherent framework for promoting transparency, accountability, and fairness in all organizational processes. It supports the prevention of discrimination and gender-based inequalities, strengthens institutional integrity, and enhances ENECA's capacity to effectively participate in and manage European Union-funded projects and partnerships.

The Gender Equality Plan is based on the following legal and strategic documents:

- EU Gender Equality Strategy 2020–2025
- UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention)
- Law on Gender Equality of the Republic of Serbia (Official Gazette RS No. 52/21)

ENECA commits to full compliance with national legislation and international standards related to gender equality and non-discrimination, and to the continuous alignment of its internal policies with evolving European and international best practices.

III. MISSION, VALUES AND OBJECTIVES

1. Mission

ENECA promotes gender equality as a core organizational value embedded in its governance, project activities, partnerships, and internal working culture. Gender equality is understood as a prerequisite for social inclusion, democratic participation, and sustainable development, as well as a key factor for the quality, relevance, and impact of the organization's work.

Through the systematic integration of gender equality principles into its internal policies and external actions, ENECA aims to contribute to the creation of more inclusive communities, equitable development outcomes, and fair access to opportunities. The organization recognizes that gender-sensitive approaches enhance the effectiveness of projects, strengthen institutional credibility, and ensure that interventions respond to the diverse needs of individuals and groups.

ENECA is committed to creating a working environment in which all individuals, regardless of gender, are treated with dignity and respect, and are provided with equal opportunities for participation, professional development, and decision-making.

2. Values

ENECA is guided by a set of core values that shape its approach to gender equality and inclusion. These values inform organizational policies, project implementation, and cooperation with partners and beneficiaries, ensuring consistency between internal practices and external actions.

1. Equality of opportunity



ENECA is committed to ensuring equal access to employment, project engagement, volunteering opportunities, training, and professional development for all individuals, regardless of gender or other personal characteristics.

2. Diversity and inclusion

The organization recognizes diversity as a source of strength, innovation, and social value. An inclusive working environment is actively promoted, where different perspectives, experiences, and backgrounds are respected and valued.

3. Transparency and fairness

All decisions related to recruitment, project engagement, evaluation, and allocation of responsibilities are based on clear, objective, and transparent criteria, ensuring fairness and accountability across organizational processes.

4. Zero tolerance for discrimination and harassment

ENECA applies a zero-tolerance approach to any form of discrimination, gender-based violence, or sexual harassment. A safe, respectful, and supportive working environment is considered essential for individual well-being and organizational integrity.

5. Respect for work-life balance

The organization supports practices that enable individuals to balance professional, project-related, and personal responsibilities, recognizing that well-being, motivation, and productivity are closely interconnected.

3. Strategic Objectives

ENECA's strategic objectives provide a structured framework for translating gender equality principles into concrete organizational practices. These objectives are aligned with the organization's mission and are designed to be realistic, proportionate, and relevant to the context of a civil society organization engaged in EU-funded projects.

1. Promote equal opportunities in employment, project engagement, and volunteering

ENECA aims to ensure that recruitment, project-based engagement, and volunteering opportunities are accessible to all genders on an equal basis. Selection processes are designed to be transparent and free from bias, with a focus on competence, motivation, and potential.

2. Foster gender balance in governance and decision-making

The organization seeks to promote balanced representation of all genders in leadership, coordination roles, and decision-making processes. This objective supports inclusive governance and ensures that diverse perspectives inform strategic and operational decisions.

3. Integrate gender perspective into projects and programs



ENECA is committed to systematically incorporating gender considerations into project design, implementation, monitoring, and evaluation. This approach improves the relevance and inclusivity of project outcomes and aligns organizational practice with EU standards.

4. Support work-life balance and individual well-being

The organization promotes flexible and supportive working arrangements, particularly within project-based work, to enable individuals to balance professional responsibilities with personal and family life.

5. Strengthen organizational capacity for gender equality

ENECA aims to enhance internal knowledge, awareness, and skills related to gender equality through training, internal guidelines, and continuous learning. Building organizational capacity ensures the sustainability and effectiveness of gender equality measures over time.

IV. KEY AREAS AND MEASURES

ENECA recognizes that achieving gender equality requires the systematic integration of gender-sensitive measures across all key areas of organizational functioning. This chapter defines the priority areas and concrete measures through which ENECA commits to promoting equality, preventing discrimination, and fostering an inclusive and respectful working environment.

The measures outlined below are proportionate to the size and structure of the organization and are designed to be applicable to permanent staff, project-based personnel, external collaborators, and volunteers, in line with ENECA's operational model and engagement in EU-funded projects.

1. Governance and Decision-Making

ENECA is committed to inclusive and transparent governance that promotes equal participation and representation of all genders in leadership and decision-making processes. Gender-balanced governance enhances accountability, improves the quality of decisions, and strengthens organizational legitimacy.

Measures:

1. Appoint a Gender Equality Focal Point within the organization. A designated staff member or coordinator will be responsible for overseeing the implementation of the Gender Equality Plan, monitoring progress, and acting as a contact point for gender-related issues.
2. Promote gender-balanced representation in leadership and coordination roles. ENECA will actively encourage balanced participation of all genders in management, project coordination, and decision-making bodies, taking into account the availability and structure of the organization.
3. Apply transparent criteria for leadership and coordination appointments. Clear and objective criteria will be used when appointing individuals to leadership or coordination positions, ensuring that decisions are based on competence and experience rather than gender.

2. Recruitment, Project Engagement and Career Development



ENECA ensures that gender equality principles are integrated into all processes related to recruitment, project-based engagement, volunteering, and professional development. Fair and inclusive practices contribute to equal opportunities and strengthen organizational performance.

Measures:

1. Use gender-neutral language in all calls and announcements. Job vacancies, project calls, and volunteer announcements will be reviewed to ensure inclusive and gender-neutral language that encourages applications from all genders.
2. Ensure gender-balanced selection and evaluation panels where feasible. ENECA will strive to include representatives of different genders in recruitment and selection processes, particularly for project-based positions and key roles.
3. Monitor participation in projects and activities by gender. The organization will collect basic data on gender distribution among staff, project team members, and volunteers to identify potential imbalances and inform corrective measures.
4. Promote equal access to training and professional development. All individuals engaged with ENECA will have equal access to training, capacity-building activities, and opportunities for professional growth within projects and organizational activities.

3. Work-Life Balance and Working Conditions

ENECA acknowledges that supportive working conditions and respect for work-life balance are essential for well-being, motivation, and long-term engagement, particularly in project-based work environments.

Measures:

1. Promote flexible working arrangements where possible. The organization supports flexible schedules, remote work, and adaptable task planning, taking into account project requirements and individual circumstances.
2. Take family and caregiving responsibilities into account. ENECA seeks to accommodate parenting and caregiving responsibilities by adopting flexible approaches to workload distribution and deadlines where feasible.
3. Schedule meetings in a family-friendly and inclusive manner. Meetings and project activities are planned within reasonable time frames to respect personal and family commitments of staff and collaborators.

4. Project Design, Implementation and Content

As a project-oriented organization, ENECA recognizes the importance of integrating gender perspectives into all phases of project development and implementation. Gender-sensitive projects contribute to more inclusive, effective, and sustainable outcomes.

Measures:



1. Integrate gender considerations into project design and planning. ENECA will assess gender-related aspects when developing project proposals, including target groups, activities, and expected outcomes, in line with EU funding requirements.
2. Ensure gender-sensitive implementation of project activities. Project activities will be designed and delivered in a way that is inclusive and accessible to all genders, taking into account potential barriers to participation.
3. Use sex-disaggregated data where relevant. Where applicable and appropriate, ENECA will collect and use sex-disaggregated data to better understand participation patterns and project impacts.

5. Training, Awareness and Capacity Building

ENECA recognizes that awareness and knowledge are key to preventing gender bias and promoting inclusive practices. Building internal capacity ensures the sustainability of gender equality measures.

Measures:

1. Organize periodic training or awareness-raising activities on gender equality. ENECA will organize training sessions, workshops, or internal discussions on gender equality, non-discrimination, and unconscious bias, adapted to organizational capacities.
2. Provide internal guidance on gender-sensitive communication and project work. The organization will develop or adopt basic guidelines to support inclusive language and gender-sensitive approaches in communication, reporting, and project implementation.
3. Ensure equal participation in capacity-building activities. ENECA will promote balanced participation of all genders in internal and external training, networking, and learning opportunities.

6. Prevention of Gender-Based Violence and Sexual Harassment

ENECA is committed to maintaining a safe and respectful working environment and applies a zero-tolerance policy toward any form of discrimination, gender-based violence, or sexual harassment.

Measures:

1. Establish a clear and confidential reporting mechanism. ENECA will ensure that individuals can report incidents of discrimination or harassment in a safe and confidential manner.
2. Protect individuals from retaliation. All persons who report incidents or participate in related procedures will be protected from retaliation or adverse consequences.
3. Ensure fair and proportionate response procedures. Reported cases will be addressed promptly and objectively, in accordance with internal procedures and applicable legal frameworks.



4. Provide information on available support. Individuals affected by discrimination or harassment will be informed about available support mechanisms, including counselling or external assistance where appropriate.

V. TARGET GROUPS AND RESPONSIBILITIES

ENECA recognizes that the effective implementation of the Gender Equality Plan (GEP) requires the active involvement and shared responsibility of all individuals engaged with the organization. Clearly defined roles and responsibilities ensure accountability, coordination, and consistency in promoting gender equality across all areas of organizational work.

Given ENECA's structure as a civil society organization engaged in both permanent and project-based activities, responsibilities under this Plan are assigned in a flexible and proportionate manner, while ensuring that gender equality remains an integral part of governance, project implementation, and organizational culture.

1. Management and Governing Bodies

ENECA's management and governing bodies are responsible for providing strategic leadership and institutional support for the implementation of the Gender Equality Plan.

Responsibilities include:

- Integrating gender equality objectives into organizational strategies, policies, and internal procedures
- Endorsing and supporting the implementation of gender equality measures
- Ensuring that adequate human and organizational resources are allocated for the implementation of the GEP
- Reviewing progress and addressing identified gaps or challenges

Through visible leadership and commitment, management plays a key role in setting an inclusive tone and ensuring accountability at the organizational level.

2. Gender Equality Focal Point

The Gender Equality Focal Point is responsible for coordinating, monitoring, and supporting the implementation of the Gender Equality Plan across the organization.

Responsibilities include:

- Coordinating GEP-related activities and measures
- Monitoring implementation and collecting relevant data and information
- Advising management and project teams on gender equality and inclusion
- Serving as a confidential contact point for gender-related concerns or issues
- Supporting awareness-raising and capacity-building activities



The Focal Point acts as a key operational link between management, staff, and project teams, ensuring coherence and continuity in the implementation of the Plan.

3. Staff and Project-Based Personnel

All staff members and project-based personnel engaged by ENECA share responsibility for implementing gender equality principles in their daily work and professional conduct.

Responsibilities include:

- Applying gender-sensitive approaches in project design, implementation, and reporting
- Using inclusive and respectful language in communication and documentation
- Participating in training and awareness-raising activities related to gender equality
- Contributing to a safe, respectful, and non-discriminatory working environment

By actively integrating gender equality into project work and internal processes, staff and project-based personnel contribute directly to the effectiveness of the GEP.

4. Volunteers and External Collaborators

Volunteers and external collaborators are an integral part of ENECA's activities and are expected to adhere to the organization's principles of gender equality and non-discrimination.

Responsibilities include:

- Respecting ENECA's values and internal rules related to equality and inclusion
- Applying gender-sensitive practices when involved in project activities or public events
- Refraining from any form of discriminatory behavior, harassment, or exclusion

ENECA ensures that volunteers and collaborators are informed about relevant gender equality principles and reporting mechanisms.

5. External Partners

External partners cooperating with ENECA in projects and initiatives are encouraged to align their practices with the organization's gender equality standards.

Responsibilities include:

- Respecting gender equality and non-discrimination principles in joint activities
- Supporting inclusive participation and balanced representation where applicable
- Contributing to the promotion of gender equality within project partnerships

Through cooperation with like-minded partners, ENECA strengthens the broader impact of its gender equality commitments.

By clearly defining target groups and responsibilities, ENECA ensures that gender equality is a shared institutional responsibility rather than an isolated task. This approach promotes ownership,



transparency, and sustainable implementation of the Gender Equality Plan across all organizational levels.

VI. GENDER ASSESSMENT AND DATA COLLECTION

ENECA recognizes that systematic data collection and evidence-based assessment are essential for effectively promoting gender equality and monitoring the implementation of the Gender Equality Plan (GEP). Regular gender assessment enables the organization to identify potential imbalances, track progress over time, and design targeted measures that are proportionate, realistic, and impactful.

Given ENECA's organizational structure as a civil society organization with a combination of permanent staff, project-based personnel, and volunteers, data collection and assessment processes are designed to be practical, respectful of privacy, and aligned with applicable data protection regulations.

1. Staff and Engagement Structure by Gender

ENECA will collect and review data on the gender composition of individuals engaged with the organization, including permanent staff, project-based personnel, and volunteers. Data will be analyzed by type of engagement and role, allowing the organization to assess whether opportunities for participation and employment are equitably distributed.

2. Participation in Projects and Activities

The organization will monitor gender distribution in project teams, training activities, workshops, and public events where feasible. This assessment supports the identification of potential barriers to participation and informs adjustments to project design and outreach strategies.

3. Leadership and Coordination Roles

ENECA will monitor gender representation in leadership, coordination, and decision-making roles within the organization and across projects. This assessment helps identify imbalances and supports efforts to promote inclusive governance and balanced representation.

4. Access to Training and Capacity-Building Opportunities

Data will be collected on participation in internal and external training, capacity-building activities, and professional development opportunities by gender. Monitoring access to such opportunities ensures that skills development and career advancement are available on an equal basis.

5. Reporting and Use of Data

Gender-related data will be collected in a simple and proportionate manner and used exclusively for the purpose of monitoring and improving gender equality practices within the organization. Data will be analyzed periodically and summarized in internal reports to inform management and guide future actions.



ENECA commits to respecting confidentiality, data protection, and ethical standards in all data collection and reporting processes. Where appropriate, aggregated data will be used to ensure anonymity and compliance with applicable legal requirements.

Through systematic gender assessment and data collection, ENECA strengthens accountability, transparency, and continuous improvement in the implementation of its Gender Equality Plan. This evidence-based approach supports informed decision-making and enhances the organization's credibility in the context of EU-funded projects and partnerships.

VII. IMPLEMENTATION, MONITORING AND EVALUATION

ENECA ensures that the Gender Equality Plan (GEP) is implemented as a practical and dynamic framework guiding concrete actions, rather than as a purely formal document. Effective implementation, regular monitoring, and periodic evaluation are essential for translating commitments into measurable progress and for sustaining gender equality across all areas of organizational work.

The implementation of this Plan is designed to be proportionate to ENECA's size, structure, and operational capacities, while ensuring alignment with European Union standards and good practices.

1. Implementation through an Action-Oriented Approach

The Gender Equality Plan is implemented through concrete actions integrated into ENECA's internal procedures, project activities, and annual planning processes. Responsibilities for implementation are clearly assigned, and gender equality measures are incorporated into relevant organizational and project-level workflows.

2. Monitoring of Progress

Progress in implementing the Gender Equality Plan is monitored on a regular basis by the Gender Equality Focal Point, in cooperation with management and project coordinators. Monitoring focuses on the practical application of adopted measures and the identification of challenges or gaps requiring corrective action.

3. Evaluation and Key Indicators

ENECA evaluates the effectiveness of the Gender Equality Plan on a periodic basis using qualitative and quantitative indicators appropriate to the organization's context.

Indicative indicators include:

- Gender distribution among staff, project-based personnel, and volunteers
- Gender representation in leadership and coordination roles
- Participation of different genders in training and capacity-building activities
- Integration of gender considerations in project design and implementation



These indicators provide a structured basis for assessing progress and informing future improvements.

4. Review and Continuous Improvement

The Gender Equality Plan is reviewed at least once during its implementation period or when significant organizational or operational changes occur. Based on the evaluation results, ENECA may update measures, refine objectives, or introduce additional actions to strengthen gender equality performance.

5. Internal Communication of Results

Results of monitoring and evaluation are shared internally with management, staff, and project teams, as appropriate. Internal communication of progress and challenges promotes transparency, accountability, and collective responsibility for advancing gender equality within the organization.

Through systematic implementation, monitoring, and evaluation, ENECA ensures that gender equality remains an integral and evolving component of its organizational development. This structured approach supports evidence-based management, institutional learning, and long-term sustainability of gender equality measures.

VIII. COMMUNICATION AND VISIBILITY

ENECA is committed to ensuring that gender equality principles and the implementation of this Gender Equality Plan (GEP) are clearly communicated and visible both within the organization and in its external engagement. Transparent communication strengthens accountability, promotes awareness, and reinforces a shared organizational culture based on equality, respect, and inclusion.

1. Internal Communication

The Gender Equality Plan is communicated to all individuals engaged with ENECA, including permanent staff, project-based personnel, external collaborators, and volunteers.

ENECA ensures that:

- The GEP is accessible to all relevant stakeholders within the organization
- New staff members, project personnel, and volunteers are informed about gender equality principles and internal rules upon engagement
- Zero tolerance toward discrimination, gender-based violence, and harassment is clearly communicated through internal policies and practices

Internal communication supports awareness, understanding, and consistent application of gender equality principles in daily work and project activities.

2. External Communication and Public Visibility



ENECA promotes gender equality as a core organizational value in its external communication, public activities, and partnerships.

This includes:

- Publishing the Gender Equality Plan on ENECA's official website or making it publicly available upon request
- Using inclusive and gender-sensitive language in public communication, publications, and project materials
- Promoting balanced representation of genders in public events, panels, training activities, and project dissemination activities

By integrating gender equality into its public profile, ENECA demonstrates its commitment to European values and responsible organizational practice.

3. Communication with Partners and Donors

ENECA communicates its commitment to gender equality to project partners, donors, and relevant stakeholders, particularly within the framework of EU-funded projects.

Where appropriate, ENECA:

- Encourages partners to respect and apply gender equality principles in joint activities
- Integrates gender equality considerations into project communication and dissemination strategies
- Demonstrates compliance with gender equality requirements set by EU programmes and funding instruments

Through consistent communication and visibility, ENECA ensures that gender equality is not only an internal policy commitment, but also a clearly articulated organizational value reflected in its projects, partnerships, and public engagement.

This Gender Equality Plan was formally adopted by the management of ENECA and enters into force on the date of adoption.



Director of ENECA

12