



## **SYRIAN FORUM USA (SFUSA)**

### **Gender Equality Plan (GEP)**

**Effective Date:** 01.01.2026

**Approved by:** Ammar Kahf - Treasurer

## **1. Introduction and Commitment**

Syrian Forum USA (SFUSA) is committed to promoting gender equality, inclusion, dignity, and equal opportunity throughout its governance, workplace practices, partnerships, programs, and organizational decision-making.

This Gender Equality Plan (GEP) establishes SFUSA's institutional framework for advancing gender equality and preventing discrimination and gender-based violence. It supports SFUSA's broader commitment to empowerment, integrity and accountability, inclusivity and diversity, sustainability, good governance, and collaboration.

SFUSA recognizes that gender equality requires continuous institutional commitment, measurable actions, appropriate resources, monitoring, and accountability. The organization therefore commits to integrating gender equality considerations into organizational policies, human resource practices, programming, partnerships, and decision-making.

## **2. Objectives**

The Gender Equality Plan aims to:

- Promote equal opportunities and non-discrimination within SFUSA.
- Strengthen gender balance and inclusive participation in leadership and decision-making.
- Ensure fair and gender-responsive recruitment, professional development, and career progression.
- Promote a workplace culture that supports dignity, inclusion, and work-life balance.
- Prevent and appropriately respond to sexual harassment, exploitation, abuse, and other forms of gender-based violence.
- Integrate gender considerations into programs, research, education, and organizational activities where relevant.



- Strengthen gender-disaggregated data collection, monitoring, and institutional learning.
- Increase awareness and organizational capacity on gender equality and unconscious gender bias.

### **3. Governance, Publication and Institutional Accountability**

This Gender Equality Plan is a formal institutional document approved by SFUSA's senior management and/or Board of Directors.

Following formal approval, SFUSA will make the current version of the GEP publicly available through its institutional website or other appropriate official public platform.

Senior management holds overall responsibility for ensuring institutional commitment to the Plan, while designated staff will coordinate implementation, monitoring, reporting, and periodic review.

The GEP will be reviewed at least every two years and updated as necessary based on monitoring findings, organizational developments, lessons learned, and emerging good practices.

### **4. Dedicated Resources and Responsibilities**

SFUSA commits appropriate human and organizational resources to the implementation of this Gender Equality Plan.

A designated **Gender Equality Focal Point and/or responsible organizational function** will coordinate implementation of the GEP with relevant departments and senior management.

Responsibilities will include:

- Coordinating implementation of GEP actions.
- Supporting gender-responsive organizational practices.
- Coordinating awareness and training activities.
- Supporting collection and analysis of gender-disaggregated data.
- Monitoring progress against GEP indicators.
- Identifying gaps and recommending corrective measures.
- Preparing periodic progress updates for senior management.



SFUSA will allocate reasonable financial and operational resources for GEP implementation through relevant organizational and program budgets, including resources for training, awareness raising, monitoring, and technical expertise where required.

External gender expertise may be engaged when specialized technical support is necessary.

## **5. Data Collection, Monitoring and Reporting**

SFUSA will strengthen systematic collection and monitoring of sex/gender-disaggregated organizational data, while respecting applicable data protection and confidentiality requirements.

Relevant data may include:

- Overall workforce composition by gender.
- Recruitment and selection data.
- Leadership and decision-making positions.
- Participation in professional development and training.
- Career progression, where applicable.
- Staff turnover.
- Participation in organizational and program activities where relevant.

Gender equality indicators will be periodically reviewed to identify trends, gaps, and areas requiring institutional action.

Progress against this GEP will be assessed regularly, with a formal review and reporting process conducted at least once every two years. Findings will inform revisions to objectives, actions, and institutional priorities.

## **6. Training and Awareness Raising**

SFUSA will promote awareness and institutional capacity on gender equality among both staff and decision-makers.

Training and awareness activities will address topics such as:

- Gender equality and inclusion.
- Unconscious gender bias.
- Gender-sensitive communication.
- Equal opportunity and non-discrimination.



- Prevention of sexual harassment and gender-based violence.
- Safeguarding and PSEA.
- Gender-responsive programming and decision-making, where relevant.

Training opportunities will target staff as well as management and organizational decision-makers. Participation and training records will be maintained as evidence of implementation.

## **7. Work-Life Balance and Organizational Culture**

SFUSA seeks to foster an inclusive organizational culture in which employees can participate and progress regardless of gender or family responsibilities.

SFUSA will:

- Promote respectful and inclusive workplace practices.
- Encourage reasonable work-life balance arrangements in accordance with organizational policies and applicable law.
- Promote equitable participation in organizational activities and opportunities.
- Periodically assess organizational culture and identify gender-related barriers.
- Promote an environment free from discrimination, harassment, intimidation, and retaliation.

## **8. Gender Balance in Leadership and Decision-Making**

SFUSA recognizes the importance of diverse and inclusive leadership.

The organization will:

- Monitor gender representation within leadership and decision-making structures.
- Encourage equitable participation in committees, working groups, and institutional decision-making.
- Identify barriers to women's participation in leadership.
- Promote professional development and leadership opportunities based on transparent and merit-based criteria.
- Review gender representation periodically and take appropriate measures where significant gaps are identified.

## **9. Gender Equality in Recruitment and Career Progression**



SFUSA is committed to fair, transparent, merit-based, and non-discriminatory recruitment and professional development.

Measures include:

- Using inclusive and non-discriminatory vacancy announcements.
- Applying transparent recruitment and selection criteria.
- Promoting gender-balanced candidate pools where feasible.
- Providing equal access to professional development and training opportunities.
- Monitoring recruitment and career development data by gender.
- Ensuring employment decisions are based on qualifications, competencies, performance, and organizational requirements rather than gender.

## **10. Gender Dimension in Programs, Research and Education**

Where relevant to its mandate and activities, SFUSA will integrate gender considerations throughout the program cycle, including needs assessment, design, implementation, monitoring, evaluation, learning, and reporting.

This may include:

- Conducting gender-sensitive needs assessments.
- Identifying gender-specific barriers and vulnerabilities.
- Promoting meaningful participation of women and girls.
- Collecting sex- and age-disaggregated data where appropriate.
- Developing gender-sensitive indicators.
- Considering differential impacts of interventions on women, men, girls, and boys.
- Integrating gender considerations into research, educational content, assessments, and knowledge products where relevant.

## **11. Prevention of Gender-Based Violence and Sexual Harassment**

SFUSA maintains zero tolerance for sexual exploitation, abuse, harassment, and other forms of gender-based violence within its operations.

SFUSA will maintain appropriate institutional measures to:



|                |                                                  |                                                     |                                       |                        |
|----------------|--------------------------------------------------|-----------------------------------------------------|---------------------------------------|------------------------|
| Programming    | Integrate gender considerations where relevant   | Proposals, reports and MEAL data                    | Program Teams                         | Ongoing                |
| GBV/Harassment | Maintain prevention and reporting mechanisms     | Policies, reporting mechanisms and training records | Management / Safeguarding Focal Point | Ongoing                |
| Review         | Update GEP based on findings and lessons learned | Revised GEP                                         | Senior Management / Board             | At least every 2 years |

### 13. Review and Continuous Improvement

SFUSA recognizes gender equality as an ongoing institutional process. Implementation of this GEP will therefore be periodically assessed, and corrective or additional measures will be introduced where monitoring identifies gaps.

Feedback from staff, management, relevant stakeholders, and implementation experience will inform future revisions of the Plan.

The GEP will undergo a formal review at least every two years to ensure continued relevance, effectiveness, and alignment with SFUSA's organizational development and gender equality commitments.

### 14. Approval

This Gender Equality Plan is formally adopted by Syrian Forum USA and demonstrates the organization's commitment to advancing gender equality through institutional action, dedicated responsibility, monitoring, training, and continuous improvement.

**Approved by:**

Name: Ammar Kahf

Title: Treasurer

Date: 02.01.2026

Signature: 