



Ministère de l'Enseignement Supérieur  
et de la Recherche Scientifique



**R&I PEERS**



Agence Nationale de la Promotion  
de la Recherche scientifique



## **R&I-PEERS Final Multisectoral Conference Gender Equality policies and actions: Lessons. Impact. Sustainability**

*Tuesday, 12th July 2022,  
UNISA Campus, Salerno, Italy*

Amani MAHJOUBI CHARRAD, ANPR

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- The National Agency for Scientific Research Promotion (ANPR) is a public scientific and technological institution (EPST) under the supervision of the Ministry of Higher Education and Scientific Research.
  - Its primary mission is to provide services to professionalize the management of research activities in partnership with efficient and equitable socio-economic actors.
  - ANPR plays a crucial role in interfacing and supporting research structures in the process of promoting research results and technology transfer



République Tunisienne  
 Ministère de l'Enseignement Supérieur  
 et de la Recherche Scientifique  
 Agence Nationale de la Promotion  
 de la Recherche scientifique

الجمهورية التونسية  
 وزارة التعليم العالي والبحث العلمي  
 الوكالة الوطنية للترويج بالبحث العلمي

**ANPR**

**The Gender Equality Plan of  
 The National Agency for  
 Scientific Research Promotion**

ANPR's GEP  
 Updated edition\*  
 Tunis, March 2022

Horizon 2020 Project  
**"R&I PEERS - Pilot experiences for improving gender equality in research organisations"**  
 (Grant Agreement number 788171)

\*The current updated version includes modifications made after the first and second validation workshop of R&I PEERS project and is made consistent with the European Commission format and definition of a GEP.

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European Project

**"R&I PEERS - Pilot experiences for improving gender equality in research organisations"**  
 (Grant Agreement number 788171)

Object: **Formal adoption of the Gender Equality Plan (GEP)**

In the framework of the project **R&I PEERS - Piloting experiences for improving gender equality in research organisations** (GA n. 788171), financed by the European Commission under Horizon 2020 programme (Call Science with and for Society, H2020-SwafS-2017-1)<sup>1</sup>, **National Agency for scientific Research Promotion (ANPR)** has set-up a **Gender Equality Plan (GEP)**.

The GEP is a fundamental action of the above-mentioned project and a key tool for encouraging the improvement of gender balance in the organisation.

With this letter the General Director of National Agency for scientific Research Promotion declares that the GEP (here included as annex) has been approved and will be implemented within the organisation.

Tunis, 1<sup>st</sup> of March 2019

Prof. Chedly ABDELLY  
 Directeur Général de l'Agence Nationale  
 de Promotion de la Recherche Scientifique

Signature **ABDELLY Chedly**  
 General Director



<sup>1</sup>The R&I PEERS project is coordinated by the University of Salerno in partnership with Cyprus Neuroscience and Technology Institute (Cyprus), National Research Council (Italy), Association of the Industrialists of the Province of Salerno (Italy); Centro de Investigación Cooperativa en Nanociencias (Spain), MIGAL Galilee Research Institute, LTD (Israel), Digital Leadership Institute (Belgium), Institute of Culture and Memory Studies (Slovenia), National Agency for Scientific Research Promotion (Tunisia), and the Hellenic Republic Ministry of Interior (Greece).

- 
- The Gender Equality Plan (GEP) is:
    - ✓ A fundamental action of the R&I-PEERS project
    - ✓ A key tool to encourage improved gender balance
  - Thanks to the survey and analysis of the questionnaire carried out within the framework of the R&I PEERS project, five (05) areas of intervention have been identified, which reflect the needs and requirements of the actors involved through SMART objectives (Specific, Measurable, Achievable, Realistic, Timely).
  - ANPR's GEP is based on five objectives, which are in progress achievement through specific activities, that the effectiveness is monitoring using particular indicators.

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- 05 key areas
  - 13 strategic actions
  - Monitoring by indicators
  - External evaluation by members of the International Advisory Board (appointed by the EC)
  - Reflects the modifications following the 03 validation workshops
  - Adheres to the European Commission format
  - Complies with the guidelines proposed by EIGE

13 actions

Key area 1: Integration of the gender dimension into research and teaching content	Key area 2: Work-life balance and organisational culture	Key area 3: Gender equality in recruitment and career progression	Key area 4: Gender balance in leadership and decision-making	Key area 5: Measures against gender-based violence including sexual harassment
04 actions	05 actions	02 actions	01 actions	01 actions

Key Area	Action	State of the action	Description of the action	Indicators	Threshold of the indicator	Person in Charge + role in ANPR	Start date	End date
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Key Area	Action	State of the action	Description of the action
1- Integration of the gender dimension into research and teaching content	<b>Action 1.1: [SUS] Regular trainings for mentors</b>	Running	Regular (annual or twice a year) trainings for mentors would secure sustainability of the measures and on the long run reduce resistance on mentors' side (since often they believe that they are doing enough to teach their colleagues) and raise their awareness of the need of continuous acquiring of new mentoring skills and competence development. It's to favour a widespread gender competence at all levels of the organization with provision of mentoring training to Senior staff.
	<b>Action 1.2: [SUS] Organisation and participation in events on relevance of gender dimension in Research area</b>	Done + Running (planned events)	This action is contributing to raising awareness of importance of GE dimension among R&I stakeholders
	<b>Action 1.3: Establishing a Women in Science Excellence Prize (Award)</b>	P o s t p o n e d because of COVID 19	This measure directly contributes to better visibility of research and achievements done by women and raising general societal awareness of women contribution to science in the national and regional historical perspective.
	<b>Action 1.4: [SUS] Establishing a social media channel/a brochure/a series of podcasts... promoting achievements of female Tunisian researchers</b>	Done	This action directly contributes to better visibility of research and achievements done by women

## 2- Work-life balance and organisational culture

<b>Action 2.1: [SUS] Establishing a Committee for equal opportunities</b>	To improve by external experts	This measure would assure continuous and sustainable addressing of issues related to gender equality in ANPR. It would also serve as a mediator between employees and Top management in matters related to equal opportunities and contribute to raising awareness of importance of GE and equal treatment.
<b>Action 2.2: Analysis of language of ANPR's documents and official communication and detecting areas where the use of gender sensitive language could be improved</b>	To start soon	This strategy will provide evidence for actions envisioned to improve use of gender sensitive language and enable detection of most important areas and appropriate strategies. It will also contribute to awareness raising and facilitate their support and engagement
<b>Action 2.3: [SUS] Improvement of official documents and communication practices at ANPR (Toolkit for employees...)</b>	To start soon	The analysis of actual communication practices at ANPR would improve practices of official communication and document writing. This measure would entail engagement of stakeholders in various levels of ANPR's structure and contribute to raising awareness of importance of GE.
<b>Action 2.4: [SUS] Regular analysis of Employees needs/requirements (questionnaire)</b>		This strategy would engage a large number of stakeholders and provide DMB members with an insight in actual needs of employees.
<b>Action 2.5: [SUS] Improving working policies and condition to make them sensitive to special needs of employees and their families</b>	running	Availability of structured supports inside ANPR for employees and their families, such as: pregnant women facilities, flexible working hours, remote working, respect of Ramadan hours, children-friendly facilities, child-care, family-members with special needs, elder family- members... These measures would establish a friendly and supportive institutional culture at the ANPR.



<p>3. 4. 3. Gender equality in recruitment and career progression</p>	<p><b>Action 3.1: [SUS] Yearly statistic indicators of career paths of employees</b></p>	<p>Running</p>	<p>Regular collection of statistical indicators provides an evidence-grounded basis for actions envisioned to increase career advancement opportunities for career employees. Presented to decision-making bodies' members, this statistic would contribute to awareness raising and facilitate their support and engagement.</p>
	<p><b>Action 3.2: [SUS] Gathering regularly gender disaggregated statistics on committees, councils, commissions and other decision-making bodies (Recruitment, promotion, technical committees, etc.)</b></p>	<p>Done</p>	<p>Regular collection of statistical indicators provides evidence-grounded basis for raising awareness of gender equality within ANPR and helps preventing widening of the gender gap. This strategy would contribute to Integrate the gender dimension into the ANPR culture work and to apply it in daily process. Analysis of these data in a dedicated Report so as to monitor gender and diversity state of art in ANPR.</p>

<p>3. 4- Gender balance in leadership and decision-making</p>	<p><b>Action 4.1: [SUS] Organisation and/or participation in events on gender bias in decision making bodies</b></p>	<p>Done</p>	<p>This strategy would assure sustainable maintenance of balance in decision-making bodies, raise awareness of biases in decision making practices and foster competence development.</p>
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<p><b>3.</b> 5- Measures against gender-based violence including sexual harassment</p>	<p><b>Action 5.1: [SUS] Establishing channels to report anonymously disrespectful behavior, abuse and sexual harassment</b></p>	<p><b>Done</b></p>	<p><b>Following the response of survey respondents, 63% of whom find this measure important, these measures should be realized in the framework of activities of the group for equal opportunities</b></p>
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## **Strength of proposal / influence in public policies:**

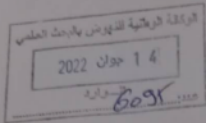
Integration of an objective on the gender dimension in the preparation document for **Tunisia's three-year development plan** (Work of the sectoral commission for Research and Innovation)



Document being validated.

- 
- This measure would assure continuous and sustainable addressing of issues related to gender equality in ANPR.
  - It would also serve as a mediator between employees and Top management in matters related to equal opportunities and contribute to raising awareness of importance of GE and equal treatment,
  - Composed of committed internal and external members of the ANPR, one of the missions of this committee is to take Measures against gender-based violence including sexual harassment

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- The Order of the Minister of Higher Education and Scientific Research, dated on June 13, 2022, on “the creation of a Steering Committee for gender mainstreaming work for the establishment of a budget sensitive to the gender dimension” within the Ministry of Higher Education and Scientific Research (MHESR).
  - This Committee will support the representative of MHESR in the interministerial council of peers, chaired by the government presidency.



### مقرر

من وزير التعليم العالي والبحث العلمي مؤرخ في 13 فيفري 2022. يتعلق بتعيين أعضاء لجنة قيادة أشغال إدراج النوع الاجتماعي لتركيز الميزانية المراجعة للنوع الاجتماعي.

إن وزير التعليم العالي والبحث العلمي،  
بعد الاطلاع على الدستور،  
وعلى القانون الأساسي للميزانية عدد 15 لسنة 2019 المؤرخ في 13 فيفري 2019.  
وعلى مجلة المحاسبة العمومية الصادرة بمقتضى القانون عدد 81 لسنة 1973 المؤرخ في 31 ديسمبر 1973 وعلى جميع النصوص التي نقحتها أو تمتمتها،  
وعلى الأمر عدد 2876 لسنة 2008 المؤرخ في 11 أوت 2008 المتعلق بتنظيم وزارة التعليم العالي والبحث العلمي المنقح بالأمر عدد 615 لسنة 2010 المؤرخ في 5 أفريل 2010،  
وعلى الأمر عدد 2899 لسنة 2008 المؤرخ في 25 أوت 2008 المتعلق بإحداث وحدات التصرف حسب الأهداف لإنجاز مشروع تطوير التصرف في ميزانية الدولة وبضبط تنظيمها وطرق سيرها،  
وعلى الأمر عدد 385 لسنة 2014 المؤرخ في 17 جانفي 2014 المتعلق بتنقيح الأمر عدد 2899 لسنة 2008 المؤرخ في 25 أوت 2008 المتعلق بإحداث وحدات التصرف حسب الأهداف لإنجاز مشروع تطوير التصرف في ميزانية الدولة وبضبط تنظيمها وطرق سيرها،  
وعلى الأمر عدد 2238 لسنة 2014 المؤرخ في 24 جوان 2014 المتعلق بضبط قائمة البرامج بالنسبة إلى الدفعة الأولى من الوزارات النموذجية المعنية بتجربة منظومة التصرف في الميزانية حسب الأهداف،

وعلى قرار رئيس الحكومة المؤرخ في 13 فيفري 2018 المتعلق بتعيين لجنة متابعة وتقييم المهام الموكولة لوحدة التصرف حسب الأهداف لإنجاز مشروع تطوير التصرف في ميزانية الدولة بوزارة التعليم العالي والبحث العلمي،  
قرر ما يلي:

### الفصل الأول:

أحدثت بوزارة التعليم العالي والبحث العلمي لجنة قيادة أشغال إدراج النوع الاجتماعي لتركيز الميزانية المراجعة للنوع الاجتماعي وتتركب كالاتي:

- السيدة حبيبة الطالب، رئيسة وحدة التصرف حسب الأهداف لإنجاز مشروع تطوير التصرف في ميزانية الدولة
- السيدة بثينة بن حسين ، أستاذة محاضرة بكلية الآداب والعلوم الإنسانية بجامعة سوسة (ممثلة عن برنامج التعليم العالي)
- السيدة سنية النقاش ، أستاذة مساعدة بكلية العلوم الاقتصادية والتصريف بتونس (ممثلة عن برنامج التعليم العالي)
- السيدة أحلام الدخلاوي مديرة المرصد الوطني للعلوم والتكنولوجيا (ممثلة عن برنامج البحث العلمي)
- السيدة صبرين قضيوي، رئيس مصلحة الإدارة العامة للبحث العلمي (ممثلة عن برنامج البحث العلمي)
- السيدة أماني محجوبي شراد، متصرف رئيس بالوكالة الوطنية للنهوض بالبحث العلمي (ممثلة عن برنامج البحث العلمي)
- السيد مقداد بن مالك، كاهية مدير بالإدارة العامة للشؤون الطلابية ( ممثل عن برنامج الخدمات الجامعية)
- السيدة إيمان حاجي كاهية مدير بمكتب الدراسات والتخطيط والبرمجة
- الأنسة منال القاسمي، كاهية مدير بوحدة التصرف في الميزانية حسب الأهداف

# Social media: FB Group

## “Success Stories of Tunisian Females in R&I”

The image shows a screenshot of a Facebook group page. The top navigation bar includes the Facebook logo, a search icon, and icons for home, video, community, and a grid. On the right side of the navigation bar, there are icons for adding content, messages (with a '1' notification), notifications (with a '3' notification), and a profile picture.

The main content area is divided into two columns. The left column is titled "Gérer le groupe" (Manage the group) and contains the following elements:

- A group cover image showing a group of people.
- The group name: "Success Stories of Tunisian Females in R&I | R&I-PEERS H2020 project".
- The group type: "Groupe (Public)".
- A "Community home" button with a house icon.
- A "Vue d'ensemble" button with a stack of papers icon.
- A section titled "Outils d'administration" (Administration tools) with an upward arrow, containing:
  - "Assistance admin" (Admin assistance) with a shield icon, showing "1 action, 1 critère".
  - "Demandes de badge" (Badge requests) with a shield icon, showing "Aujourd'hui : 0".

The right column features a large image of a group of men in suits and a woman in a red outfit, with a "Modifier" (Edit) button in the bottom right corner. Below the image, the group title "Success Stories of Tunisian Females in R&I | R&I-PEERS H2020 project" is displayed in bold black text. Underneath the title, it says "Groupe (Public) · 336 membres". At the bottom right of this section, there are two buttons: "Membre" (Member) with a dropdown arrow, and a red "+ Inviter" (Invite) button with a plus sign and a pencil icon.





# Success Stories of Tunisian Females in R&I | R&I-PEERS H

236 membres



Salons Sujets Photos Événements

Créer une publication publique

En direct

Nouvelle activité

Amani Mahjoubi Charrad a partagé un lien

ripeersEU

Last day to register! Join us tomorrow, for the 1st conference on #GEP's impact

Success Stories of T...

Besma Massabi Akremi a partagé un lien



TechWomen | U.S. Embassy in Tunisia

Vous, Bouthaina Ben Hassine et Mafni Dossou

Amani Mahjoubi Charrad a partagé un lien

UNESCO : les tunisiennes parmi les meilleures au monde en matière de recherche scientifique



UNESCO : les tunisiennes parmi les meilleures au monde en matière de recherche scientifique

Amani Mahjoubi Charrad Admin • 27 mars •

Hommage de Google à Dr Tawhida Ben Cheikh (2 janvier 1909 à Tunis- 6 décembre 2010) C'est une Tunisienne connue pour être la première femme musulmane du monde arabe ou au moins du Maghreb à exercer comme médecin, pédiatre puis gynécologue. (Wikipedia)



6 partages

Success Stories of T...

Lamia Mazigh 12 nov. 2020 •

Merci chère Insaf Bekir pour l'invitation

Leila Taher Ouni 11 nov. 2020 •

Thanks a million EMNA ESSADIK For the invitation to join the group and special greetings to all the members

Henda El Gharbi 11 nov. 2020 •



Success Stories of T...

Amani Mahjoubi Charrad a partagé un lien



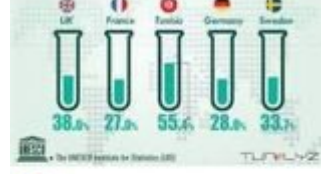
En vidéo : Salma Barkaoui, la Tunisienne qui brille au ciel de l'astrophysique

2 partages

Anis Ben Bouzid a partagé un lien

Creating space for women in trade during COVID-19 (8 March 2021)

Success Stories of T...



Bouthaina Ben Hassine et 5 autres personnes

Amani Mahjoubi Charrad a partagé un lien



Tunisia honours first female doctor on banknote



## Félicitation : Trois Tunisiennes parmi les "200+ Femmes francophones leaders en santé mondiale"

L'Université de Tunis El Manar Nécite les Pr. Sonia Abdelhak, Pr. Fatma Charfi et Mme EMNA EL HAMMI pour leur sélection dans la liste "200+ Femmes francophones

Amani Mahjoubi Charrad a partagé un lien

GREEN NIGHT - EU H2020 Project



27 Novembre 2020

Implementing Gender Equality Plans at the Tunisian Agency for Scientific Research Promoti...

Leila Attmar et 7 autres personnes

Amani Mahjoubi Charrad a partagé un lien

https://businessfinancing.co.uk/top-female-founder-map/



The Top Female Founder in Every Country World Map

# Flagship Event: 30 June 2022

## Gender equality facing the challenges of the R&I ecosystem: The GENDER EQUALITY PLAN of the National Agency for scientific Research Promotion

This seminar brought together all the actors of the R&I ecosystem (ministries, research centers, civil society, etc., in order to interact around the concept of gender and create a space for exchange and sharing of experiences and initiate a collective reflection on potential synergies and new initiatives.

Agenda	
8:30 – 09:00	Inscription et Accueil des participants
	Mots de Bienvenue
9:00 – 09:10	Pr. Chedly, ABDELLY, Directeur Général de l'Agence Nationale de la Promotion de la Recherche scientifique
09:10 – 09:20	Dr. Helmi MARDASSI, Directeur Général, Unité de Management des Programmes Européens de Recherche et d'Innovation, MESRS
09:20 – 09:30	Pr. Francesca ROMANA D'AMBROSIO, Equipe de coordination du projet R&I PEERS, Université de Salerne, Italie
	Session1 : Expériences croisées sur l'approche Genre dans la R&I
09:30 – 09:45	<i>L'intégration de l'approche Genre dans les politiques publiques du Ministère de l'Enseignement Supérieur et de la Recherche Scientifique</i> Mme Habiba TALBI, Directrice Générale de l'Unité de Gestion Budgétaire par Objectifs, MESRS
09:45 – 10:00	<i>Le Plan Egalité Genre de l'ANPR : genèse et perspectives</i> Mme. Amani MAHJOUBI CHARRAD, Chargée de la Coopération internationale et de l'Appui à la Recherche et l'Innovation, ANPR
10:00 – 10:15	<i>La Cellule Genre de l'Université de Sousse : motivations et aspirations</i> Mme. Insaïf BEKIR, Directrice de l'HEC de Sousse, Université de Sousse
10:15 - 10:30	<i>Genre et Croyances limitantes</i> Dr. Hafsi BEDHIOUFI, Maître de Conférences HDR en Sociologie, ISCAE, Université La Manouba
10:30 – 10:45	Pr. Thouraya BELKAHIA, Directrice Générale du Centre de recherches, d'études, de documentation et d'information sur la femme-CREDIF
10:45 – 11:15	Discussion
11h:15 -11:45	Networking Coffee-break
	Session 2 : Vers une mutualisation des efforts pour un ancrage de l'approche Genre
11:45– 12:00	<i>L'Approche Genre : La stratégie nationale du Ministère de la Famille, de la Femme, de l'Enfance et des Personnes Agées</i> Mme Akila BENTAIB, Directrice des affaires de la femme, Ministère de la Famille, de la Femme, de l'Enfance et des Personnes Agées
12:00 –12:15	<i>Les axes stratégiques de ONU Femme en Tunisie</i> Mme Boutheina HAMMAMI, Coordinatrice de programmes, ONU Femme
12:15 – 12:30	Dr. Souleima MAJLEDI MANSOURI, Sociologue - Coordinatrice de Projets, Centre de la Femme Arabe pour la Formation et la Recherche - CAWTAR
12:30 – 12:45	<i>Genre &amp; Energie - Approche multi-sectorielle</i> Mme Rihab BEN YAGHLANE, Experte Technique, Projet "Appui à une Transition Energétique Tunisienne Accélérée" – GIZ
12:45 – 13:00	<i>Construire une carrière dans la recherche pour les femmes</i> Pr. Habiba CHAABOUNI, Membre de l'Académie Tunisienne des Sciences, des lettres et des arts - Beit Al Hikma
13:00 – 14:00	<b>Recommandations : Voies de développement &amp; Synergies</b>
14:00 – 14:15	Hommage à des Femmes chercheuses rayonnantes
	<b>Clôture</b>
	Mme Francesca MALAGUTI, Point Focal Genre, Délégation de l'Union européenne en Tunisie
14:15 – 15:00	Cocktail-déjeuner



# Flagship Event: 30 June 2022





# Flagship Event: 30 June 2022





# Flagship Event: 30 June 2022





# Flagship Event: 30 June 2022

On the sidelines of this event, and in tribute to brilliant women researchers, a symbolic prize was awarded: Sajnene pottery which stems from the ancestral know-how of the craftswoman of the village of Sajnan, and which is recognized by UNESCO as intangible cultural heritage of humanity and in Tunisia.



# Flagship Event: 30 June 2022



United Nations  
Educational, Scientific and  
Cultural Organization





# Flagship Event: 30 June 2022





# Flagship Event: 30 June 2022

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The closing ceremony was ensured by the presence of Ms. Francesca MALAGUTI, Gender Focal Point in the Delegation of the European Union in Tunisia and Mr Helmi MARDASSI General Director of the European Research and Innovation Programs Management Unit in the Ministry of higher education Tunisia.

# Conclusion

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- ANPR's GEP intercepts the Agency's **specificities** and responds to them using appropriate methods, while respecting the **differences** and **diversities** that make each context unique.
- The ANPR's GEP is an innovation in the **practices of public administration**, in general and in the establishments of the Ministry of Higher Education and Scientific Research in particular.
- The progressive evolution of its ongoing implementation raises many **challenges** that would inspire **many stakeholders** under the same ministry and well beyond!

To be continued...

Thank you for your attention.

