



GENDER EQUALITY PLAN 2026-2028

Adopted by Juventas management

Date of adoption: 1 April 2026

Date of entry into force: 2 April 2026

Validity period: 1 January 2026 – 31 December 2028

Responsible body: Executive Director and Senior Management Team

Coordinating function: Gender Equality Officer (GEO)

This Gender Equality Plan is a formal institutional document of Juventas. It is adopted by the organization's senior management, published on the official website of Juventas, and communicated internally to all staff, associates, volunteers, and relevant partners.

Name and surname: Ivana Vujović

Position: Executive Director

Signature:

Date: 1 April 2026

INTRODUCTION AND INSTITUTIONAL COMMITMENT

Juventas is a civil society organization based in Montenegro, dedicated to the promotion and protection of human rights, social justice, dignity, equality, and inclusion. Gender equality is one of the core values of Juventas and an integral part of its organizational culture, governance, employment practices, and programme implementation.

Through this Gender Equality Plan (GEP), Juventas establishes a structured institutional framework for advancing gender equality over **the period 2026–2028**. The Plan is designed as a strategic and operational instrument that supports structural improvement within the organization and ensures that gender equality is addressed not only as a principle, but also as a measurable organizational commitment.

This GEP is aligned with:

- the legal and policy framework of Montenegro related to gender equality, labour rights, non-discrimination, prevention of violence, and equal opportunities;
- relevant national strategic frameworks relating to equality, social inclusion, and human rights;
- the principles of the [EU Gender Equality Strategy](#);

Juventas adopts an inclusive and intersectional approach to gender equality. The organization recognizes that gender is not limited to a binary understanding and that inequalities may affect women, men, trans, non-binary, and gender-diverse persons in different ways. Juventas further recognizes that gender inequality may intersect with other grounds of discrimination and exclusion, including sexual orientation, age, disability, ethnicity, nationality, religion, health status, socio-economic status, migration experience, and other personal or social characteristics.

This GEP reflects Juventas' commitment to:

- prevent and address discrimination, harassment, and gender-based violence;
- ensure equal opportunities in recruitment, career development, leadership, and participation;
- strengthen work-life balance and inclusive organizational culture;
- integrate gender mainstreaming into programmes, projects, internal procedures, and decision-making;
- monitor progress through data collection, indicators, reporting, and periodic review

PURPOSE, OBJECTIVES AND SCOPE OF THE GEP

PURPOSE OF THE GENDER EQUALITY PLAN

The purpose of this Gender Equality Plan is to establish a clear framework for the systematic promotion of gender equality within Juventas and across its work. The Plan aims to support organizational development, improve internal procedures and accountability, and ensure that gender equality is integrated into both internal management and external action.

STRATEGIC OBJECTIVES

The strategic objectives of this GEP are to:

1. ensure equal rights, opportunities, treatment, and participation for all persons engaged in Juventas, regardless of gender identity or expression;
2. prevent and address structural, direct, and indirect discrimination, as well as harassment and gender-based violence;
3. promote a safe, respectful, inclusive, and gender-responsive organizational culture;
4. improve gender balance and fairness in recruitment, career progression, leadership, and decision-making;
5. integrate gender mainstreaming into project design, implementation, monitoring, evaluation, advocacy, and public communication;
6. strengthen institutional accountability through dedicated responsibilities, resourcing, data collection, reporting, and evaluation.

SCOPE OF APPLICATION

This GEP applies to:

- all employees of Juventas, regardless of contract type or duration;
- consultants, external associates, and service providers where relevant;
- volunteers, interns, and trainees;
- members of management and governing bodies;
- programme teams and support functions;
- project implementation and, where appropriate, cooperation with partners and subcontractors.

The Plan applies to both internal organizational processes and relevant aspects of Juventas' external work, particularly where Juventas designs, delivers, monitors, or evaluates programmes, services, advocacy initiatives, research, communications, or partnerships.

CORE PRINCIPLES

Implementation of this GEP is guided by the following principles:

EQUALITY AND NON-DISCRIMINATION

All persons engaged in Juventus shall be treated with dignity and respect, and shall have equal access to opportunities, participation, resources, and protection from discrimination.

GENDER INCLUSIVITY

Juventus understands gender equality in an inclusive way, encompassing women, men, trans, non-binary, and gender-diverse persons. The organization is committed to using language, procedures, and practices that do not exclude people whose identities fall outside binary gender categories.

INTERSECTIONALITY

Juventus recognizes that people may experience inequality in multiple and intersecting ways. Gender equality measures must therefore be designed and implemented with attention to other grounds of exclusion and structural disadvantage.

PARTICIPATION

Gender equality work shall be participatory and involve staff, management, and other relevant stakeholders in the development, implementation, monitoring, and review of measures.

ACCOUNTABILITY

Responsibilities for implementing this GEP must be clearly assigned. Progress must be regularly monitored, documented, and reviewed by management and the designated gender equality structures.

ZERO TOLERANCE FOR HARASSMENT AND VIOLENCE

Juventus applies a zero-tolerance approach to discrimination, harassment, sexual harassment, retaliation, and all forms of gender-based violence.

CONFIDENTIALITY AND DATA PROTECTION

All procedures relating to complaints, data collection, and reporting shall respect privacy, confidentiality, and personal data protection.

BASELINE ASSESSMENT

This GEP is informed by an initial internal review of Juventas’ organizational structure, human resources practices, programme implementation, and institutional commitments related to equality and non-discrimination. As a civil society organization with a strong human rights mandate, Juventas already operates within a value-based framework supportive of equality and inclusion. At the same time, the organization recognizes the need to further strengthen the formalization, monitoring, and measurement of its gender equality commitments.

The baseline assessment identified the following institutional needs:

1. **Need for stronger formalization of responsibilities:** While gender equality is recognized as an important organizational value, responsibilities for implementation, monitoring, and reporting need to be more clearly assigned and institutionalized.
2. **Need for more systematic data collection:** Existing organizational information does not yet provide a sufficiently structured basis for regular gender analysis across staffing, recruitment, participation in training, decision-making, complaints, and project implementation.
3. **Need for clearer operational measures and indicators:** Future action should be linked to measurable objectives, timelines, responsible persons or bodies, and indicators of progress.
4. **Need for strengthened internal procedures and awareness:** Additional efforts are needed to ensure that all staff and decision-makers are familiar with the organization’s standards on gender equality, inclusive communication, anti-harassment, unconscious bias, and gender mainstreaming.

During the first year of implementation, Juventas will conduct a more detailed baseline mapping to establish quantitative and qualitative starting points for the indicators set out in this plan. This mapping will include sex- and, where appropriate and feasible, gender-disaggregated data, while respecting privacy, safety, voluntariness, and data protection standards.

GOVERNANCE, RESPONSIBILITIES AND ACCOUNTABILITY

Effective implementation of this GEP requires clear governance structures, leadership commitment, and shared institutional responsibility.

SENIOR MANAGEMENT RESPONSIBILITY

The overall responsibility for adoption, implementation, oversight, and review of this GEP lies with the **Executive Director** and the **Senior Management Team**. Senior management shall:

- formally endorse and publicly support the GEP;
- ensure that gender equality is integrated into organizational planning and decision-making;
- allocate sufficient time, budget, and institutional support for implementation;
- review annual progress reports and support corrective action where needed.

GENDER EQUALITY OFFICER

Juventas shall appoint a **Gender Equality Officer (GEO)** to coordinate implementation of the GEP. The GEO shall:

- coordinate implementation of measures under the GEP;
- support data collection, monitoring, and reporting;
- coordinate internal communication on GEP-related matters;
- provide or coordinate guidance to staff and management;
- support the organization of training and awareness-raising activities;
- coordinate preparation of annual and final implementation reports.

DEPARTMENTAL RESPONSIBILITY

Managers responsible for teams, programmes, and internal functions shall ensure that gender equality measures relevant to their area of work are implemented in practice and reflected in team management, recruitment processes, workplace culture, and project delivery.

SHARED INSTITUTIONAL RESPONSIBILITY

All staff, collaborators, interns, and volunteers are expected to contribute to a respectful and inclusive working environment and to comply with this GEP and related internal policies.

DATA COLLECTION, MONITORING AND REPORTING

DATA COLLECTION, MONITORING AND REPORTING

Juventas shall establish a structured monitoring system in order to assess progress in the implementation of this GEP and to support evidence-based organizational learning.

DATA COLLECTION

Juventas will collect and review, to the extent feasible and in line with data protection standards, data relating to:

- staff composition by role, level, contract type, and gender;
- recruitment processes, shortlisted candidates, and successful candidates;
- participation in trainings and capacity-building activities;
- representation in management and decision-making roles;
- use of flexible working arrangements and relevant work-life balance measures;
- complaints and reports related to discrimination, harassment, and gender-based violence, in anonymized form;
- integration of gender mainstreaming elements in project design, implementation, and reporting.

MONITORING MECHANISMS

Monitoring shall include:

- annual review by senior management;
- annual internal implementation report;
- mid-term review in 2027;
- final evaluation in 2028.

INDICATORS

Progress shall be assessed through specific indicators, including but not limited to:

- percentage of staff by gender and organizational level;
- gender distribution in management and coordination positions;
- percentage of recruitment procedures using standardized and gender-sensitive procedures;
- percentage of staff who completed gender equality and anti-bias training;
- number of reported cases of harassment or discrimination and the existence of follow-up action;
- percentage of projects that include gender analysis and/or gender-sensitive indicators;
- number of internal policy or procedural improvements introduced under the GEP.

REPORTING

Juventas shall prepare:

- **annual implementation reports;**
- a **mid-term review report** in 2027;
- a **final evaluation report** in 2028.

Findings from monitoring and evaluation shall be used to revise measures, strengthen implementation, and prepare the next GEP cycle.

KEY THEMATIC AREAS AND MEASURES

KEY THEMATIC AREA	OBJECTIVES	MEASURES	RESPONSABILITY	INDICATORS
Work-life balance and organizational culture	To promote a supportive, inclusive, and flexible working environment that enables all staff, regardless of gender or personal circumstances, to balance professional and personal responsibilities.	Introduce and maintain flexible working arrangements, including remote work and flexible working hours where operationally feasible	Executive Director Programme Directors	% of staff using flexible working arrangements
		Ensure equal access to parental leave and care-related leave for all genders	Gender Equality Officer	Staff satisfaction with work-life balance (based on annual survey) % of staff returning to work after parental leave
		Promote a workplace culture that recognizes diverse family structures and care responsibilities		Number of internal measures introduced to support care responsibilities
		Ensure that use of flexible arrangements does not negatively affect career progression or workload distribution		
Gender balance in leadership and decision-making	To ensure fair and balanced representation of all genders in leadership roles and decision-	Monitor gender distribution in management and leadership roles annually	Executive Director Programme Directors	% of women, men, and gender-diverse persons in management positions

	making processes.	Apply gender-sensitive recruitment and promotion procedures	Gender Equality Officer	% of leadership roles filled through open and transparent procedures
		Encourage applications from underrepresented genders in leadership positions		Number of actions taken to encourage underrepresented genders
		Promote transparency in selection and decision-making processes		
Equal opportunities in recruitment and career development	To ensure fair, transparent, and non-discriminatory recruitment, retention, and career development processes.	Use gender-neutral and inclusive language in all job announcements	Executive Director Programme Directors	% of job announcements using inclusive language
		Apply standardized evaluation criteria in recruitment	Gender Equality Officer	% of recruitment processes applying standardized criteria
		Provide bias-awareness training to staff involved in recruitment		% of staff participating in professional development activities
		Ensure equal access to training, mentoring, and professional development opportunities		Gender distribution among newly recruited staff

Pay equality	To ensure equal pay for work of equal value and transparency in remuneration practices.	Conduct periodic internal reviews of remuneration structures	Executive Director Financial / Administrative Department	Existence of internal salary review
		Ensure that pay decisions are based on transparent and objective criteria	Gender Equality Officer	Identification (or absence) of gender pay gap
		Identify and address any potential gender-based pay gaps		Number of corrective actions taken
		Periodic internal review of remuneration structures		
Prevention of gender-based violence and harassment	To ensure a safe, respectful, and inclusive working environment free from harassment, discrimination, and gender-based violence.	Adopt and implement a Code of Conduct covering harassment and discrimination	Executive Director Gender Equality Officer	Existence and dissemination of Code of Conduct
		Establish clear, confidential, and accessible reporting procedures		% of staff trained on harassment prevention
		Ensure protection against retaliation		Number of reported cases (anonymized)
		Provide regular training on prevention of harassment and GBV		% of cases addressed according to procedure
		Ensure timely and appropriate response to all reported cases		

	Juventas adopts a zero-tolerance policy toward any form of harassment or discrimination, consistent with good practices outlined in institutional equality frameworks			
Integration of gender dimension in programmatic work	To systematically integrate gender equality into all Juventas programmes, projects, and services.	Include gender analysis in project design	Project Managers Project teams	% of projects including gender analysis
		Use gender-sensitive indicators in project monitoring	Gender Equality Officer	% of projects including gender-sensitive indicators
		Ensure that target groups are addressed in an inclusive manner		Number of staff trained in gender mainstreaming
		Build staff capacity for gender mainstreaming		Number of programmes targeting gender-related issues
Inclusivity and intersectionality	To ensure that gender equality measures address diverse and intersecting forms of discrimination and exclusion.	Use inclusive and non-discriminatory language in all communications	All staff Programme Directors	Number of activities targeting groups in risk of social exclusion
		Ensure accessibility of workplace and services	Gender Equality Officer	Accessibility improvements introduced
		Pay specific attention to groups in risk of social exclusion (LGBTQI+, people who use drugs,		Staff perception of inclusivity (survey results)

	<p>people who engage in sex work, people who served their prison sentence, people living with HIV, ethnic and religious minorities, persons with disabilities)</p> <p>Promote inclusive participation in activities and decision-making</p>	Representation of diverse groups in programmes
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CAPACITY BUILDING AND TRAINING

TRAINING FRAMEWORK

Juventas will implement a structured training programme covering:

1. Gender equality and diversity
2. Unconscious bias in the workplace
3. Prevention of harassment and gender-based violence
4. Inclusive communication and language
5. Gender mainstreaming in projects and programmes

IMPLEMENTATION

- All staff will participate in at least one training per year
- Staff involved in recruitment and management will participate in targeted training
- New employees, interns, and volunteers will receive introductory briefing on GEP
- Training may be delivered internally or by external experts

RESPONSIBILITY

- Gender Equality Officer
- Senior management
- External trainers (where applicable)

INDICATORS

- % of staff completing at least one training annually
- % of management staff trained on bias and leadership

- Number of training sessions delivered
- Participant feedback (evaluation forms)

RESOURCES

Juventas commits to providing adequate human, organizational, and financial resources for the implementation of this GEP.

This commitment includes:

- designation of a **Gender Equality Officer** with formally assigned responsibilities and working time for coordination of implementation;
- allocation of an annual budget line, where feasible, for training, awareness-raising, expert support, and development of tools and internal procedures;
- use of external expertise when specialized legal, organizational, safeguarding, or gender-related support is required;
- integration of gender equality responsibilities into relevant managerial and programme functions.

The adequacy of resources allocated to the GEP shall be reviewed annually as part of implementation reporting.

ACTION PLAN 2026-2028

MEASURE	RESPONSIBILITY	TIMELINE	INDICATOR	SOURCE OF VERIFICATION
Appoint Gender Equality Officer	Executive Director	Q1 2026	GEO appointed	Internal decision
Conduct baseline assessment	GEO	Q2 2026	Baseline report completed	Report
Introduce flexible work arrangements	Management	2026–2028	% staff using flexible options	HR records
Implement inclusive recruitment procedures	Management	Continuous	% procedures using standard criteria	Recruitment documentation
Deliver annual training programme	GEO	Annually	% staff trained	Training attendance lists
Introduce Code of Conduct	Management	Q2 2026	Code adopted and disseminated	Internal policy

Establish reporting mechanism for harassment	GEO	Q2 2026	Mechanism operational	Internal procedure
Integrate gender analysis in projects	Programme Directors	Continuous	% projects with gender analysis	Project documentation
Annual GEP monitoring report	GEO	Annually	Report completed	Reports
Mid-term evaluation	GEO + Management	End 2027	Evaluation completed	Report
Final evaluation	GEO + Management	End 2028	Evaluation completed	Report

MONITORING, EVALUATION AND REVISION

Juventas will ensure continuous monitoring and evaluation of the GEP implementation.

MONITORING

- Annual data collection and reporting
- Internal staff surveys

EVALUATION

- Annual internal evaluation (2026, 2027, 2028)
- Mid-term evaluation (end of 2027)
- Final evaluation (end of 2028)

REVISION

Based on monitoring and evaluation findings:

- Measures may be adjusted during implementation
- A revised GEP will be developed for the next cycle

RESPONSIBILITY

- Gender Equality Officer
- Senior Management

INDICATORS

- Number of reports produced
- Implementation rate of planned measures
- Improvements in gender-related indicators

PUBLIC AVAILABILITY

This Gender Equality Plan is a public institutional document.

Juventas commits to:

- publishing the GEP on its official website;
- ensuring accessibility of the document to staff, partners, and stakeholders;
- communicating key elements of the GEP internally;
- integrating GEP principles into organizational policies and external communication.

Through this Gender Equality Plan, Juventas confirms its strong institutional commitment to gender equality, diversity, and inclusion.

The organization recognizes that achieving gender equality requires continuous effort, reflection, and adaptation. By implementing this Plan, Juventas aims to strengthen its internal practices, improve the quality and impact of its work, and contribute to broader societal change in line with European values and standards.