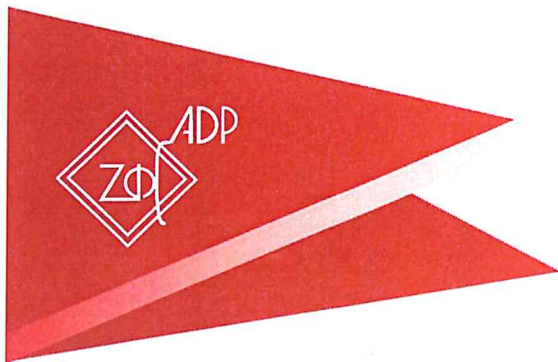




Akcelerator društvenih promjena - Zid
Community impact accelerator - Zid
Broj 41/26
Podgorica, 14.04. 2026 god.

Community Impact Accelerator - Zid

2026 to 2030

GENDER EQUALITY PLAN

Akcelerator društvenih promjena – Zid

Community Impact Accelerator – Zid (ADP-Zid)

Podgorica, Montenegro

Adopted on 14 April 2026



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01. Introduction

Akcelerator društvenih promjena – Zid, in English Community Impact Accelerator – Zid and hereinafter ADP-Zid, has worked since its foundation on 17 December 1996 on democratic participation, solidarity economy, volunteering, employment and the social inclusion of persons who are at risk of exclusion from the labour market and from public life. Equality between women and men has been present in this work throughout, both as a value that shapes our internal organisation and as a subject of our programmes, research and advocacy.

This Gender Equality Plan, hereinafter the GEP or the Plan, sets out how ADP-Zid consolidates that experience into a formal, measurable and publicly available commitment. The Plan revolves around a single objective:

“To create, through our day to day decisions and practices, a gender responsive organisational culture that understands gender equality as a core institutional value and as a standard of quality in everything we deliver.”

The GEP defines the scope of our commitment, the areas in which we act, the strategies we apply, the indicators by which our progress is judged, the resources we dedicate and the persons responsible for delivery. It covers the period from 2026 to 2030. It is a living document that is reviewed annually and updated to accommodate new obligations, new evidence and new activities.

The Plan has been prepared in line with the eligibility criterion for Gender Equality Plans under Horizon Europe, the guidance of the European Institute for Gender Equality (EIGE) and its Gender Equality in Academia and Research (GEAR) tool, the Gender Equality Strategy 2026 to 2030 of the European Commission, and the legal and strategic framework of Montenegro described in section 04.

How the Plan was prepared

The Plan follows the steps of the EIGE GEAR tool. ADP-Zid first reviewed the institutional and legal context, then assessed the current situation through sex disaggregated personnel data, an analysis of net pay by sex, a review of internal acts and consultation within the organisation. On that basis, the organisation set objectives and targets, defined measures and responsibilities, and established the monitoring framework presented in sections 09 and 10. The same cycle of assessment, planning, implementation and evaluation is repeated during the implementation period.

02. Statement of commitment

ADP-Zid considers gender equality to be part of the day job. It is not a separate policy area delegated to a single project or a single colleague, but a condition for building a fair and sustainable social economy and an accountable civil society.

Our organisation is led by a woman. At the time of adoption of this Plan, ADP-Zid employed thirteen persons, six women and seven men, which corresponds to forty six per cent women and fifty four per cent men. The analysis of pay carried out for this Plan shows no pay gap to the detriment of women. This balance is a good starting point, but numerical balance alone does not constitute equality. Balance must be examined at each level of responsibility, in each decision making body, in access to professional development and in the everyday experience of the working environment.

ADP-Zid therefore commits to look beyond aggregate figures and to address the beliefs, habits and informal practices that reproduce inequality even where formal rules are neutral. We commit to expand workplace flexibility, to protect the health, dignity and safety of every person who works with us and to remove the barriers faced by persons whose caring responsibilities, personal circumstances or identity place them at a disadvantage.

This Plan acknowledges that gender equality is a matter of non discrimination and of the protection of fundamental human rights. ADP-Zid recognises that gender identities other than those of women and men exist, that persons holding those identities face systematic discrimination and violence, and that our organisation stands in support of the equal rights and fair treatment of all members of the LGBTI+ community, of persons with disabilities, of members of ethnic minority communities, including Roma and Egyptian communities, and of any person exposed to intersecting forms of discrimination.

ADP-Zid applies a policy of **zero tolerance** towards discrimination, sexual harassment, harassment at work and gender based violence, including violence committed online, in its own premises, in the activities it organises and in the partnerships it enters into.

03. Strategic context

ADP-Zid is a civil society organisation based in Podgorica that operates programmes in the solidarity economy, in technology transfer and innovation, and in active participation. It runs the National Volunteer Service, operates the I2 Makerspace and the Upbeat Hub social enterprise, conducts applied research, and serves as a national contact point for Erasmus+, the European Solidarity Corps and the EaSI strand of the European Social Fund Plus. It holds a seat on the board of the International Association for Volunteer Effort (IAVE) and coordinates a network of civil society organisations across the Western Balkans.

The organisation works in a national context in which gender equality is formally guaranteed but unevenly realised. Women in Montenegro have a lower labour market activity rate than men, are over represented in unpaid care work and in informal employment, and remain under represented in economic decision making, in entrepreneurship and in technical and innovation professions. ADP-Zid contributes directly to the national response to these gaps through its participation in the Negotiating Working Group for Chapter 19, Social Policy and Employment, and through its cooperation with the competent ministries, the Employment Agency of Montenegro and the trade unions.

Our position obliges us to a degree of consistency. An organisation that advises institutions on inclusive employment policy has to be able to demonstrate the same standards internally. This Plan is the instrument through which ADP-Zid holds itself accountable to the standards it promotes, and through which it seeks to serve as an example for other social economy enterprises, associations and support networks in Montenegro and in the region.

The Plan also responds to a practical requirement. Under Horizon Europe, a Gender Equality Plan is an eligibility criterion for public bodies, research organisations and higher education establishments from Member States and associated countries, including Montenegro. ADP-Zid carries out research and participates in Horizon Europe consortia, and adopts this Plan so that it meets that criterion in full, regardless of the category under which it participates. Gender equality commitments are also increasingly requested under other European Union instruments, including the Instrument for Pre accession Assistance, Erasmus+, the European Social Fund Plus and Interreg programmes, as well as by other public and private donors.

04. Legal and policy framework

The Plan is anchored in the following European and national instruments. Where Montenegrin legislation is not yet fully aligned with European Union law, ADP-Zid voluntarily applies the European standard as part of its commitment to the accession process.

European Union

- **Horizon Europe GEP eligibility criterion** and the related guidance of the European Commission and EIGE, which set four mandatory process requirements and five recommended thematic areas for Gender Equality Plans.
- **Gender Equality Strategy 2026 to 2030** of the European Commission, adopted in March 2026, together with the Roadmap for Women's Rights of March 2025, which promote an intersectional approach, gender sensitive funding, action against gender based cyberviolence and greater participation of women in research, innovation and start ups.
- **Directive (EU) 2019/1158** on work life balance for parents and carers.
- **Directive (EU) 2023/970** on pay transparency, which strengthens the principle of equal pay for equal work or work of equal value.
- **Directive (EU) 2024/1385** on combating violence against women and domestic violence, including cyberviolence.
- **Directives 2006/54/EC and 2000/78/EC** on equal treatment in employment and occupation.
- **Charter of Fundamental Rights of the European Union**, in particular Articles 21 and 23 on non discrimination and on equality between women and men.

Council of Europe and international standards

- **Council of Europe Convention on preventing and combating violence against women and domestic violence** (Istanbul Convention), ratified by Montenegro.
- **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)** and the United Nations Sustainable Development Goal 5 on gender equality.

Montenegro

- **Constitution of Montenegro**, which guarantees the equality of women and men.
- **Law on Gender Equality**, together with any subsequent amendments and new national gender equality legislation.
- **Law on the Prohibition of Discrimination, Labour Law, Law on the Prohibition of Harassment at Work and Law on Personal Data Protection.**
- **National Strategy for Gender Equality 2025 to 2029** of the Government of Montenegro.
- **Country Level Implementation Plan for Gender Equality in Montenegro** of the Delegation of the European Union to Montenegro.
- Negotiating Chapters **19, Social Policy and Employment**, and **23, Judiciary and Fundamental Rights**, of the accession process of Montenegro to the European Union.

Internal acts of ADP-Zid

- **Policies and Procedures Manual**, which sets out the standards of conduct of employees, the prohibition of harassment including sexual harassment, the equal employment opportunity policy, leave entitlements including maternity and paternity leave, performance evaluation, and the grievance and complaints procedure.
- **Policy on the Protection from Sexual Exploitation and Abuse of Beneficiaries (PSEA Policy)**, in force since 1 February 2021 and updated on 22 November 2023, described under focus area 5.

05. Objective, scope and guiding principles

Objective

The primary objective of this GEP is to serve as a tool and a framework for advancing gender equality in the workplace and for integrating the gender dimension into the organisational practices of ADP-Zid.

In parallel, the GEP aims to contribute to gender equality in the development of the social economy and of innovation ecosystems, through research, project design and programmes that give due attention to gender differences in labour market participation, entrepreneurship and access to technology, and that actively promote equality among all persons regardless of gender.

Scope

This Plan applies to all work carried out throughout the organisation. It covers persons employed under employment contracts, persons engaged under service and temporary contracts, external experts and consultants, volunteers, including European Solidarity Corps volunteers hosted by ADP-Zid, interns and participants in the programmes and activities of ADP-Zid. It applies to the premises of the organisation, to the I2 Makerspace, to field activities, to online work and to events organised by ADP-Zid or in its name.

The Plan also applies to the way ADP-Zid designs and implements projects, selects partners, composes expert teams and speaker panels, procures services, awards financial support to third parties and communicates publicly. Upbeat Hub, as the social enterprise owned by ADP-Zid, is encouraged to apply the same principles.

Guiding principles

- **Intersectionality.** Gender interacts with age, disability, ethnicity, sexual orientation, socio economic status, place of residence and caring responsibilities, and measures are designed with these intersections in mind.
- **Evidence.** Decisions are based on sex disaggregated data and on regular, anonymous consultation with the persons concerned.
- **Participation.** All colleagues, volunteers and partners are invited to contribute to the design, implementation and evaluation of the Plan.
- **Proportionality.** Measures are adapted to the size of the organisation, while the standard of protection and transparency is not reduced.
- **Confidentiality.** Personal data are processed lawfully and reported in aggregate form only.

Effective implementation requires the commitment of all persons working in the organisation and organisational support for activities that build the knowledge and skills needed for gender mainstreaming in each area of work.

06. Institutional requirements and dedicated resources

ADP-Zid ensures that this Plan satisfies the four mandatory process requirements of the Horizon Europe GEP eligibility criterion. Annex 1 shows where each requirement is addressed.

1. A public document

The GEP is a formal document, signed by the Executive Director as the authorised representative of the organisation, published in English and in Montenegrin on the website of ADP-Zid at <https://zid.org.me/> and communicated to all persons working in the organisation, to the governing bodies, to our members and to our partners.

2. Dedicated resources and gender expertise

The implementation of the Plan is supported by dedicated human and financial resources and by gender expertise:

- An **Equality Officer**, the Psychological Counsellor of ADP-Zid, is appointed by decision of the Executive Director and is given the working time necessary to carry out the tasks defined in this Plan, of at least ten per cent of working time.
- An **annual budget line** in the operational budget of the organisation covers training, awareness raising, external gender expertise, the annual staff survey and the publication of reports. Where possible, these costs are also planned within the budgets of individual projects as eligible costs.
- **External gender expertise** is engaged where internal capacity is not sufficient, in particular for the pay analysis, for the interim evaluation and for specialised training.

3. Data collection and monitoring

ADP-Zid collects and processes data on personnel and on participation in its activities disaggregated by sex and, where voluntarily provided, by gender, and where relevant by age, contract type, level of responsibility, pay band and other relevant characteristics. The data are processed in accordance with the Law on Personal Data Protection, are reported in aggregate form only and are never presented in a way that allows an individual to be identified. Progress is reported annually, which exceeds the minimum requirement of reporting at least every two years, against the indicators in section 09, to the Executive Director and to the governing bodies, and is published in summary form.

4. Training and capacity building

ADP-Zid provides awareness raising and training on gender equality, unconscious gender bias, and the prevention of harassment and gender based violence to all persons working in the organisation, with a minimum of four hours per person per year. Persons with managerial, selection and decision making responsibilities receive additional targeted training on unconscious gender bias in recruitment, evaluation and decision making.

07. Accountability and responsibility

Responsibility for the Plan is shared across the organisation. The table below sets out who is responsible for what.

Role	Responsibility
Executive Director	Adopts and signs the Plan; is accountable for its implementation as a whole; appoints the Equality Officer; approves the annual budget line; approves amendments to the Plan.
Governing bodies	Confirm the Plan; receive and discuss the annual implementation report; take gender balance into account in their own composition.
Equality Officer	Coordinates implementation; collects and analyses sex disaggregated data; prepares the annual report; organises training and the staff survey; acts as a confidential contact person for reports of discrimination or harassment and initiates corrective action. The role is defined in writing and includes protection from any detriment arising from its exercise.
Programme and project coordinators	Apply the gender check to every new project proposal; collect sex disaggregated participation data; ensure balanced teams, panels and communication within their projects.
Finance and administration	Keep personnel and pay data needed for monitoring; support the pay analysis; plan the budget line for the Plan.
All colleagues, volunteers and interns	Respect the principles of the Plan; take part in training and in the annual survey; report any discrimination or harassment they experience or witness.

Communication

The Plan is communicated to every new colleague as part of the induction procedure, is included in the documentation provided to volunteers and interns, and is presented to project partners at the start of joint activities. A short version of the Plan, including the reporting channels, is displayed in the premises of ADP-Zid and in the I2 Makerspace.

08. Key focus areas, strategies and measures of success

The Plan identifies five areas for focused attention. These correspond to the five thematic areas recommended for Gender Equality Plans under Horizon Europe and reflect the priorities identified through the internal assessment and consultation within ADP-Zid.

1. WORK LIFE BALANCE AND ORGANISATIONAL CULTURE

Promotion and support of an organisational culture and a working environment that are inclusive and fair to all, and of a flexible workplace that enables every colleague to reconcile professional and private responsibilities.

Existing measures

The Policies and Procedures Manual of ADP-Zid already provides:

- maternity and paternity leave with compensation in accordance with Montenegrin legislation, three days of paid special leave on the birth of a child and six days of paid private time off per year;
- paid time off for part time employees on a pro rata basis;
- a leave request and transfer of responsibilities procedure that ensures continuity of work during absence.

The Manual sets fixed working hours and does not yet regulate flexible, remote or hybrid work. This Plan addresses that gap.

Strategies

- Revise the Policies and Procedures Manual in line with this Plan, using the current name of the organisation and gender sensitive, inclusive language, and integrate the measures of this Plan into it.
- Maintain and formalise flexible working arrangements, including flexible working hours, remote and hybrid work and the possibility of part time work, and apply them on equal terms to women and men, in line with Directive (EU) 2019/1158.
- Review internal acts on working time, leave, absence and travel in order to identify provisions that place persons with caring responsibilities at a disadvantage.
- Establish a structured procedure for the period before and after maternity, paternity and parental leave, including a conversation on expectations, a plan for the handover of tasks and a plan for reintegration.
- Actively encourage the use of paternity and parental leave by fathers and communicate this position clearly within the organisation.
- Recognise the needs of colleagues who care for older or ill family members, and allow carers to request flexible arrangements.
- Schedule meetings, project activities and travel with respect for caring obligations, and avoid the systematic scheduling of obligations outside working hours.
- Integrate gender equality objectives into the strategic and annual planning documents of ADP-Zid.
- Promote the image of ADP-Zid as an inclusive employer that values diversity.

Measures of success

- An annual anonymous survey of all persons working in the organisation, including consultants, volunteers and interns, covering workplace culture, management style, work life balance, discrimination and harassment, with a target satisfaction score of at least eighty per cent; results are presented to the Executive Director and to the governing bodies.
- Flexible working arrangements available to one hundred per cent of positions in which the nature of the work allows them.
- Family friendly measures, including flexible working arrangements, adopted as a written internal act or as an amendment to the Policies and Procedures Manual by the end of 2026.
- Policies and Procedures Manual revised in line with this Plan by the end of 2027.
- One hundred per cent of persons returning from maternity, paternity, parental or family related leave have a documented reintegration conversation.
- Gender equality objectives explicitly included in the annual work plan of the organisation each year.
- Results of the consultation published as part of the preparation of the next Gender Equality Plan.

2. GENDER BALANCE IN LEADERSHIP AND DECISION MAKING

Equal access to and balanced participation in formal and informal decision making structures, and a balanced representation of women and men in the leadership of the organisation, in project management and in public appearances.

Strategies

- Monitor the composition of the management team, the governing bodies, project management teams and expert groups by sex, and report the results annually.
- Apply the principle that neither sex should be represented by less than forty per cent in the governing bodies and in project management teams, unless the pool of available candidates objectively does not allow it, in which case the reason is documented.
- Review workforce planning so that gender equality objectives are taken into account when positions and responsibilities are defined.
- Ensure balanced representation of women and men among speakers, moderators and panellists at events organised by ADP-Zid, and refrain from organising panels composed of one sex only.
- Ensure that women and men are equally visible as authors, experts and representatives of the organisation in public communication, in international networks and in negotiating and advisory bodies in which ADP-Zid participates.
- Promote the engagement of members, partners and decision makers with gender equality in the social economy.

Measures of success

- At least forty per cent representation of each sex in the governing bodies of ADP-Zid by 2030.
- At least forty per cent representation of each sex among project coordinators and among members of project teams.
- No event organised by ADP-Zid features a panel composed exclusively of one sex, with any exception documented and justified in writing.

- Annual report on the composition of decision making bodies by sex prepared and presented to the Executive Director and the governing bodies.
- A written internal rule on balanced representation at events and in expert groups adopted by the end of 2026.

3. RECRUITMENT, CAREER PROGRESSION AND EQUAL PAY

Bias free recruitment, selection and evaluation, equal opportunities for professional development, and equal pay for equal work and work of equal value.

Existing measures

The Policies and Procedures Manual of ADP-Zid already contains an equal employment opportunity policy, which prohibits discrimination in recruitment, promotion, training, pay and conditions of employment, and requires every terms of reference to state that ADP-Zid is an equal opportunity employer. The Manual also provides for regular performance evaluation, individual development plans and mentoring of trainees. This Plan builds on these rules and adds gender neutral language, pay transparency, balanced selection panels and monitoring by sex.

Strategies

- Publish vacancy notices in gender neutral language, state explicitly that ADP-Zid is an equal opportunity employer and that applications are welcome from persons of all genders and from under represented groups, and inform candidates of the pay range for the position, in line with the principles of Directive (EU) 2023/970.
- Apply written, predefined selection criteria and, wherever the size of the organisation allows, selection panels that include both women and men.
- Encourage applications from women for technical, engineering and innovation positions, including in the I2 Makerspace, where women are traditionally under represented.
- Include gender awareness among the competences described in job descriptions and in terms of reference for external experts.
- Ensure equal access to training, mentoring, international mobility, conferences and representation tasks, and monitor participation by sex.
- Repeat the analysis of pay by sex, by level of responsibility and by type of contract on the basis of gross hourly pay, and correct any difference of five per cent or more that cannot be justified by objective, gender neutral criteria.
- Provide mentoring and support to colleagues returning from family related leave so that absence does not result in a loss of professional opportunities.

Measures of success

- One hundred per cent of vacancy notices contain an equal opportunity statement, gender neutral language and information on pay.
- One hundred per cent of selection procedures documented against written criteria.
- Pay analysis by sex repeated in 2028 and 2030, with no unjustified difference of five per cent or more.
- Participation in training and professional development balanced by sex, monitored annually, with a maximum deviation of ten percentage points from the sex composition of the personnel.

- A written human resources policy promoting equal career opportunities adopted by 2027.
- No colleague experiences a reduction in responsibilities or in pay as a consequence of family related leave.

4. THE GENDER DIMENSION IN RESEARCH, PROJECTS AND EDUCATIONAL CONTENT

Integration of the gender dimension into research, analysis, project design, innovation, training and educational content, and its systematic application when new projects and programmes are conceived.

Strategies

- Include the sex and gender dimension in the design of research, analysis and needs assessments carried out by ADP-Zid, and disaggregate collected data by sex wherever this is relevant and legally permissible.
- Apply a gender check in the design of every new project proposal, addressing the target group, the activities, the indicators and the budget, in line with the gender sensitive funding approach of the European Commission.
- Include gender criteria in calls for financial support to third parties, small grants and incubation programmes managed by ADP-Zid, and monitor the share of women led enterprises and initiatives supported.
- Ensure that the language, examples and images used in publications, curricula, training materials and communication represent women and men in a balanced way and avoid stereotypes.
- Include a gender perspective in training, educational and mentoring curricula developed by ADP-Zid, including those delivered through the I2 Makerspace, the Upbeat Hub and volunteering programmes, and actively encourage girls and women to take part in technology, maker and innovation activities.
- Consider gender bias and its risks when ADP-Zid develops or uses digital tools, data and artificial intelligence in its research and programmes.
- Provide colleagues with guidance and workshops on integrating equality and diversity into project design and learning activities.
- Require partners and external experts engaged by ADP-Zid to respect the principles of this Plan in the content they produce.

Measures of success

- One hundred per cent of new project proposals contain a documented gender check.
- One hundred per cent of research and analytical outputs disaggregate data by sex where relevant, or state explicitly why this was not possible.
- Sex disaggregated data on participation collected for all activities implemented by ADP-Zid.
- Gender criteria included in one hundred per cent of calls for financial support to third parties launched by ADP-Zid.
- At least one workshop per year for colleagues on integrating the gender dimension into project design and training content.
- Publications and communication materials reviewed for gender sensitive language and imagery before publication.

5. PREVENTION OF GENDER BASED VIOLENCE AND SEXUAL HARASSMENT

Preservation and promotion of the physical and emotional health, the safety and the well being of every person working in or cooperating with the organisation, and a working environment free from harassment and violence, offline and online.

Existing measures

The Policies and Procedures Manual of ADP-Zid prohibits harassment, including sexual harassment, based on sex or any other protected characteristic, lists unwelcome harassment among the forms of misconduct that lead to disciplinary action, guarantees that concerns can be raised without fear of reprisal, and provides a written complaints procedure.

ADP-Zid already applies a **Policy on the Protection from Sexual Exploitation and Abuse of Beneficiaries** (PSEA Policy), in force since 1 February 2021 and updated on 22 November 2023. The PSEA Policy declares zero tolerance of sexual exploitation and abuse, applies to all persons engaged in ADP-Zid programmes during and outside working hours, and is based on the United Nations Secretary General's Bulletin ST/SGB/2003/13 and the six core principles of the Inter Agency Standing Committee. It provides for:

- screening of candidates, reference checks and a signed declaration of acceptance of the policy by every engaged person;
- mandatory online UNICEF training on protection from sexual exploitation and abuse for all persons engaged in programmes, and an annual information meeting;
- a designated focal point and safe, confidential and accessible reporting channels, including anonymous reporting and an alternative channel to the Executive Director;
- an investigation procedure conducted by a three member administrative team appointed by the Executive Director, and referral to the competent authorities where a case has elements of a criminal offence;
- immediate referral of survivors to support services, based on their needs and consent;
- a standard PSEA clause in all partnership agreements and contracts, with termination of cooperation where partners fail to act.

The Manual provides for reporting through the direct supervisor to the Executive Director and does not yet define deadlines, an independent reporting channel or protective measures. The PSEA Policy protects beneficiaries and members of the community. This Plan builds on both instruments and extends the procedures of the PSEA Policy to working relationships among colleagues, volunteers, interns and external experts, in particular to harassment at work and sexual harassment in the workplace.

Strategies

- Building on the PSEA Policy, adopt and publish an internal policy on the prevention of harassment at work, sexual harassment and gender based violence among colleagues, including cyberviolence, with clear definitions, a clear reporting procedure, deadlines and consequences, in line with the Law on the Prohibition of Harassment at Work and Directive (EU) 2024/1385.
- Extend the existing PSEA reporting channels to workplace harassment, including the possibility of reporting to the Equality Officer or to another person other than the direct superior, and protect persons who report from any form of retaliation.

- Continue the mandatory PSEA training and the annual information meeting, and educate colleagues on the forms of bias, harassment and gender based violence and on the ways of responding to them, including the role of bystanders.
- Extend the applicable standards of conduct to volunteers, interns, external experts, partners and participants in activities, including online activities, and communicate them at the start of every activity.
- Cooperate with institutions and specialised civil society organisations that provide support to survivors of gender based violence, and keep the referral contact list of the PSEA Policy up to date.
- Work collectively against bias and stereotypes in everyday communication within the organisation.

Measures of success

- An internal policy on the prevention of harassment and gender based violence adopted, published and communicated to all colleagues by the end of 2026.
- At least four hours of training per person per year on gender equality, unconscious bias and the prevention of harassment and gender based violence.
- One hundred per cent of new colleagues, volunteers and interns informed of the policy and of the reporting procedure at the start of their engagement.
- One hundred per cent of reported cases processed within the deadlines defined by the internal procedure and recorded in an anonymised register.
- The annual staff survey includes questions on the experience of harassment and on confidence in the reporting procedure.

09. Baseline data, indicators and targets

The following data describe the situation of the organisation at the moment of adoption of this Plan and serve as the baseline against which progress is measured. Where a baseline value was not available at adoption, it is established in the first annual monitoring report in December 2026. All data are updated annually by the Equality Officer.

Indicator	Baseline at adoption, 2026	Target, 2030
Total number of persons employed	13	not applicable
Share of women among persons employed	46 per cent (6 women)	40 to 60 per cent
Share of men among persons employed	54 per cent (7 men)	40 to 60 per cent
Sex of the Executive Director	woman	not applicable
Difference in average net monthly pay between women and men	average pay of women 9.6 per cent higher than that of men	no unjustified difference of 5 per cent or more in either direction
Women and men in the highest and lowest pay quartiles	both sexes represented in both quartiles	both sexes represented in both quartiles
Share of women in the management team	established in the first annual report	at least 40 per cent
Share of women in the governing bodies	established in the first annual report	at least 40 per cent
Share of women among project coordinators	established in the first annual report	at least 40 per cent
Policy on the protection of beneficiaries from sexual exploitation and abuse	in force since 2021, updated 2023	applied and reviewed regularly
Internal act on the prevention of harassment at work and gender based violence among colleagues	general prohibition in the Policies and Procedures Manual, no detailed procedure	adopted and published by end of 2026
Internal act on flexible and family friendly work	maternity, paternity and special leave regulated in the Manual; fixed working hours	flexible arrangements adopted by end of 2026
Equal opportunity statement in terms of reference and vacancy notices	required by the Policies and Procedures Manual	100 per cent, with gender neutral language and pay information
Policies and Procedures Manual aligned with this Plan	not aligned	revised by end of 2027
Mandatory PSEA training for persons engaged in programmes	in place since 2021	maintained for 100 per cent of persons engaged
Hours of training on gender equality per person per year	0	at least 4
Annual anonymous staff survey	not conducted	conducted annually
Share of new project proposals with a documented gender check	not systematically applied	100 per cent

Indicator	Baseline at adoption, 2026	Target, 2030
Share of calls for financial support to third parties with gender criteria	not systematically applied	100 per cent
Analysis of pay by sex	conducted on net monthly pay	repeated in 2028 and 2030 on gross hourly pay

Note on the pay analysis. The analysis was carried out on the net monthly pay of all thirteen employees, which was the same in March and in July 2026. It is not adjusted for working time or position. Because of the small size of the organisation, results are reported only as percentages for women and men as groups, so that no individual salary can be identified. Subsequent analyses are carried out on gross hourly pay, in line with the methodology of Directive (EU) 2023/970.

10. Monitoring, evaluation and revision

The Equality Officer prepares an annual implementation report containing the values of the indicators listed in section 09, an assessment of the measures implemented, the obstacles encountered and proposals for corrective action. The report is submitted to the Executive Director and to the governing bodies of the organisation and is presented to all colleagues at an internal meeting. A summary of the report is published on the website of ADP-Zid.

An interim evaluation of the Plan is carried out in 2028 and a final evaluation in 2030, with the involvement of external gender expertise. The final evaluation forms the basis for the preparation of the following Gender Equality Plan. The Plan may be amended at any time on the proposal of the Equality Officer, following consultation with the personnel and with the approval of the Executive Director, in particular to reflect changes in national gender equality legislation or in the requirements of funding programmes.

Where an indicator is not met, the annual report states the reason and defines a corrective measure together with a deadline and a responsible person. Quantitative targets are understood as a means and not as an end in themselves. A numerical result achieved without a corresponding change in organisational culture does not constitute the fulfilment of this Plan.

11. Organisational identification and authorisation

Organisation name	Akcelerator društvenih promjena – Zid / Community Impact Accelerator – Zid (ADP-Zid)
Legal seat	Serdara Jola Piletića 13, 81000 Podgorica, Montenegro
Date of establishment	17 December 1996
Tax identification number	02045648
Website	https://zid.org.me/
Contact	zid@zid.org.me, +382 20 207 130
Executive Director	Sanda Rakočević
Governing bodies	As defined by the Statute of ADP-Zid; composition by sex reported in the annual monitoring report
Equality Officer	Psychological Counsellor of ADP-Zid, appointed by decision of the Executive Director
Number of persons employed	13 at the time of adoption (6 women, 7 men)
Period covered by the Plan	2026 to 2030
Authorised by	Sanda Rakočević, Executive Director
Date of adoption	14 April 2026

Place and date

Podgorica, 14 April 2026



Signature



Sanda Rakočević, Executive Director

Annex 1. Compliance with the Horizon Europe GEP eligibility criterion

The table maps the requirements of the Horizon Europe GEP eligibility criterion, as described by the European Commission and EIGE, to the sections of this Plan.

Requirement	How the Plan meets it	Section
Mandatory: public document	Signed by the Executive Director, published on the website in English and Montenegrin, communicated internally and to partners	06, 07, 11
Mandatory: dedicated resources and gender expertise	Equality Officer with dedicated working time, annual budget line, external gender expertise	06, 07
Mandatory: data collection and monitoring	Sex disaggregated personnel and participation data, pay analysis, baseline and targets, annual report	06, 09, 10
Mandatory: training	At least four hours per person per year, unconscious bias training for decision makers	06, 08
Recommended: work life balance and organisational culture	Focus area 1	08
Recommended: gender balance in leadership and decision making	Focus area 2	08
Recommended: gender equality in recruitment and career progression	Focus area 3, including equal pay, and the Policies and Procedures Manual	08
Recommended: integration of the gender dimension into research and teaching content	Focus area 4	08
Recommended: measures against gender based violence, including sexual harassment	Focus area 5, the Policies and Procedures Manual and the PSEA Policy	08
Intersectional approach	Guiding principles and statement of commitment	02, 05

Annex 2. Key definitions

Gender equality	Equal rights, responsibilities and opportunities of women and men and of persons of all genders, so that their rights and opportunities do not depend on their sex or gender.
Gender mainstreaming	The integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, programmes and internal practices.
Gender dimension	The consideration of the biological characteristics and the social and cultural features of women and men, and of persons of all genders, in the content of research, projects and education.
Sex disaggregated data	Data collected and presented separately for women and men.

Unconscious gender bias	Implicit associations about women and men that influence judgement and decisions without the person being aware of them.
Gender pay gap	The difference between the average pay of men and of women, expressed as a percentage of the average pay of men.
Sexual harassment	Any form of unwanted verbal, non verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.
Gender based violence	Violence directed against a person because of that person's gender, or violence that affects persons of a particular gender disproportionately, including physical, sexual, psychological, economic and online violence.
Intersectionality	The way in which gender interacts with other personal characteristics, such as age, disability, ethnicity or sexual orientation, creating specific and combined forms of discrimination.