



ACTION PLAN POSTOJNAFEMACT-Cities Integrated Action Plan2025

Municipality of PostojnaURBACT IV
Programme



URBACT



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Section 1

1. INTRODUCTION

Gender equality is essential for fair treatment and equal opportunities, fostering a just society where everyone can reach their potential, ultimately benefiting all. While Slovenia ranks high in global gender equality indices, challenges persist, including unequal representation in decision-making and ongoing gender-based violence.

The Municipality of Postojna participates in the European URBACT IV project, Femact-Cities, to promote gender equality through initiatives addressing employment discrimination, balanced representation in public bodies, and breaking down gender stereotypes. Despite progress, significant gaps remain, particularly in unpaid care work, women's underrepresentation in leadership, and gender-based violence.

Slovenia's progressive legal framework, including the Act on Equal Opportunities for Women and Men (2012), provides a foundation for equality. However, achieving true gender equality requires societal and cultural changes beyond legal measures. The National Programme for Equal Opportunities for Women and Men (2020) targets economic independence, work-life balance, and gender equality in decision-making.

Under the URBACT framework, the Integrated Action Plan aims to create sustainable, inclusive urban strategies with local stakeholder involvement. The objectives include:

- Eliminating gender discrimination in employment.
- Ensuring balanced representation in municipal bodies and public institutions.
- Integrating gender equality into local policies.
- Challenging traditional gender roles and stereotypes.
- Preventing sexual and other forms of violence.

Achieving these goals involves removing systemic barriers to equality through complementary approaches: gender mainstreaming in policies and specific measures like positive discrimination or quotas.

Best practices from the URBACT network guide this work. Examples include Celje's (SI) Genderedlandscape project, Umeå's (SE) gender equality leadership, Trikala's (GR) urban safety for women, and Vienna's (AT) pioneering Women's Office, active since 1992. These examples offer valuable insights into integrating gender equality into urban policies and actions.



Photo: A. Dolenc



2. POLICY CHALLENGE & FOCUS ON GENDER EQUALITY

2.1. Focus of the IAP

According to the URBACT guidelines, an Integrated Action Plan (IAP) is a key outcome of URBACT projects, designed to help cities implement sustainable and inclusive urban development strategies.

The Municipality of Postojna's vision for gender equality aims to tackle persistent inequalities in representation, economic independence, violence prevention, and societal norms. The strategy identifies key local needs such as high rates of gender-based violence, underrepresentation of women in leadership, economic and employment disparities, challenges in reconciling work and family life, and entrenched gender stereotypes. These challenges will be addressed through inclusive policymaking, educational initiatives, stakeholder collaboration, and targeted support programs. The strategic goals provide a focused framework to implement long-term systemic change and ensure equal rights, opportunities, and safety for all genders within the community.

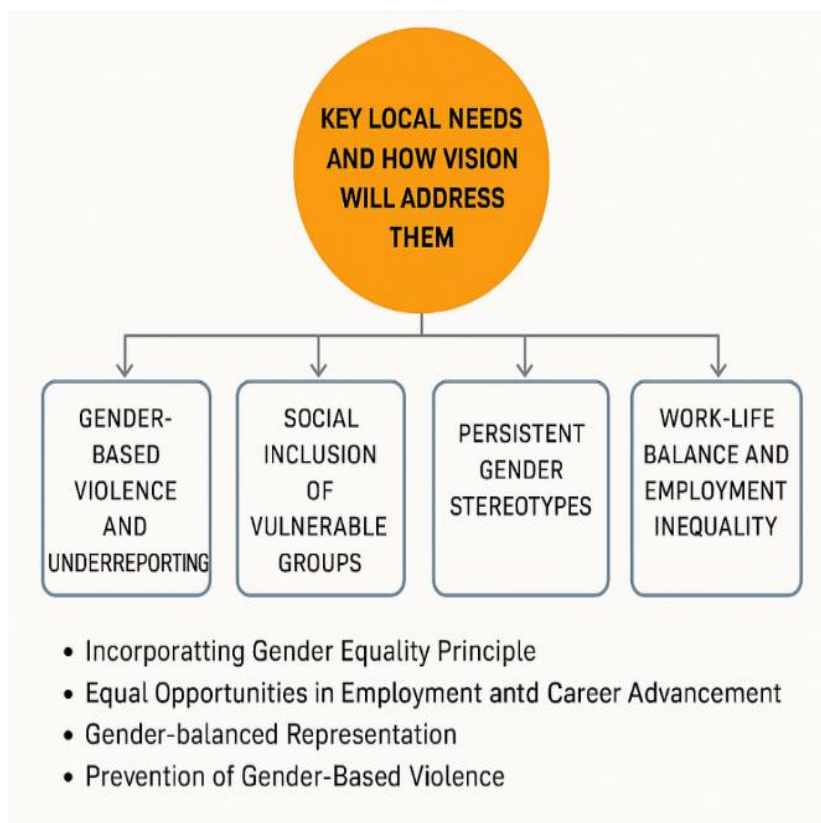


Diagram 1: Key Local Needs and How the Vision Will Address Them

3. BACKGROUND INFORMATION

3.1. Location and territorial context

The Municipality of Postojna is located in the southwestern part of Slovenia, at the intersection of the coastal and inland regions, on the northern side of the Pivka Basin, and is part of the Primorsko-notranjska statistical region. Due to its favorable transportation routes and location between Ljubljana, Trieste, Gorizia, and Rijeka, it has historically been an administrative and economic center of the Inner Carniola region.

The entire municipality lies within the karst region, rich in nature and cultural heritage. Economically, it is primarily focused on tourism and related industries. Over 70% of the municipality is covered by forest, and the agricultural land is not of particularly high quality. It's known for its historical significance, as well as its proximity to the famous Postojna Cave, one of the largest and most visited cave systems in Europe. The town serves as a cultural and economic center for the surrounding area.

3.2. Demographic and employment statistics

In the middle of 2022 about 16,920 people (about 8,670 men and 8,250 women) were living in the municipality.

The average age of people in Postojna was 42.7 years (national average is 43.9). The number of old people was higher than the number of young people: there were 119 people, aged 65 or more, per 100 people aged 0–14. This ratio shows that the value of the ageing index was lower than the national average of 142. Data by sex show that in Postojna the ageing index for women (138) was higher than the ageing index for men (102).

The net migration per 1,000 population in the municipality was positive, it was 31,1. This ranks them 8th in Slovenia. In terms of the number of immigrants from abroad per 1,000 residents, the Municipality of Postojna ranks 1st with 34,3 (Slovenian average is 16,0). All together in Postojna 600 people migrated to Postojna (499 men and 106 women). Although women make up only a fifth of the total, integration is a greater challenge for them than for men.

Among people aged 15–64 (i.e. working age population) about 74% were persons in employment (i.e. persons in paid employment or self-employed persons), which is more than the national average (69%). 42% of the employed persons are women and 58% are men. For Slovenia the percentage of women in employment is a bit higher (45%).



Foto: Guliverimage

In Postojna, average monthly gross earnings per person employed by legal persons (1.224,63) were about 9% lower than the annual average of monthly earnings for Slovenia (1.318,64); net earnings

were about 7% lower. In Postojna and also in Slovenia the gross earnings for men is higher than then of women:

Monthly gross earning EUR	Postojna	Slovenia
MEN	2.271.24	2.251,44
WOMEN	2.077,76	2.025,47

The data on unequal pay between men and women is concerning, especially when considering the information on education levels by gender. The number of women with higher education – (post-secondary and tertiary) is significantly higher than that of men, both at the municipal level in Postojna and at the national level in Slovenia. In the municipality, 1,651 women and 1,155 men have reached 6. or higher education levels (Slovenia: 204,331 women and 139,371 men). Source: <https://www.stat.si/statweb>

3.3. Strategies and policies on gender equality in Slovenia

Slovenia promotes gender equality by aligning with key European and international frameworks. At the EU level, it follows the Gender Equality Strategy 2020–2025, the Gender Action Plan (GAP III), and Agenda 1325 on Women, Peace, and Security. Globally, Slovenia upholds the Beijing Platform for Action, CEDAW, the 2030 Agenda for Sustainable Development, and ILO Convention No. 190, as well as the Council of Europe’s Gender Equality Strategy and the Istanbul Convention. Nationally, these commitments are implemented through the Resolution on the National Programme for Equal Opportunities for Women and Men 2023–2030 (ReNPEMŽM23–30), mandated by the Equal Opportunities for Women and Men Act (ZEMŽM). Gender equality is also protected in the Constitution and anti-discrimination laws. This comprehensive framework supports coordinated national and local measures, including the IAP of Postojna, which adapts these principles to municipal needs.

3.4. Roles and responsibilities of institutions in Slovenija

In Slovenia, the Ministry of Labour, Family, Social Affairs, and Equal Opportunities (MDDSZ) is the key institution for gender equality, assuming this role after the closure of the former Office for Equal Opportunities in 2012. The MDDSZ implements the National Programme for Equal Opportunities (ReNPEMŽM23–30), monitors gender-related developments, proposes legislation, coordinates gender mainstreaming, and prepares international reports. It also cooperates with and co-finances NGOs. Within the ministry, the Expert Council for Gender Equality provides advisory support and policy recommendations. Other ministries contribute through designated coordinators and expert bodies—for example, the Ministry of the Interior’s gender mainstreaming group and the Ministry of Higher Education’s commission for gender-balanced representation in science. At the local level, some municipalities appoint equal opportunities coordinators, though few have formal action plans. Civil society remains an essential partner through research, advocacy, and innovative practices. Overall, this multi-level framework reflects Slovenia’s commitment to promoting gender equality through legislation, coordination, and collaboration.

4. POLICY CHALLENGES IN POSTOJNA BASED ON RECENT DATA

The Municipality of Postojna struggles with gender inequalities that limit equal participation and opportunities. Women remain underrepresented in political, business, and governance leadership, while traditional gender roles perpetuate disparities in unpaid labor and career advancement. Gender-based violence and discrimination persist, often unreported due to inadequate support services and a culture of silence. Limited education on gender equality and low awareness among institutions and residents exacerbate these issues. Addressing these challenges requires focused efforts to promote inclusion, combat stereotypes, and ensure equal representation and access for all.

The municipality of Postojna is actively working on gender equality and reconciliation of work and family life. The base study for the definition of actions are the following situation overview and the challenges in each area:

I. Decision-making processes

The Municipality of Postojna strives to ensure transparency and equal participation of women and men in decision-making processes. This includes the inclusion of women in various working bodies and authorities.

The Municipal Council of the Municipality of Postojna for the 2022-2026 term has 23 members. There are 12 men and 11 women. In the 2018-2022 term of office, there were 12 women. In the 2014-2018 mandate, 9 women and in the 2010-2014 mandate 6 women.

There are still more men than women on most boards and commissions.

Table: Representation of men and women in local boards and commissions.

	Women	Men
Municipal Electoral Commission	3	5
Commission on Mandate Issues, Elections and Appointments	2	5
Supervisory Committee	2	5
Council for Road Traffic Prevention and Education	4	5
Social Activities Committee	5	2
Statutory Law Commission	6	1
Committee on the economy, agriculture, tourism and finance	1	6
Environment and spatial planning committee	3	4
SUM	26	33

The Statutory and Legal Affairs Commission has the highest number of women, with 6, followed by the Council for Road Traffic Prevention and Education, with 4 women.

The lowest number of women is on the Committee on the Economy, Agriculture, Tourism and Finance, where there is only 1 woman. There are also few women on the Commission on Mandate Issues, Elections and Appointments, where there are 2.

Gender Imbalance in Representation: While there has been progress over time (e.g., from 6 women in 2010-2014 to 11 in 2022-2026), there is still a gender imbalance in key decision-making bodies. Men continue to hold more positions in most boards and commissions, which indicates that the municipality is not fully achieving equal representation of women and men in political and administrative bodies. This undermines the principle of equal participation in governance.

Potential Impact on Policy Representation: The lack of gender balance in decision-making bodies can result in policies that do not fully reflect the needs or interests of both men and women. For example, women may have different concerns or priorities, such as gender-based violence, child care, or equal pay, which may not be adequately addressed if there are insufficient female voices in decision-making.

II. Economic independence

Slovenia has a long tradition of high female employment, with women making up nearly half of the workforce and working full-time at similar rates as men. Despite higher levels of education, women continue to face lower-paying jobs, limited career advancement, and gender-based discrimination. Strong gender segregation persists in many sectors, and men still dominate top leadership roles. In 2024, Slovenia elected its first female president on International Women's Day, although the country has never had a female prime minister.

To improve gender balance in leadership, the National Assembly adopted the ZGD-1M law in November 2024, aligned with EU directives. Nevertheless, current data shows women hold only 21.8% of management positions and 28% of supervisory roles, while more than half of companies do not meet gender diversity targets—and some have no women in leadership at all.

According to SURS, the Municipality of Postojna has 8,152 employed persons, of whom 42% are women and 58% are men (compared to 45% women nationally). As of 31 December 2023, Postojna's registered unemployment rate is 3.7% overall, but higher for women at 4.4%.

Postojna's main challenges in economic independence and gender equality include women's higher unemployment rate, fewer career advancement opportunities, and persistent gender segregation across sectors. These issues mirror national trends, where leadership roles remain male-dominated despite legislative efforts such as ZGD-1M. The municipality's action plans on Equal Opportunities in Employment and Career Advancement aim to reduce these disparities and strengthen gender equality in the local workforce.

III. Women and men represented in municipal public institutions

The table below shows the gender representation in municipal public institutions as at 10.4.2024

INSTITUTE	TOTAL NR. OF EMPLOYEES	F	M	Gender of manager (M/F)
MUNICIPALITY OF POSTOJNA	47	32	15	M mayor, F director
COMMON MANAGEMENT OFFICE OF THE MUNICIPALITIES POSTOJNA CERKNICA, PIVKA, LOŠKA DOLINA IN BLOKE	20	10	10	F
DR F. AMBROŽIČ POSTOJNA HEALTH CENTRE	157	124	33	F
KARST PHARMACIES ILIRSKA BISTRICA	70	65	5	F
POSTOJNA MUSIC SCHOOL	31	18	13	M
PRESTRANEK PRIMARY SCHOOL	53	47	6	F
BEN ZUPANČIČ LIBRARY POSTOJNA	16	13	3	M
ANTON GLOBOČNIK PRIMARY SCHOOL	128	115	13	F
MIROSLAV VILHAR PRIMARY SCHOOL	132	118	14	M
KINDERGARTEN POSTOJNA	141	129	12	F
*KNOWLEDGE INSTITUTE OF POSTOJNA	46	32	14	F

According to the recent data, the percentage of women managers in Postojna's public institutions is higher than that of men.

DATA ON THE "KNOWLEDGE INSTITUTE OF POSTOJNA (Public Institute for Adult Education, Sport, Culture and Other Social Activities)", BY ORGANISATIONAL UNIT AND SEX
OU Shared services: 5 women + 1 on maternity leave
OU People's University Postojna: 11 women, 2 men + 1 public worker
OU Notranjski muzej: 6 women + 5 men
Tourism: 2 female + 1 male + 1 female on maternity leave
OU Business Incubator Perspektiva: 3 women + 1 man
OU Sport: 1 woman + 4 men + 1 public worker + 1 public worker

The tables show that most institutions have a higher number of female staff than male staff. There is variability in the gender distribution between the different institutions. The data show that there is a strong representation of female employees in these institutions, which may also be due to the **feminisation of professions in educational institutions**. This imbalance could potentially limit opportunities for diversity and may indicate underlying issues in recruitment, retention, or career advancement that favor one gender over the other. The challenge lies in ensuring equitable representation across all genders in institutions, fostering a more inclusive work environment, and addressing any barriers that may hinder the recruitment or advancement of underrepresented genders. Institutions need to identify and implement strategies that promote a more balanced workforce, encourage equal opportunities for career progression, and eliminate biases in hiring and professional development practices.

The actions in the Action Plan will therefore be based on support for programmes and activities that promote integration into atypical "female" and "male" professions, reducing gender segregation.

IV. *Reconciling work and family and private life*

One of the most important conditions for equal opportunities for women and men in society is the reconciliation of private, family, and professional life. This is reflected in the use and sharing of time, the consideration of private needs in the professional sphere and the reconciliation of the needs of private or family life with the professional activities of women and men. In recent times, we have seen changes in the division of family responsibilities and obligations between women and men, but women still spend more time caring for the household, children, the elderly and other needy family members. The data in the table below also shows, that in the case of divorce, the mother is still the main care provider.

Table: Family typ/Primorsko-Notranjska Region

Primorsko-Notranjska Region (2021)	
Married couple without children	3.903
Married couple with children	5.866
Mother with children	2.354
Father with children	629
Unmarried couple without children	576
Unmarried couple with children	1.575
Same-sex partnership without children	4
Same-sex partnership with children	1
Families - SUM	14.928

The municipality supports balancing work and family life through programmes and services for parents and carers. Under Slovenia's Parental Protection and Family Benefits Act (ZSDP-1), one parent or

guardian caring for a child under three, or at least two children with the youngest under eight, can work part-time for at least half of weekly hours. Both parents may share this right, but total part-time hours cannot exceed 20 per week. Employers pay salaries proportionate to hours worked, while the state covers social security contributions based on maternity benefits, not less than a proportional minimum wage. This benefit is available to all full-time employed parents in Slovenia, including those in Postojna.

In Slovenia as well in Postojna, the use of part-time work benefits due to parenthood is still lower than in some other countries, despite the legal framework and benefits. This is mainly due to challenges: awareness of rights; work culture and expectations; financial and career considerations.

V. Traditional social roles and stereotypes of women and men

Stereotypes of women and men are preconceived ideas that attribute to women and men characteristics and roles that are defined and constrained by their gender. These stereotypes can influence perceptions, expectations and evaluations of women and men. Although the social picture is changing, stereotypes are still present. Some common gender stereotypes include:

Women: They are emotional, tender, and caring. They are better at household tasks such as cooking, cleaning, and looking after children. They are less competitive and less career oriented.

Men: They are strong, courageous, and confident. They are better at technical skills such as repairing and driving a car. They are more competitive and goal oriented.

WOMEN ARE TOO EMOTIONAL, SO THEY ARE NOT CAPABLE OF MAKING SERIOUS BUSINESS DECISIONS



A MOTHER TAKES BETTER CARE OF A CHILD



AS IF A WOMAN KNOWS HOW TO CHANGE A LIGHTBULB!



A WOMAN'S PLACE IS IN THE KITCHEN, A MAN'S PLACE IS IN THE TAVERN



<https://www.gov.si/assets/ministrstva/MDDSZ/Enake-moznosti/Koordinatorstvo/uvodno-srecanje-lokalnih-koordinatoric/Predstavitev-Uvod-v-politiko-enakosti-spolov.pdf>

It is important to understand that these stereotypes do not apply to all individuals and can be limiting. People have different interests, abilities, and preferences, regardless of gender. It is therefore important to be aware of these stereotypes and to try to overcome their limitations.

The municipality is committed to transcending traditional social roles and breaking down stereotypes of women and men. This includes awareness-raising and education in schools and municipalities public institutions.

VI. Social inclusion of vulnerable groups of women and men

Social inclusion of vulnerable groups aims to ensure equal access to social services and opportunities for all, regardless of gender, including the elderly, people with disabilities, the unemployed, and

migrants. The municipality of Postojna, located along a key European transport route, hosts several migrant communities, including a refugee reception center, a community for unaccompanied minors, and a relocated orphanage for Ukrainian children.

Through public institutions and support organizations, Postojna has implemented activities that help migrants integrate into Slovenian society, providing state aid, access to education, and participation in community life. Migrant women face additional barriers due to caregiving roles, gender-based discrimination, higher unemployment, wage gaps, and increased vulnerability to gender-based violence. Rigid gender roles further limit opportunities for both men and women among vulnerable groups.

The municipality strives to ensure the social inclusion of all residents, including vulnerable groups of women and men. Regarding the activities providing social inclusion of migrants, the municipality will focus on providing flexible language learning options for migrant workers and their families, such as pre-recorded lessons and courses during their free time, while also promoting access to education and vocational training. Additionally, fostering cultural exchange through international presentations and creating a centralized information platform for migrants will enhance integration and solidarity.

VII. Preventing violence against women

Violence against women is a serious social problem in Europe, affecting one in three women through physical, sexual, psychological violence, or stalking. Data from the Ministry of Labour, Family, Social Affairs, and Equal Opportunities, collected for the “Love (NOT) Hurts” project, indicate that violence against women and in families is rising, though many cases go unreported due to fear, shame, or distrust of institutions. A 2014 European survey found that nearly one in three women over 15 experienced physical violence, one in ten sexual violence, and one in twenty had been raped; women are also more likely than men to face online sexual harassment. In Slovenia, sexual violence and intimate partner violence are increasing, reflected in a year-on-year rise in femicides—murders specifically targeting women.

Table 1: Crimes committed in the municipality of Postojna in the period 2019-2023, where the victims are men and women (separately)

Sex and Article of Criminal Code/ Year	2019	2020	2021	2022	2023	SUM
Male SUM	20	14	11	13	26	86
115 - Manslaughter	1	1				2
122 - Minor bodily harm	11	7	7	11	16	52
123 - Mayhem		1				1
127 - Threatening with a dangerous object during fight or quarrel	1					1
173 - Sexual assault of a person under the age of fifteen	2				1	3
176 - Displaying, producing, possessing and transmitting pornographic material					1	1
190 - Child protection		2			2	4
191 - Domestic Violence	1	2	1			4
192 - Neglect and abuse of a minor	4	1	3	2	6	16
Female SUM	13	15	19	12	18	77
116 - Murder			1			1
122 - Minor bodily harm	3	7	3		4	17
170 - Rape			1	3	1	5
171 - Sexual violence			1	1	1	3
172 - Sexual abuse of a vulnerable person			1			1

173 - Sexual assault of a person under the age of fifteen	1				2	3
190 - Child protection		3			2	5
191 - Domestic Violence	6	4	10	7	6	33
192 - Neglect and abuse of a minor	3	1	2	1	4	11

Table 2: Crimes committed in the municipality of Postojna in the period 2019-2023, where the victims are persons under 14 years of age

Article of Criminal Code/ Year	2019	2020	2021	2022	2023	SUM
122 - Minor bodily harm		1			1	2
173 - Sexual assault of a person under the age of fifteen	2				2	4
176 - Displaying, producing, possessing and transmitting pornographic material					1	1
190 - Child protection		3				3
191 - Domestic Violence	1					1
192 - Neglect and abuse of a minor	4	2	2	3	9	20
Sum	7	6	2	3	13	31

Between 2019 and 2023, 77 crimes were recorded in Postojna with victims separated by gender. The most common offence for both men and women is Light Bodily Injury. Men are more often involved in minor bodily injury cases, while women are more frequently victims of serious crimes such as murder and sexual violence—a trend also seen nationally. Domestic violence is the most reported crime against women in Postojna, with 33 cases over five years. Female victims also dominate sexual violence categories nationally. Although cases of rape, sexual violence, and sexual abuse of vulnerable persons are low in Postojna (three or fewer per category), these crimes are rising nationally. For victims under 14, neglect and ill-treatment of minors is the most common offence in Postojna. Nationally, cases of sexual assault against persons under 15 increased from 137 in 2023 to 185 in 2024, while numbers in Postojna remain consistently low.

The data reveals a concerning prevalence of domestic violence and crimes of sexual violence in Postojna, especially affecting women and children. There has been an increase in some areas (e.g., domestic violence and sexual assault of minors), while others (e.g., rape and sexual abuse of vulnerable people) have remained low or steady. The focus should likely be on prevention programs targeting domestic violence and sexual assault, with more attention to the protection and care of minors to reduce the incidence of neglect and abuse. According to the statistical data for Slovenia, more than 60% of victims have spoken about their violent experiences, most often with someone close to them. However, the majority did not report the violence; only a few reached out to the police or other institutions, especially in domestic violence and sexual harassment. Therefore the municipality's challenge mainly lies in providing adequate support to victims of violence, thereby encouraging reporting and stopping the violence.

5. VISION AND STRATEGIC GOALS

The Vision of the Municipality of Postojna is to build an inclusive, fair, and progressive community where gender equality is fully realized, and every individual, regardless of gender, enjoys equal opportunities, rights, and resources.

Our vision for gender equality is shaped by the following core principles:

- **Equal Representation and Leadership**
We will ensure gender balance in leadership and decision-making across governance, institutions, and the private sector by setting clear targets and supporting women's active participation.
- **Empowerment through Education, Training, and Economic Opportunities**
We will promote gender equality through lifelong education, close the pay gap, support women's entrepreneurship, and encourage participation in both traditional and non-traditional roles.
- **Challenging Gender Stereotypes and Traditional Roles**
We will dismantle harmful stereotypes through training, awareness campaigns, and dialogue, enabling all individuals to pursue opportunities free from restrictive norms.
- **Supporting Stakeholders and Ensuring Safe and Supportive Community Spaces**
We will collaborate with local stakeholders to strengthen equality initiatives and ensure safety and support for all, free from gender-based violence and discrimination.
- **Inclusive Policy Development and Gender Mainstreaming**
We will integrate gender perspectives into all municipal policies, ensuring equity and inclusion guide every decision across sectors.
- **Collaboration and Partnerships for a Unified Approach**
We will build strong partnerships with NGOs, schools, businesses, and regional authorities to deliver a cohesive, community-wide approach to gender equality.



Photo: <https://stock.adobe.com>

The Vision is closely aligned with the *Strategic goals*, which were set by the ULG:

1. Gender Equality Principles are incorporated in all municipal policies and services.
2. Equal Opportunities are embedded in Employment and Career Advancement, ensuring fair access to jobs, leadership, and work-life balance.
3. There is Gender-balanced Representation in leadership and decision-making bodies, increasing women's participation
4. Gender-Based Violence and harassment is prevented and reduced with strengthening support systems and raising awareness.

The **Strategic Goals** act as a clear roadmap to achieving the **Vision**, focusing on implementing gender equality through policy, active collaboration, and continuous improvement in every aspect of community life.

The successful implementation of this Vision depends on the full integration of gender equality principles into every level of municipal planning, governance, and community life. Integration means that gender perspectives are not treated as separate or additional tasks, but are embedded systematically into all policies, programmes, and decision-making processes. This approach ensures that every municipal action—whether in urban planning, public services, budgeting, education, or community development—actively contributes to greater equality.

Integrated implementation also requires continuous cooperation between municipal departments, local institutions, and community stakeholders. By aligning internal procedures, strengthening cross-sector collaboration, and ensuring consistent monitoring of progress, the Municipality of Postojna will create a unified and sustainable framework for achieving gender equality. Integration therefore becomes both a method and a commitment: a long-term process that transforms equality from an aspiration into a lived reality for all residents.

Members of the ULG group share this common vision and support it. The proposed actions are presented to the leadership, which will approve the action plan. Decision-makers are united in the area of gender equality and follow national and international directives. The action plan will include measures that deliver clearly measurable results and allow for adjustments.

Section 2

6. INTEGRATED APPROACH

Within the URBACT methodology, the Local Group serves as the key mechanism for involving local stakeholders in order to develop an Integrated Action Plan that can become an important strategic and operational document for the Municipality of Postojna. The ULG brings together representatives of public institutions operating within the municipality, who contribute their expertise, insights, and practical experience to ensure that the plan is relevant, actionable, and rooted in local needs.

In the context of the FEMACT-Cities project, the Municipality of Postojna is focusing on understanding gender-related challenges within the functioning of the municipal administration and in services provided to residents. The project involves research activities that examine internal procedures, communication practices, leadership representation, work–life balance, and mechanisms for addressing gender-based violence, with the aim of assessing how responsive current structures are to the needs of women and men. This research helps identify key institutional and social challenges, map the expectations of municipal employees and the broader community, and conclude with findings that guide the development of the Integrated Action Plan.

The work of the Local Group will ultimately result in practical guidelines, recommendations, and tools for municipal departments and public institutions in Postojna. These will support gender-sensitive organisational development, improve communication and decision-making processes, and strengthen equality-oriented service delivery across the municipality.

6.1. Urbact Local Group for Femact (ULG) in Postojna

The ULG Group in Postojna is a collaborative network of professionals from various institutions working on the gender equality project *Femact*. Each institution plays a vital role in contributing to different aspects of the project. The participation of the UGL Group in the Integrated Action Plan involved regular meetings, where they were actively encouraged and included in defining the priorities and objectives. Through these discussions, the ULG conducted an analysis of the current situation and prepared a baseline study, based on which pilot activities were designed and implemented in the local environment. UGL Group ensured their perspectives and expertise were integrated into the process. This collaborative approach allowed for a more comprehensive and effective action plan that reflects the shared goals and priorities of all stakeholders involved. The Group is led by Mag. Anita Knez, who participated in a three-day intensive training and then shared the knowledge gained with the other members of the ULG.

List of ULG members:

NAME, SURNAME	POSITION	INSTITUTION
TATJANA HVALA	director	Knowledge Institut Postojna
mag ANITA KNEZ	headmaster of primary school and member of the municipal council	Primary school Rakek, Municipal council of Municipality of Postojna
TINA ŽIGON	professional worker	Youth centre Postojna
DOMEN JERELE	director of company	BLUE SOLUTIONS d.o.o.
JASMINA SELAN	director of company	BLUE SOLUTIONS d.o.o.
BARBARA AVSEC	professional worker	Centre for social work
ELIZABETA ZGONC	headmaster of kindergarden Postojna	Kindergarden Postojna
TINA BAZJAKO	head of unit	Adult Education Centre Postojna

FAJDIGA TJAŠA	Legal field, regional development, personal data protection	Regional Development Agency Green Karst
MARTINA ERJAVEC	Human resources and broader social development, project management	Regional Development Agency Green Karst
ANDREJA PREMRL	project consultant	Association for Rural Development between Snežnik and Nanos
MAJA PIŠKUR	project manager	Municipality of Postojna
SAŠA ZRIMŠEK	project coordinator	Municipality of Postojna
ANITA DOLENC	project coordinator	Municipality of Postojna
PETRA OČKERL	project manager	IPoP Institute for Spatial Policies (National point for URBACT)

ULG References and roles

The **IAP for Gender Equality in Postojna** is a collaborative effort uniting educational, social, cultural, business, and governmental institutions to advance gender equality across all areas of community life. Schools, kindergartens, and youth centers foster gender-sensitive education from early childhood to adolescence, while the Adult Education Centre and Knowledge Institute Postojna extend this work to adults and specialized fields such as culture, business, sports, and tourism. The Centre for Social Work provides essential support for individuals facing gender-related challenges, including domestic violence and discrimination. Local associations, development agencies, and private partners (such as Blue Solutions and the Regional Development Agency Green Karst) integrate gender equality into rural and regional development strategies, ensuring equal access to resources and opportunities. At the policy level, the Municipality of Postojna coordinates initiatives, supported by expert institutions like IPoP, which embed gender-sensitive principles into urban planning and governance. Together, these partners create an inclusive, fair, and progressive community where gender equality is promoted through education, policy, social support, and regional development.

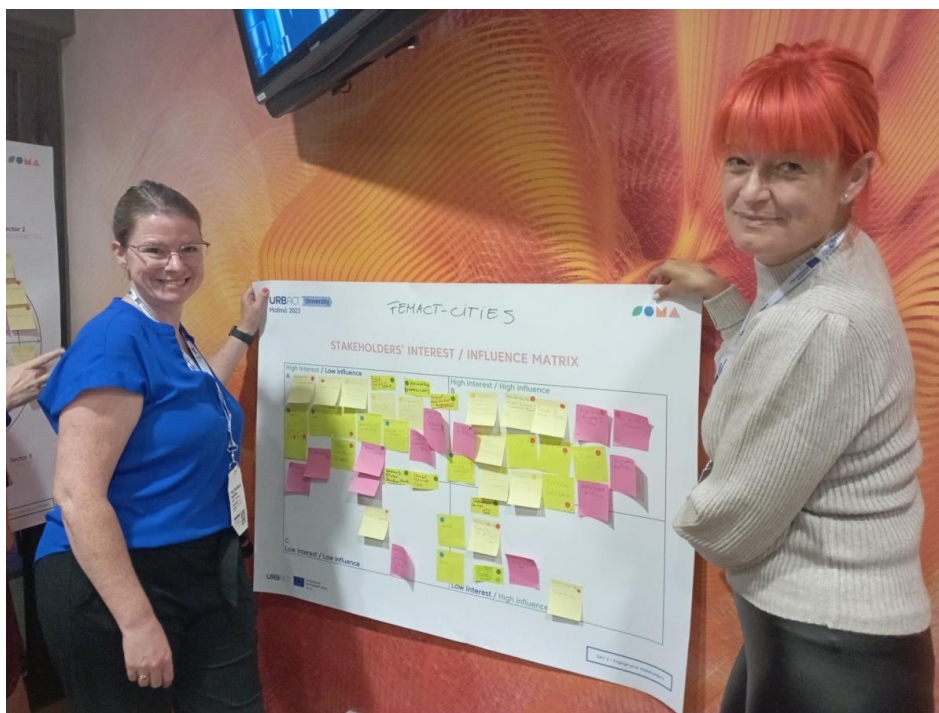


Photo: A. Dolenc

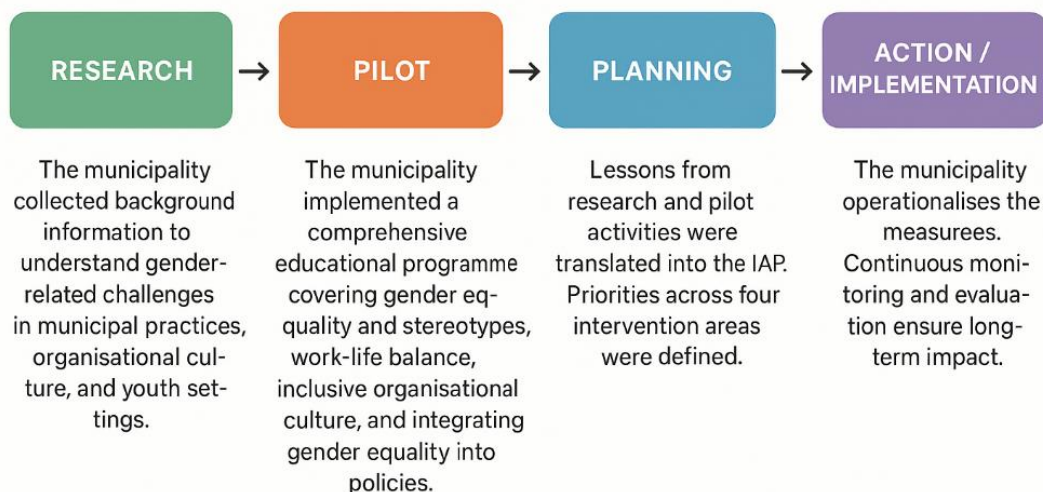
7. ACTION INTERVENTION LOGIC

The Integrated Action Plan (IAP) of the Municipality of Postojna builds on four sequential phases that together guide the development of gender-equality policies: **research, pilot implementation, strategic planning, and long-term action delivery.**

The Integrated Action Plan (IAP) of the Municipality of Postojna follows a **four-phase approach**: research, pilot, planning, and action/implementation. Each phase builds on the previous one to ensure evidence-based, sustainable interventions for gender equality.

ACTION INTERVENTION LOGIC

The Integrated Action Plan (IAP) of the Municipality of Postojna follows a four-phase approach: research, pilot, planning, and action/implementation. Each phase builds on the previous one to ensure evidence-based, sustainable interventions for gender equality.



In the **research phase**, the municipality collected background information to understand gender-related challenges in municipal practices, organisational culture, and youth settings. This included analysis of HR data, communication patterns, leadership representation, youth mental health, and instances of peer or intimate-partner violence. The research phase identified key policy challenges and priority areas for intervention.

During the **pilot phase**, the municipality implemented a **comprehensive educational programme** delivered by the *Institute for the Study of Gender Equality (IPES Maribor)*. For municipal staff, four training modules were delivered covering gender equality and stereotypes, work–life balance, inclusive organisational culture, and integrating gender equality into policies. For educational institutions, pilot activities included an awareness-raising event on youth mental health and gender stereotypes, interactive workshops for primary schools on peer and online violence, and workshops for secondary schools on preventing intimate-partner violence. These pilots tested practical approaches, raised awareness, and helped refine methods for wider implementation.

In the **planning phase**, lessons from research and pilot activities were translated into the IAP. Priorities across four intervention areas were defined—gender mainstreaming, equal career opportunities and work–life balance, balanced leadership representation, and prevention of gender-based violence.

Responsibilities, resources, and timelines were clarified, with input from the URBACT Local Group (ULG) and municipal departments.

Finally, in the **action and implementation phase**, the municipality operationalises these measures. Activities include institutionalising the Gender Equality Coordinator role, integrating gender criteria into municipal procedures, delivering staff training, promoting gender-sensitive communication, implementing mentoring and leadership support, and establishing mechanisms for reporting and preventing violence. Continuous monitoring and evaluation ensure long-term impact, fostering an inclusive, safe, and gender-equitable municipality.

The **Strategic objectives** act as a clear **roadmap to achieving the Vision**, focusing on implementing gender equality through policy, active collaboration, and continuous improvement in every aspect of community life.

4 Strategic objectives:

1. Gender Equality Principles are incorporated in all municipal policies and services.
2. Equal Opportunities are embedded in Employment and Career Advancement, ensuring fair access to jobs, leadership, and work-life balance.
3. There is Gender-balanced Representation in leadership and decision-making bodies, increasing women's participation
4. Gender-Based Violence and harassment is prevented and reduced with strengthening support systems and raising awareness.

Section 3

8. Actions in detail

ACTION 1: Systematic integration of gender equality into municipal work

Area: Integration of the Gender Equality Principle

Short Description: Establish a stable structure for planning, implementing, and monitoring gender equality measures at all levels of municipal operations.

Objectives:

- Develop a culture of gender equality
- Highlight women active in public life

Action owner: Municipality of Postojna

Stakeholders: Gender Equality Coordinator, Mayor, Municipal Administration Departments, ULG

Action Readiness: High

Indicators:

- Number of documents including a gender perspective
- Prepared annual reports and evaluations
- Share of tenders considering gender equality criteria

Finance&Resources:

- Human: Coordinator, departments, HR service
- Financial: Municipal budget, EU programs, national calls

Risks:

- Lack of political support or formal commitment from leadership
- Coordinator lacks authority or time for effective work
- Resistance from individuals or departments to implementing changes
- Insufficient expertise to integrate gender into research and strategies
- Inadequate human or financial resources for implementation
- Uneven implementation across municipal departments

Links to Strategy: These measures are directly aligned with the EU Gender Equality Strategy 2020–2025, which requires gender mainstreaming in all policies and programs. By appointing a coordinator, integrating gender in research, reports, and tenders, and ensuring balanced representation, the municipality fulfills the EU strategy's core goal of systematically integrating gender into public institutions. The measure also supports the 2023–2030 Resolution, which calls for permanent incorporation of equality principles at all decision-making levels and strengthening local institutional mechanisms.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
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Appointment of a Gender Equality Coordinator	Upon plan adoption, 2026	Coordinator officially appointed, clear role description, and responsibilities documented	Coordinator training	Financing
Integration of gender perspectives into municipal strategies, programs, and action plans	Continuous	Revised strategies and plans include gender analysis and considerations		Gender perspective treated as a “side issue” rather than integral to strategic documents
Consideration of gender in research and data collection	Continuous	Research reports and data sets disaggregated by gender	Gender segregated data collection	Lack of data
Gender equality chapter in municipal reports (for ministries, etc.)	Continuous	Annual municipal reports include a dedicated section on gender equality measures and outcomes		Gender perspective treated as a “side issue” rather than integral to strategic documents
Inclusion of additional scoring criteria in relevant public tenders	Continuous	Tenders published with gender equality criteria clearly applied	Preparing of scoring criteria	Poor coordination between departments

ACTION 2: Education, Awareness, and Capacity Building for Gender Equality

Area: Integration of the Gender Equality Principle

Brief Description: Strengthen the knowledge, awareness, and competencies of employees, leadership, and external collaborators on gender equality.

Objectives:

- Develop a culture of gender equality
- Introduce gender-sensitive use of Slovenian in all communication
- Highlight women active in public life

Indicators:

- Number of trainings conducted
- Share of employees completing training
- Presence of gender-sensitive content in materials

Action owner: HR Department, Gender Equality Coordinator, Trainers (external providers)

Stakeholders: ULG

Action Readiness: High

Resources&Finances:

- Human: HR department, external trainers
- Financial: Municipal budget, EU Social Fund, national calls, private partners

Risks:

- Content not sufficiently high-quality or adapted to target group
- Lack of monitoring of participation and training effectiveness
- External trainers not qualified for quality delivery

Links to Strategy: This measure enhances knowledge, awareness, and competencies, supporting the EU Gender Equality Strategy 2020–2025 goal of promoting cultural change and preventing discrimination. Mandatory training, gender-sensitive materials, and leadership involvement address the need for lasting organizational culture change. The measure also aligns with the 2023–2030 Resolution, prioritizing systematic awareness and training of public sector employees and strengthening institutional capacities for gender equality.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Mandatory training for current and new employees on gender equality	Continuous	All participants receive completion certificates documenting training. Gender equality modules are integrated into internal training curricula.	Include gender equality content in internal educational programs	Lack of interest or motivation among employees
Use of gender-sensitive literature and materials	Continuous	Updated gender-sensitive training materials are distributed to employees		No systematic support for upgrading knowledge and monitoring practice changes
Training for leadership staff	Every 4 years (changing mandate)	Leadership team completes targeted gender equality training.	Include gender equality content in internal educational programs	Trainings remain formalities without real impact

Area: Integration of the Gender Equality Principle

Brief Description: Promote a culture of gender equality through gender-sensitive language, balanced representation in public communication, and visibility of women.

Objectives:

- Develop a culture of gender equality
- Introduce gender-sensitive use of Slovenian in all communication
- Highlight women active in public life

Indicators:

- Share of documents using gender-sensitive language
- Share of speakers by gender
- Presence of women in media coverage and interviews
- Guidelines and recommendations adopted

Action owner: Public Relations Department, Legal Service, Editors, Event Organizers

Stakeholders: ULG

Action Readiness: Medium

Resources&Financing:

- Human: Communication experts, editors
- Financial: Municipal budget, EU projects, local sponsors

Risks:

- Inconsistent use of language by employees or in public communication
- Guidelines not followed by editors, speakers, or event organizers
- Resistance to changing practices in awarding honors
- Insufficient media visibility of women despite measures
- Lack of oversight in implementing guidelines and recommendations

Links to Strategy: Gender-sensitive communication and balanced media representation support the EU Gender Equality Strategy 2020–2025 goal of overcoming stereotypes and ensuring equal visibility of women and men in public spaces. Language guidelines, parity in speakers, and highlighting women in media also support the 2023–2030 Resolution, which encourages a culture of gender equality and prevents stereotypical practices at the local level.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
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Adoption and implementation of gender-sensitive language guidelines	Adoption by end of 2026, implementation continuous	Official gender-sensitive language guidelines published and disseminated to staff.	Use gender-sensitive language in official documents and public communication	Resistance to gender-sensitive language due to habit or prejudice
Develop guidelines for gender equality in local media (parity in interviews, content)	2027	Media guidelines produced and applied in municipal publications and broadcasts.	Promote active women in public life	Insufficient media visibility of women despite measures
Develop recommendations for gender parity in awarding prizes, honors, and titles	2027	Recommendations formally adopted and reflected in award and recognition procedures.		Resistance to changing practices in awarding honors

ACTION 4: Monitoring and Ensuring Equal Opportunities in Employment and Promotion

Area: Equal Gender Opportunities in Career Development and Work-Life Balance

Description: Systematic monitoring of the gender structure of employees and introduction of mechanisms to prevent bias in hiring and promotion.

Objectives:

- Ensure equal career advancement opportunities regardless of gender

Indicators:

- Annual reports on gender structure of employees
- Adopted code of conduct

Action owner: HR department

Stakeholders: Municipal leadership, public institutions, municipally-owned companies

Action Readiness: High

Resources&Finances: Human: HR staff; Financial: municipal budget, national calls, EU Social Fund

Risks:

- Uneven implementation across departments,
- Resistance to gender integration

Links to Strategy: Action 4 aligns closely with EU, Slovenian, and international strategies promoting gender equality and fair employment. It supports the EU Gender Equality Strategy and Social Pillar, ensuring inclusive career advancement and preventing bias in hiring and promotion. At the national level, it reflects Slovenia's Equal Opportunities Act and Work-Life Balance Strategy by monitoring gender structures and adopting codes of conduct.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Regular collection and analysis of gender-disaggregated data on employment, promotion, and tenure	continuous	Annual gender analysis reports produced.		Lack of data
Adoption of a code of conduct for recruitment and promotion.	First measures in 2026, then continuous monitoring	Code of conduct formally adopted and applied in all recruitment processes.		Non-compliance with code

ACTION 5: Preventing Career Setbacks After Extended Leave and Promoting Work-Life Balance

Area: Equal Gender Opportunities in Career Development and Work-Life Balance

Description: Measures ensuring equal work conditions for employees returning from parental leave or long absences, while enabling flexible work arrangements.

Objectives:

- Facilitate balancing work obligations with parenting/care responsibilities
- Promote and inform employees about work-life balance measures

Indicators:

- Share of employees using work-life measures
- Share returning without career setbacks
- HR reports on leave usage

Action owner: HR department

Stakeholders: Leadership, employees, unions

Action Readiness: High

Resources: Human: HR staff; Financial: municipal budget, EU work-life balance projects, national programs

Risks:

- Uneven implementation,
- potential career setbacks,
- financial/HR limitations,
- low awareness,
- stereotypes about productivity.

Links to Strategy: Action aligns closely with EU, Slovenian, and international strategies promoting gender equality and fair employment. It supports the EU Gender Equality Strategy and Social Pillar, ensuring inclusive career advancement and preventing bias in hiring and promotion. At the national level, it reflects Slovenia's Equal Opportunities Act and Work-Life Balance Strategy by monitoring gender structures and adopting codes of conduct.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Adoption of a work-life balance policy	End 2026	Policy formally approved and communicated to all employees.		Lack of leadership commitment may reduce enforcement and effectiveness.
Enable remote work, flexible hours, part-time options, flexible breaks, and meetings between 9–14h	First measures in 2026, then continuous	Flexible work arrangements implemented and used by employees.		Unequal access or resistance from managers may limit participation.
Ensure no career setbacks for employees returning from extended leave	Continuous	Documented cases of return without career penalties.		Implicit biases may still affect promotions or assignments.
Include work-life balance topics in annual performance reviews	First in 2026, then continuous	Reviews updated to reflect discussion on work-life balance.		Discussions may become formalities without meaningful impact.
Collect gender-disaggregated data on usage of parental leave and care	First in 2026, then continuous	Annual statistics on leave utilization by gender.	Cooperation with Social Work Center	Lack of data. Inconsistent data collection may reduce accuracy and usefulness.

ACTION 6: Strengthening Employee and Leadership Competencies for Gender Equality in the Workplace

Area: Equal Gender Opportunities in Career Development and Work-Life Balance

Description: Regular training of HR staff, leadership, and employees to enhance knowledge of equal opportunities and combat stereotypes.

Objectives:

- Facilitate balancing work obligations with parenting/care responsibilities
- Promote and inform employees about use of work-life balance measures

Indicators:

- Number of trainings conducted
- Number of participants by gender
- Handbook distributed to all employees

Action owner: HR department

Stakeholders: Leadership, employees, educational partners/external experts

Action Readiness: High

Resources&Finances: Human: HR staff, external experts; Financial: municipal budget, national and EU programs

Risks: Low participation, limited interest, restricted resources

Links to Strategy: The action aligns closely with EU, Slovenian, and international strategies promoting gender equality and fair employment. It supports the EU Gender Equality Strategy and Social Pillar, ensuring inclusive career advancement and preventing bias in hiring and promotion. At the national level, it reflects Slovenia's Equal Opportunities Act and Work-Life Balance Strategy by monitoring gender structures and adopting codes of conduct.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
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Organize annual training on gender equality and anti-discrimination	Annually, starting in 2026	Trainings conducted with participation records.		Financial/HR limitations
Train HR staff and leadership on equal opportunity measures	Annually, starting in 2026	HR and leadership complete targeted training sessions.		unequal use of measures
Inform employees through a handbook on all rights and measures	Of 2026	Handbook distributed to all employees.		employee passivity or overload
Actively encourage men to use work-life measures	Starting in 2026, continuous	Awareness campaigns conducted with participation tracked.		Cultural stereotypes may discourage men from participating.
Integrate use of measures into leadership performance evaluations		Performance review templates updated to include evaluation of support for work-life balance.		Leaders may not consistently apply or prioritize evaluation criteria.

ACTION 7: Developing recommendations to promote gender equality in leadership and decision-making positions

Area: Balanced gender representation in leadership and decision-making positions

Description: Recommendations to improve social climate and political culture, enabling greater participation of women.

Objectives:

- Increase gender balance in leadership and decision-making positions

Indicators:

- Number of recommendations adopted
- Percentage of women in committees and boards

Action owner: Gender Equality Coordinator

Stakeholders: municipal leadership

Action readiness: High

Resources (human, financial): Human: coordinator, mentors; Financial: municipal budget, EU programs supporting women in politics

Risks:

- Lack of support among political actors
- Low participation of women

- Insufficient implementation of recommendations

Links to Strategy: Preparing recommendations and support mechanisms (mentoring, incentives) contributes to EU Gender Equality Strategy 2020–2025 goals of increasing women’s participation in decision-making and politics. Resolution 2023–2030 also prioritizes balanced gender representation and removing barriers for women entering decision-making processes.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Consideration and adoption of existing recommendations on balanced representation in committees and boards	starting in 2026 adopting by end of 2027 2026	Measures to facilitate work-life balance for municipal councilors	Support and mentorship for newly elected female members	Lack of role models and informal networks leads to fewer women entering politics;
			Encouragement of active participation of both women and men	support could change this trend in the medium term

ACTION 8: Adoption of a regulation and monitoring of gender representation in leadership positions

Area: Balanced gender representation in leadership and decision-making positions

Description: Adoption of a regulation setting the share of women and men in committees, boards, and all organizational levels, and monitoring leadership structure.

Objectives:

- Ensure balanced gender representation and participation of women and men in local politics

Indicators:

- Regulation adopted
- Number of women and men in leadership positions
- Percentage of female project leaders and balanced group composition

Action owner: Gender Equality Coordinator

Stakeholders: Municipal administration leadership, project leaders, public institutions, political parties

Timeframe: By end of 2026 (adoption), ongoing monitoring

Action readiness: Medium

Resources&Financing: Human: municipal council, coordinator; Financial: municipal budget, state grants

Risks:

- Incomplete implementation (formal adoption without real impact)

- Resistance to changes among leadership or political parties
- Symbolic presence of women without real decision-making power
- Criticism of “quotas” or undeserved positions
- Financial and staff constraints for monitoring and reporting

Strategy link: Adoption of a regulation and systematic monitoring of gender participation in leadership concretizes EU Gender Equality Strategy 2020–2025 objectives to increase the share of women in leadership. The action also aligns with Resolution 2023–2030, which calls for mechanisms to monitor and promote equal gender representation in all decision-making bodies and to create structures ensuring long-term equality.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Adopt or endorse the regulation on balanced representation	Adoption/endorsement by end of 2026	Regulation formally adopted	Regulation specifies gender share at each level of the organizational structure	Deeply rooted traditional roles and stereotypes about leadership suitability; Lack of interest or motivation to run due to workload (family, job)
Monitor leadership structure by gender	First in 2026, ongoing monitoring	Annual report on gender distribution in leadership		Unclear performance indicators – quantity tracked without assessing quality of participation

ACTION 9: Education and awareness on gender-based violence and sexual harassment

Area: Prevention of gender-based violence and sexual harassment

Description: Regular training for employees and management on recognizing violence, along with informing employees about available support, aiming to increase awareness and understanding of gender-based violence and to promote zero tolerance of violence and harassment.

Objectives:

- Improve recognition of gender-based violence and sexual harassment

Indicators:

- Number of trainings and participants
- Number of awareness activities implemented
- Number of posters displayed and information distributed

Action owner: HR department, external trainers (e.g., Ipop), Social Work Center

Stakeholders: Municipal leadership, NGOs in the field of gender-based violence

Action readiness: High

Resources (human, financial): Human: HR department, trainers; Financial: municipal budget, EU programs, state projects

Risks:

- Low employee participation or engagement
- Poorly targeted communication
- Statistics not reflecting actual situation
- Lack of local-level data

Strategy link: Through trainings and awareness activities, the municipality directly supports EU Gender Equality Strategy 2020–2025 objectives in preventing gender-based violence and promoting cultural change based on zero tolerance. The action also aligns with Resolution 2023–2030, which prioritizes preventing all forms of violence against women and strengthening local protection and awareness mechanisms.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Conduct regular training on recognizing, preventing, and stopping violence	From 2026, annually	Number of training sessions conducted and employees trained	Cooperate with local organizations supporting victims	Formal implementation without actual impact
Organize awareness-raising activities for employees (posters, information, etc.)	ongoing	Number of awareness activities carried out	Cooperate with local organizations supporting victims	Persons not using the material due to privacy issues
Monitor trends in local violence	From 2026, annually	Annual report on local gender-based violence trends	Cooperate with local organizations supporting victims	Many unreported cases

ACTION 10: Establish internal mechanisms for responding to violence and supporting employees

Area: Prevention of gender-based violence and sexual harassment

Description: Updating the internal code on employee dignity and appointing a confidential contact for reporting violence to establish clear procedures and structures for responding to cases of violence or sexual harassment, providing a safe environment for reporting.

Objectives:

- Improve response to detected cases of violence

Indicators:

- Updated internal code
- Confidential contact appointed

Action owner: HR department

Stakeholders: Municipal leadership

Action readiness: High

Resources & Financing: Human: HR department, confidential contact; Financial: municipal budget, state programs

Risks:

- Lack of employee trust in procedures/internal mechanisms
- Passivity in handling reports
- Personal exposure of confidential contact without adequate support

Strategy link: Establishing clear internal procedures, appointing a confidential contact, and updating policies aligns with EU Gender Equality Strategy goals for zero tolerance of violence and sexual harassment and the creation of effective workplace protection mechanisms. The action also supports Resolution 2023–2030, prioritizing strengthening institutional mechanisms for addressing violence and ensuring a safe work environment.

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Update internal code (e.g., include procedures for action)	end of 2026	Updated internal code in place		Formal updating of documents without practical use
Appoint a confidential contact for violence/sexual harassment	end of 2026	Confidential contact officially appointed	Training for the confidential contact, integration of topics in annual performance reviews	
Prepare a protocol for handling cases	2027	Published protocol document		Low reporting rates due to stigma
Implement an anonymous survey including content on violence	Begin in 2026, yearly	Survey conducted and results analyzed		

9. IMPLEMENTATION FRAMEWORK

The action programme will be adopted for implementation by **the Municipality of Postojna**. The draft resolution is to be prepared by the **municipal administration**, in particular the department responsible for human sources, in cooperation with the public institution or municipal service tasked with coordinating stakeholder engagement, designing participatory processes, and ensuring public involvement and feedback mechanisms.

The programme must follow the integrated approach highlighted by URBACT – activities should demonstrate **vertical (inter-institutional)**, **horizontal (cross-sector)** and **territorial** interaction. Members of the ULG group, composed of representatives of public institutions in the Municipality of Postojna, will continue their roles throughout the implementation phase: they will participate in targeted consultations on specific aspects of action delivery and engage in collaboration with other Slovenian municipalities to exchange good practices and promote models of an inclusive local environment.

They will also play an important role in consulting with the **Municipal Council**, municipal expert services and other advisory bodies of the municipality, where appropriate, to ensure the coherence of measures and the further development of an equal, responsive and participatory local policy.

Implementation of individual actions

The implementation of individual actions is carried out by the Municipality of Postojna, specifically the Department for Social Activities and Human Resources, in cooperation with the ULG group. Measures relating to HR policy are implemented by the HR and Legal Department, while measures connected to communication and media presence fall under the responsibility of the Department of Public Relations. Training measures are implemented jointly by the HR Department, the PR Department, NGOs working in the field of gender equality, and external experts. Measures concerning policy and decision-making are overseen by the Mayor, whereas activities related to safety and violence prevention are implemented by social services, the police, and NGOs operating in the field of gender equality.

Roles and responsibilities of stakeholders

Municipal leadership is responsible for providing political support, approving actions, and ensuring public communication. The URBACT Local Group has an advisory role and is involved in monitoring the implementation process as well as proposing improvements. Municipal employees contribute by integrating the planned actions into their daily work, while external partners—including NGOs, educational institutions, and local media—carry out specific activities such as training and the preparation of policies, strategies, and guidelines.

Management during and after URBACT support

Strategic decisions during and after URBACT support are made by the mayor and the municipal council, while operational decisions are led by the Gender Equality Coordinator. The decision-making process includes regular meetings of the coordination group and consultations with the ULG, after which proposals are reviewed by the HR and Legal Department, where formal decisions are finalised.

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS 2030

The 2030 Agenda for Sustainable Development, adopted by world leaders at the United Nations Summit in September 2015, defines 17 sustainable development goals, aiming to eliminate all forms of poverty, address inequality, and combat climate change, leaving no one behind. The Municipality of Postojna contributes to achieving these goals through its activities. By implementing the measures and activities defined in the action plan, the municipality contributes to **Goal 5 – Achieve gender equality and empower all women and girls**.

9.1. Stakeholder engagement after the network ends

The Municipality of Postojna had already been implementing gender equality principles as an employer and through the provision of services to citizens before the Gender Equality Action Plan was introduced. It also encouraged its public services to do the same. By preparing and implementing this Gender Equality Action Plan, the municipality formally integrates the principle of gender equality into its operations.

- **Role of the ULG after the network:** The URBACT Local Group will transform into a permanent advisory body, the **Gender Equality Commission** at the municipality. The Commission will meet at least once a year and carry out the following tasks:
 - Monitor progress and implementation of the action plan
 - Raise awareness and inform the public about gender equality in the Municipality of Postojna
 - Identify and propose measures to eliminate gender inequalities
 - Actively prevent the emergence of new gender inequalities
- **Continuation of the participatory approach:** The municipality will regularly organize working groups and surveys among employees and citizens to monitor experiences and needs. This ensures that the principle of participation continues even after URBACT funding ends.
- **Inclusion of new actors:** After the completion of the IAP, local businesses, schools, and cultural institutions will also be included as partners in the further development of gender equality policies.

The Gender Equality Action Plan is a living document, which will be regularly updated and adapted according to needs, proposals for improvements, changes in circumstances, and identified challenges in each area, with oversight by the Commission.

9.2. Resources and financing

Required resources:

- **Personnel:** Gender Equality Coordinator, administrative support, external experts for training, project planning, and evaluation.
- **Infrastructure:** Use of existing spaces in municipal public institutions and partner organizations.
- **Budget:** Funds for training, communication campaigns, report preparation, and awards for good practices.

Budget-free options (structural changes):

- Integration of gender equality principles into all new internal regulations, hiring procedures, and budget guidelines.
- Use of existing municipal communication channels for awareness-raising at no additional cost.

Innovative funding sources:

- Participation of local businesses (sponsorships at events, joint campaigns).
- Partnerships with NGOs applying for grants.

Potential funding sources:

- **European funds:**

European Social Fund Plus (ESF+)

ESF+ is the EU's main financial instrument for promoting social inclusion, equal opportunities, and fair working conditions. It supports measures related to gender equality in employment, work-life balance, anti-discrimination, HR capacity building, and strengthening institutional practices.

Citizens, Equality, Rights and Values Programme (CERV)

CERV funds projects that advance equality and prevent discrimination, including gender equality initiatives. It supports training, development of equality policies, awareness-raising, and cooperation between municipalities and public institutions.

Horizon Europe – Gender Equality Measures

Horizon Europe includes dedicated actions for strengthening gender equality plans (GEPs) in public institutions and supports research, data collection, monitoring, and development of gender-responsive policies.

Erasmus+ – Inclusion and Diversity Actions

While primarily an education programme, Erasmus+ includes funding streams that promote gender equality, diversity, and inclusive organisational cultures, particularly through staff training and capacity building.

EU4Health Programme

EU4Health supports initiatives aimed at reducing gender-based inequalities in health and access to services, including gender-sensitive workforce policies and equality-focused institutional development in public health organisations.

- **National sources:** Grants from the Office of the Republic of Slovenia for Equal Opportunities, Ministry of Labour, Family, Social Affairs, and Equal Opportunities.

National Calls: Ministry of Labour, Family, Social Affairs and Equal Opportunities (MDDSZ)

The Ministry regularly publishes calls for projects in the areas of equal opportunities, improved working conditions, work-life balance, and the introduction of systematic monitoring of inclusiveness within organizations. These funds are especially important for supporting HR department activities and training within public institutions.

Municipal Budget and Budgets of Associated Public Institutions

For measures such as regular data monitoring, staff training, or the development of internal codes of

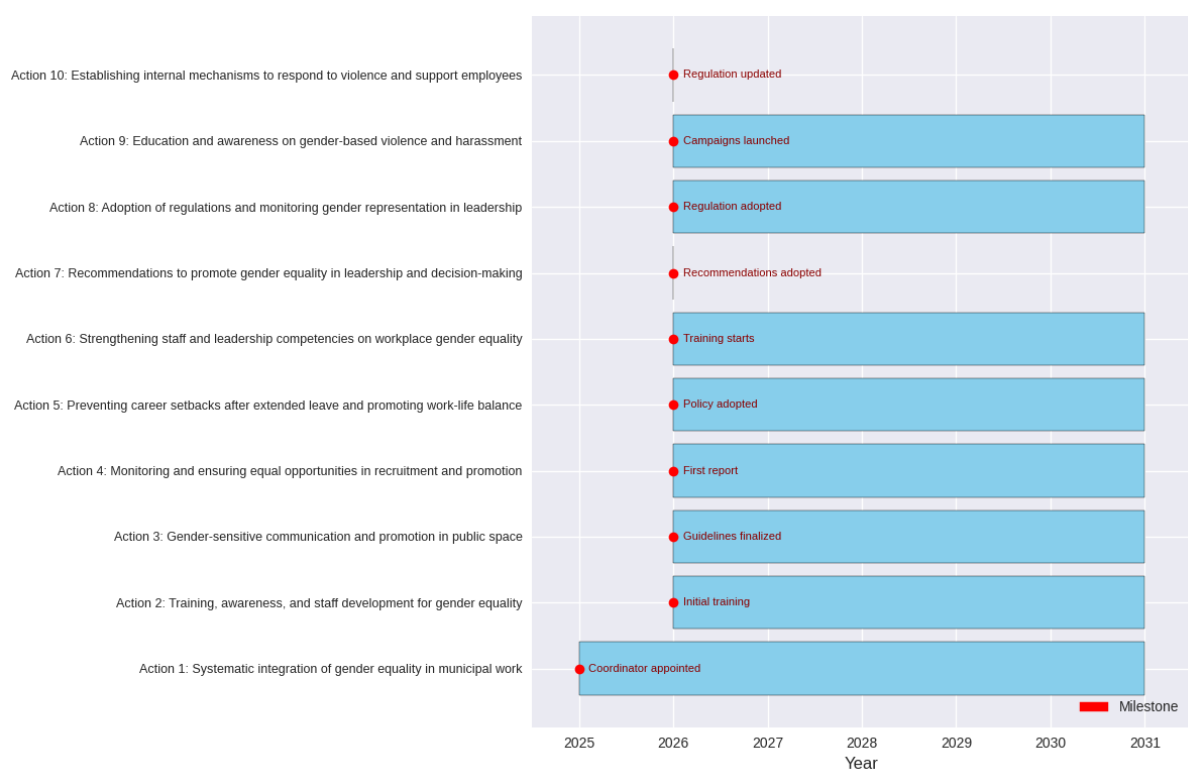
conduct, stable funding sources include the municipal budget, the budgets of municipal companies, and the budgetary framework of Postojna's public institutions. These sources ensure continuity of implementation even when EU funding calls are not active.

- **European initiatives:** Connection with the European Urban Initiative, which allows testing innovative practices in cities.

9.3. Overall timeline 2025–2031

A structured set of ten long-term actions beginning in 2025–2026 focuses on training, monitoring, policy adoption, leadership equality, gender-sensitive communication, and mechanisms against violence, all supported by continuous implementation and annual evaluations.

Action No.	Action Name	Start	Milestones / Key Activities	End	Notes
1	Systematic integration of gender equality in municipal work	2025	Appointment of gender equality coordinator	Continuous	Annual evaluation
2	Training, awareness, and staff development for gender equality	2026	Initial mandatory training for all staff	Continuous	Annual refreshers
3	Gender-sensitive communication and promotion in public space	2026	Guidelines for gender-sensitive language and media	Continuous	Some guidelines finalized by 2026
4	Monitoring and ensuring equal opportunities in recruitment and promotion	2026	First report on gender structure; adoption of code of conduct	Continuous	Regular updates
5	Preventing career setbacks after extended leave and promoting work-life balance	2026	Adoption of work-life balance policy	Continuous	Annual review
6	Strengthening staff and leadership competencies on workplace gender equality	2026	Annual training sessions start	Continuous	Active promotion to male staff
7	Recommendations to promote gender equality in leadership and decision-making	2026	Adoption of recommendations for committees	2026	Commission established to monitor progress
8	Adoption of regulations and monitoring gender representation in leadership	2026	Adoption of regulation; start monitoring leadership structure	Continuous	Regular updates and reporting
9	Education and awareness on gender-based violence and harassment	2026	First training and awareness campaigns	Continuous	Annual sessions
10	Establishing internal mechanisms to respond to violence and support employees	2026	Updated internal regulation; appointment of confidential officer	2026	Annual review through surveys and performance evaluations



9.4. Risk Assessment

Description of risk	Type of risk	Categorisation	Outline of steps which could be taken to mitigate the risk
Lack of political support or formal commitment	Political / Organizational	High	Formal commitment by Municipal Council; regular reporting to leadership; Mayor acting as ambassador
Coordinator lacks authority/time	Staffing / Operational	High	Define clear responsibilities; provide sufficient HR and time support; include in key decision processes
Resistance from individuals or departments	Behavioural	Medium	Awareness-raising activities; involve departments in preparation; reward best practices
Lack of expertise	Technical / Knowledge	Medium	Trainings, inclusion of external experts; collaboration with research institutions
Insufficient resources	Financial / Staffing	High	Budget allocation; apply for EU/national grants; internal resource reallocation

Description of risk	Type of risk	Categorisation	Outline of steps which could be taken to mitigate the risk
Uneven implementation across departments	Operational	Medium	Establish internal monitoring system; appoint contact persons in departments
Training content not adequate	Technical	Medium	Prepare guidelines; select qualified trainers; pilot trainings
No monitoring of participation/effects	Operational	Medium	Maintain participant records; post-training surveys; annual evaluation
Unqualified external trainers	Technical / Operational	Medium	Establish selection criteria; contractually define quality standards
Lack of staff interest	Behavioural	High	Motivation strategies; adapt schedules; leadership as role model
Inconsistent use of language	Behavioural	Medium	Training; internal document checks; language guidelines
Non-compliance with event/media guidelines	Operational	High	Agreements with editors; monitoring; incentives to follow recommendations
Reluctance to change practices (awards/recognition)	Cultural / Behavioural	Medium	Dialogue with decision-makers; gradual implementation
Insufficient media visibility of women	Technical / Behavioural	Medium	Active cooperation with local media; interviewee quotas
Lack of oversight	Operational	Medium	Establish regular monitoring and reporting
Resistance to integrating gender in recruitment	Behavioural	High	Awareness-raising; training; union involvement
Career setback after absence	Staffing	High	Mandatory performance review after return; mentoring program
Lack of leadership interest in gender equality	Behavioural / Political	High	Mandatory leadership participation; include in performance evaluation
Low participation of women in politics	Social / Behavioural	High	Mentorship; actively encourage candidacies
Incomplete implementation of representation policy	Legal / Operational	High	Monitoring implementation; regular evaluation

Description of risk	Type of risk	Categorisation	Outline of steps which could be taken to mitigate the risk
Lack of trust in internal reporting mechanisms for violence	Behavioural	High	Transparent procedures; anonymity protection

9.5. Monitoring and Evaluation

Measuring success

- Regular collection of data on participation in training, gender representation in leadership, and the integration of the gender perspective into decision-making.
- Use of surveys, interviews, and statistical analyses.

Indicators

- % of women in municipal administration leadership positions.
- % of public announcements and events with balanced representation of men and women.
- Number of reported cases of violence.
- Employee participation in gender equality training.
- Level of employee satisfaction (surveys).

Reporting results

- Annual public reports published on the municipality's website.
- Presentation of achievements to the mayor and municipal directors, as well as to financiers.
- Infographics and success stories for the wider public (local media, social networks).