



MOLDOVA STATE UNIVERSITY
INSTITUTE OF PHYSICAL EDUCATION AND SPORT



APPROVED

at the Senate Meeting

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Chairman of the Council _____

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IEFS GENDER EQUALITY PLAN
2025 – 2027



CONTEXT

This document derives from the implementation of the International Project No. 101094529 – "SUPPORTER “Securing Sports Education Through Innovative and Inclusive Gender Equality Plans, within the framework of equipping higher sports education institutions with intersectional, innovative, and inclusive gender equality plans” the project (No. 101094529), under the HORIZON-WIDERA-2022-ERA-01 call, is funded by the European Commission and runs from April 1, 2023, to September 30, 2025.

The transformation of existent institutional GEPs into 4I-GEPs was pursued through the co-design and implementation of individual roadmaps, tailored to the needs of each implementing organisation (IO). The roadmap is a strategic and dynamic plan, crafted to coordinate efforts towards institutional change under a common vision. This plan outlined, in a comprehensive and systematic manner, the structure and overall execution of the designed interventions. Developed under SUPPORTER Project the roadmap aimed to optimise the available resources, increase the impact of the activities and effectively mitigate foreseeable risks to the implementation plan.

GA1 – Raising awareness on gender equality and on the role of GEP in the promotion of a gender-inclusive culture with the University;

GA2 – Development of a communication strategy for external stakeholder engagement;

GA3 – Setting up a GE Committee at institutional/faculty level;

GA4 – Raising Awareness on gender inequalities in the sports environments;

GA5 – Establishing a gender audit and monitoring mechanism;

GA6 – Establishing internal structures and procedures for GBV prevention and treatment within the institution;

GA7 – Raising awareness on GBV and sexual harassment in sports environment with internal and external stakeholders.

Was developed the action plan on gender equality in the higher education institution in Moldova was approved, an instrument of change (Gender Equality Plan – PEG). The plan was developed by a SUPPORTER team empowered at the institutional level. Transmission of the action plan to all institutional structures in a transparency procedure and in order to receive proposals for changes/adjustments. Approval of the action plan by the higher management body at the institutional level (University Senate). Implementation of the PEG and carrying out actions to raise awareness and expand the network to interested third parties. Was monitoring and evaluating progress in this direction.

Gender equality was promoted at the level of higher education institutions in Moldova through sports activities. Inter-university sports activities were organized, the main purpose of which was to promote gender equality. The protection of women was ensured within these competitive activities: concrete improvement measures were established in this direction. The share of women participating and promoted in such activities was established and their role in educating the younger generation through sports was specified. Actions to eradicate gender violence within sports activities and competitions were formulated. Gender equality was promoted at the level of higher education institutions in Moldova through activities. The topic of gender equality was integrated into the contents of scientific research of teachers, students and specialists in the field of physical culture and sports. Round tables, informative and methodological seminars were organized and held to promote gender equality in the field of sports. To plan the organization of scientific conferences with international inter-university participation under the title "Gender equality, an instrument of change in higher education institutions"

The **GEP 2025 – 2027** aims to eliminate gender imbalances and barriers, ensuring equal opportunities for all individuals in the fields of physical education and sport. In pursuit of excellence in these fields, the University is committed to fostering an inclusive environment, promoting diversity and inclusion in physical education and sports, based on the principle of gender equality.

1. COLLECTED DATA on gender differences and inequalities:

The number of women employed in IEFS is 210 out of a total of 352 employees, representing a percentage of approx. **60% (in 2024)**, and in **2025** is decreasing, respectively at a number of 184 employees, their share is approx. **56%** out of the total number of 328. The scientific-teaching staff is represented by a number of 68 persons, respectively a percentage of 19.3% in 2024, and in 2025 by 60 female persons, respectively 32.6%. The share of women in the auxiliary staff is 34.65% in 2025, and 62% in 2022.

The share of women involved in the decision-making process at the level of IEFS – **5.68% in 2024; 5.69% in 2025**. Since implementation of activities from Roadmap the women more represented at the institutional level in the decision-making process.

The share of women involved in research projects at the institutional level is approx. **50%**.

Share of women among IEFS students:

- **Cycle I**

2023-2024 – 463 female students, representing **28.2%** of the total number of students (**1,645**) at the institution

2024-2025 – 414 female students, representing **30.09%** of the total number of **1,376** students

- **Cycle II**

2023-2024 – 149 female students, representing **36.3%** of the total number of **410** students

2024-2025 – 120 female students, representing **35.5%** of the total number of **338** students

- **Cycle III**

2023-2024 – 21 female students, representing **32.82%** of the total number of **64** students

2024-2025 – 20 female students, representing **33.90%** of the total number of **59** students

DEPARTMENT OF PROFESSIONAL CONTINUOUS TRAINING PCT COURSES

2023 – 2024 – 163 female trainees, representing **31.7%** of the total number of **515** trainees

2024 – 2025 – 83 female trainees, representing **26.1%** of the total number of **515** trainees

SHARE OF WOMEN PARTICIPATING IN IEFS ACCREDITED CONTINUING PROFESSIONAL TRAINING PROGRAMS:

2023 – 2024 – 163 female trainees, representing **31.7%** of the total number of **515** trainees

2024 – 2025 – 83 female trainees, representing **26.1%** of the total number of **515** trainees

2. The adoption of a Gender Equality Plan for IEFS. Running from June 2025 to December 2027

2.1. The present Gender Equality Plan aims to eliminate identified gender imbalances and barriers, ensuring equal opportunities for all individuals in the fields of physical education and sport. In pursuit of excellence in these fields, the University is committed to fostering an inclusive environment, promoting diversity and inclusion in physical education and sports, based on the principle of gender equality. To this end, this GEP is developing actions related to awareness raising of the importance of gender equality in

our University (for both staff and students), capacity building of key actors in relation to the implementation of this plan (e.g. members of the gender equality committee), strengthen the collection of data on career development to identify potential mechanisms that can indirectly create unequal opportunities (e.g. gender bias in selection processes), gender-based violence mechanisms around the 7Ps (prevalence, prevention, protection, prosecution, partnership, provision of services, policy) starting with implementing the new protocol and monitor its effectiveness, gender in research by developing synergies with other universities and researchers, collecting good practices and organise dissemination events and promoting the participation of women in sport at all levels of the institution (e.g. mixt team competitions).

The **Gender Equality Plan** is a tool that, on one hand, reiterates some of the core values that govern the institution—such as equality, inclusion, diversity, and transparency-and, on the other hand, proactively addresses challenges to ensure the principles of gender equality are upheld in all institutional processes and practices. Promoting gender equality is an essential action for accelerating the sustainable development of the university, eliminating discriminatory practices, poverty, and inequality, as well as ensuring the full and effective participation of women in decision-making processes. To ensure that the GEP is well known, actions will be taken to disseminate it widely both internally and externally.

The adoption of this **GEP** necessitate to systematically monitor actions implemented and evaluate results of this in view of contributing to improved gender equality within IEFS.



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IEFS GENDER EQUALITY PLAN

2025 – 2027

Specific objectives	Priority actions	Responsible	Target	Completion period (term)
I. RAISING AWARENESS OF THE IMPORTANCE OF PROMOTING GENDER EQUALITY	Action 1. Completion <i>IEFS Code of Ethics</i> with regulations on gender equality in the academic community (promotion, respect and elimination of inequalities on women). Promoting mutual respect and ensuring equal opportunities for employees. The amendment of internal documents with regulations concerning gender equality, as well as mutual respect and the assurance of equal opportunities for all employees within the State University from Moldova (Institute of Physical Education and Sport).	Ethics Commission	Formal approval of documents. GE improvement measures in the university	September – October 2025
	Action 2. Organise raising awareness of the importance of promoting gender equality in the academic community of IEFS (students and staff).	Ethics Commission GE Committee	Organizing actions and activities to promote gender equality at IEFS level, including other external partners. Target 1. Have a training module integrated in the activities for new students at the start of each academic year.	May – June 2025

	<p>Action 3. The implementation of the Gender action plan regarding gender equality in the institution, change tool (Gender equality Plan – PEG):</p> <p>3.1. Elaboration of the plan by a person/team empowered at the institutional level whose composition should predominantly consist of women.</p> <p>3.2. Sharing action plan to all institutional structures in a transparency procedure and for the purpose of receiving proposals for changes/adjustments</p> <p>3.3. Approval of the action plan by the higher management body at institutional level (University Senate).</p> <p>3.4. Implementation of the PEG and actions to raise awareness and expand the network to interested third parties</p> <p>3.5. Monitoring and evaluating progress in this direction.</p>		<p>Target 2. Have regular training and information sessions for staff on gender equality and gender-based violence</p> <p>Target 3. A specific session of the website is dedicated to the GEP, its implementing activities and monitoring mechanisms</p>	<p>January 2026 – Mai 2027</p>
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	<p>2.2. Ensuring the protection of women in these competitive activities: concrete improvement measures established in this direction.</p> <p>2.3. Establishing the share of women participating and promoted in such activities and concretizing their role in educating the young generation through sports.</p> <p>2.4. Formulating actions to eradicate gender violence in sports activities and competitions.</p> <p>3. Human Resources – implementing periodic measures for promotion, awareness, and raising consciousness among employees about the following values:</p> <p>3.1. Development and approval of system procedures at institutional level.</p> <p>3.2. Inclusion – promoting an inclusive culture based on respect for dignity, equality, diversity, and the eradication of stereotypes, discrimination, harassment, and violence (in any form).</p> <p>3.3. Diversity – promoting mutual respect and creating an environment that integrates cultural, religious, ideological, and gender</p>	<p>The vice-rector for science and quality</p> <p>Quality Department</p> <p>Human Resources Department</p> <p>GE Committee</p> <p>Study Department</p> <p>Human Resources Department</p>	<p>At list one annual organised promotional actions</p> <p>A 40% of women increase in the pool of employees prepared to advance into leadership positions.</p> <p>Improving time management skills for more than 60% of employees returning from parental leave</p>	<p>November 2025 – January 2027</p> <p>September 2025 – April 2027</p> <p>January 2025 – December 2026</p>
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	<p>protecting freedom of expression; promoting a sustainable work environment.</p> <p>3.9. Personal Development – supporting the achievement of individual potential through the promotion of personalized measures.</p>	Human Resources Department	Academic staff	September 2025 – December 2027
<p>III.PROMOTING GENDER EQUALITY IN THE DECISION-MAKING PROCESS AT THE INSTITUTIONAL LEVEL</p> <p>PROMOTION OF PERFORMANCE ATHLETES IN SPORTS ACTIVITY AND</p>	<p>Action 1. Implementation of the policy to promote gender equality in decision-making at the institutional level.</p> <p>Action 2. Promoting gender equality at the level of higher education institutions in Moldova through activities:</p> <p>2.1. The integration of the topic with reference to gender equality in the contents of the scientific research of teachers, students</p>	<p>Rector</p> <p>Vice-rector</p> <p>IEFS Deanships</p>	<p>Elaboration and approval of the policy for the promotion of gender equality in decision-making at the institutional level.</p> <p>Development and approval of quantitative and qualitative</p>	September 2025

<p>SCIENTIFIC ACTIVITY OF THE UNIVERSITY</p>	<p>and specialists in the field of physical culture and sports.</p> <p>2.2. Organization and holding of a scientific conference with international inter-university participation with the title "Gender equality, tool of change in higher education institutions".</p> <p>2.3. Establishing a database of action plans regarding gender equality in higher education institutions in the country and abroad and promoting good practices in the field.</p> <p>The methodology approached in the research:</p> <ul style="list-style-type: none"> ● Analysis of specialized literature; ● SWOT Analysis; ● Graphical method - establishing the project schedule using the critical path method; ● The observation; ● The sociological questionnaire; ● The interview. <p>Action 3. Strengthening leadership among women.</p> <p>Action 4: Ensuring Gender Balance in Decision-Making and Management Structures</p> <p>4.1. Promoting the principle of gender equality in institutional practices, processes,</p>	<p>Rector</p> <p>Vice-rector</p> <p>Deanships</p> <p>GE Committee</p> <p>GE Committee</p>	<p>indicators, regulations and evaluation forms.</p> <p>Annual analysis reports with the establishment of improvement measures in this direction.</p> <p>Academic staff</p> <p>Decision makers</p>	<p>December 2025 – December 2027</p> <p>September 2025 – December 2027</p>
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	<p>and culture. Gender equality in recruitment and career advancement.</p> <p>Action 5: Increasing Awareness of Gender Equality Issues and Strengthening Positive Attitudes Toward Inclusion and Diversity</p> <p>5.1. Preventing all forms of violence and/or moral or psychological harassment based on gender, including sexual harassment. Implementing, monitoring, and evaluating the progress of actions identified.</p>	<p>Quality Department</p> <p>Human Resources Department</p>	Students and academic staff	September 2025 – December 2027
<p>IV. PROMOTING AN INCLUSIVE ORGANISATIONAL CULTURE THROUGH WORK-LIFE BALANCE OF ALL STAFF, TRANSPARENT AND EQUAL CAREER DEVELOPMENT, AND ADDRESSING GENDER BASED-VIOLENCE</p>	<p>Action 1. Institutional development of the system of values, symbols, beliefs, aspirations, expectations, ways of thinking and behaviour accepted by community members as a common basis for action.</p> <p>Action 2. Ensuring transparency in the process of selection and promotion of employed all categories of personnel (administrative and teaching staff).</p> <p>Action 3. Developing communication and awareness regarding gender equality by systematizing activities at the institutional level.</p> <p>Action 4. Increasing the level of awareness within the institution regarding any possible</p>	<p>Rector</p> <p>Vice-rector</p> <p>Deanships</p> <p>The academic community</p> <p>Deanships</p>	All categories of staff	<p>June 2026</p> <p>November 2025 – September 2027</p>

	<p>form of discrimination that may occur during the instructional-didactic process.</p> <p>Action 5. Improving institutional commitment to gender equality.</p> <p>Action 6. Better communication of measures on gender-sensitive employment procedures.</p> <p>Action 7: Informing Employees and Increasing Awareness Regarding Sexual and Moral Harassment, Recognizing Abuse, and Identifying and Differentiating Methods, Defining Boundaries and Concepts.</p> <p>7.1. Institutional Communication - One of the objectives of human resources management programs will be based on developing communication and increasing awareness regarding gender equality. This will focus on raising the level of awareness within the institution about any potential forms of discrimination that may arise during task execution.</p> <p>7.2. Favourable Working Conditions - Creating opportunities for reconciling family life with work responsibilities. Encouraging the organization of meetings outside of work to foster connections between families and</p>	<p>The academic community</p> <p>GE Committee</p>	<p>All categories of staff</p> <p>All categories of staff</p>	<p>September 2025 – December 2027</p> <p>September 2025 – September 2027</p>
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	<p>the institutional implementation of gender equality.</p> <p>Action 10. To elaborate the Regulation of the GE Committee (IEFS) along with Senate.</p> <p>Action 11. To provide support to the teaching staff during the implementation of gender equality within IEFS.</p>	GE Committee	All categories of staff	September 2025 – September 2027
V. PROMOTING GENDER EQUALITY IN RESEARCH, IN THE SCIENTIFIC COMMUNITY AND SPORTS COMMUNITY	<p>Action 1. Organization of a Women's Community (WC) at the institutional level to facilitate the exchange of experiences for the development of knowledge and the strengthening of know-how capacities for gender equality in sport.</p> <p>Action 2. Completing the IEFS website with information on women's involvement in sponsorship or entrepreneurship in sports.</p> <p>Action 3. Organization and conduct of scientific events, round tables with the theme of gender equality among the professional scientific community.</p> <p>Action 4. Development of an informative kit with specific instructions on ways to avoid gender discrimination and the recognition and prevention of stereotypes in the instructional-educational process.</p>	<p>The vice-rector for science and quality</p> <p>Scientific Research Centre in IEFS</p> <p>Deanships</p> <p>The academic community</p>	<p>Completing the Strategic Scientific Research Plan approved at the institution level with the involvement of women in planned research. Stakeholders involved.</p> <p>Participation and promotion of women employed at the IEFS level in the Professional and Individual Development Program (trainings).</p> <p>Creation of a database in this sense reflecting the number of women involved.</p>	<p>September – December 2025</p> <p>September 2025 – December 2027</p> <p>September 2025 – December 2027</p> <p>September – December 2025</p>

	<p>Action 5. Organizing a training with the experts and the Human Resources Department to present them with the measures proposed in the information kit.</p> <p>Action 6. Adoption of communication protocols that respect the principles of gender equality and inclusive and non-discriminatory language.</p> <p>Action 7. Organization of Training for employees on the recognition of discriminatory language and non-discriminatory language tools.</p> <p>Action 8. Improving internal and external institutional communication skills.</p> <p>Action 9. Development of the first version (draft) of the information kit.</p>	GE Committee	Scientific events planned and carried out	February 2027
<p>V. CONTINUOUS TRAINING AND IMAGE DEVELOPMENT OF WOMEN IN SUPES, WOMEN IN STATE SPORTS INSTITUTIONS AND AT LEADERSHIP LEVEL IN THE FIELD OF SPORTS OF THE REPUBLIC OF MOLDOVA</p>	<p>Action 1. Creation of a digital database (photos, videos, actions) in order to develop institutional references.</p> <p>Action 2. Accumulation of data, photos, video, actions taken.</p> <p>Action 3. Publication of GE-themed papers.</p> <p>Action 4. Elaboration of a work with the title <i>"Gender Equality in the IEFS community"</i>.</p>	<p>Department of Continuing Professional Training</p> <p>Scientific Research Center in IEFS</p> <p>GE Committee</p>	<p>Academic staff</p>	<p>2025 – 2027</p> <p>2026</p> <p>2026 – 2027</p>