

D 4.3 – Report on the best practice exchange event of EU funded projects

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Disclaimer: The views and opinions expressed in this document are solely those of the project, not those of the European Commission.

Executive Summary

Within GENDERACTION WP 4, task 4.2.3 foresaw a best practice exchange event of EU funded projects. This was to deal with structural / institutional change. The event had originally been intended to take place a year earlier, but was shifted to a later date following formal notification, due to a pending maternity leave of the main contact person within task lead partner DLR.

The event took place in Berlin on 25-26 March 2019, titled a Mutual Learning Workshop on "Best-practice exchange of EU-funded projects (FP7; SiS / H2020; SwafS) and SWG GRI to support institutional change". Organized by the Contact Point "Women into EU research (FiF)" within DLR, the event gathered nearly 40 participants from 15 countries; participants came from the European Commission, SWG GRI, SiS/SwafS projects and other stakeholders.

The aim of the workshop was not only to discuss best practice, but also to work towards recommendations related to structural change to both European Commission and Member States / Associated Countries.

This aim was reached by first establishing the requirements to achieve structural change both inside and outside the institutions, thus coming up with the critical success factors. Likewise, the most important barriers to structural change inside and outside of institutions were identified - as well as strategies to overcome them.

Based on this, important points were formulated regarding six areas perceived as key to institutional change:

- budget and incentives
- legislation, rules and standards
- integration of gender analysis and gender-specific research in funding programmes
- monitoring data and impact
- intersectional, non-binary approach
- inclusion of all actors (including the private business sector)

For each of these areas, recommendations to the European Commission and / or Member States / Associated Countries have been formulated.

This report should be regarded as a protocol of the workshop. Many of the points raised at the workshop were directed explicitly at the European Commission and its support for Gender Equality Plans. It is to be noted that the scope of the workshop was much broader, though, and the aim was to provide input for national authorities in Member States on the design of structural change initiatives. Not all of the points raised at the workshop are necessarily endorsed by GENDERACTION. In fact, Hence, although recommendations derived from the workshop are included in this report, the project felt a rather strong need to position itself in a more visible way concerning policy recommendations on structural change; therefore, a separate document – a GENDERACTION policy brief on structural change – will be issued in the second half of 2019, to inform further the policy debate. This policy brief will go beyond the results of the workshop and will be published on the project website. GENDERACTION aims to use this planned policy brief to inform discussions at the Finnish Presidency Conference “New Pathways for Gender Equality in Research and Innovation” in October 2019.

Revision history

Version	Date	Created/Modified by:	Comments
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0.1	26. 05. 2019	Marcela Linkova (ISAS)	Comments on first draft
0.2	29. 05. 2019	Astrid Schwarzenberger (DLR)	Inclusion of comments and further elaboration
0.3	29. 05. 2019	Marcela Linkova (ISAS)	Comments on draft 2
0.4	30.05.2019	Astrid Schwarzenberger (DLR)	Inclusion of comments and inclusion of further information
1.0	31. 05. 2019	Marcela Linkova (ISAS)	Finalization of the deliverable report for submission
2.0	19.12.2019	Marcela Linkova (ISAS) Astrid Schwarzenberger (DLR)	Revision of the deliverable report in line with the request from the external reviewer for RP 2 and the Suspension and Payment Deadline letter

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List of abbreviations

DLR	Deutsches Zentrum für Luft- und Raumfahrt
EC	European Commission
ERA	European Research Area
EU	European Union
FiF	Frauen in die EU-Forschung (Women into EU Research)
FP7	Framework Programme 7
GEP	Gender Equality Plan
ISAS	Institute of Sociology of the Academy of Sciences of the Czech Republic
NCP	National Contact Point
NGO	Non-governmental organisations
REA	Research Executive Agency
RFO	Research Funding Organisation
RPF	Research Promotion Foundation
RPO	Research Performing Organisation
SiS	Science in Society
SME	Small and medium-sized enterprises
SwafS	Science with and for Society
SWG GRI	Standing Working Group on Gender in Research and Innovation
TEU	Treaty on European Union
TFEU	Treaty on the Functioning of the European Union
UN	United Nations

1. Introduction

One of the priorities of the European Research Area (ERA) is gender equality and gender mainstreaming in research (priority 4). Structural change projects – in the form of implementing Gender Equality Plans – are the main policy instruments promoted through the European Research Area to advance gender equality in research organisations and universities.¹

The EU's framework programmes have included funding opportunities for structural change projects for many years. In the current SwafS work programme within Horizon 2020, the following threefold goals are defined for Gender Equality Plans within research-performing institutions, in line with the 2015 Council Conclusions:

1. Removing barriers to the recruitment, retention and career progression of female researchers;
2. Addressing gender imbalances in decision making processes;
3. Integrating the gender dimension in research and innovation content

Thus, both aspects of the ERA priority 4 are covered.

Since 2010, the EU has funded more than 20 projects via FP7 / H2020. A strong need to provide an opportunity for a structured dialogue between them, the Standing Working Group on Gender in Research and Innovation (SWG GRI) and the European Commission (EC) has been identified to understand more about the experiences made. Therefore, GENDERACTION Work Package 4, task 4.3 foresaw a best practice exchange event of EU funded projects. This was to deal with structural / institutional change.

Originally, the event had been intended to take place a year earlier; however, due to a pending maternity leave of the main contact person within partner DLR, it was shifted to the end of March 2019, following formal notification. Given the independence of the task within the project and even Work Package 4, no other task was affected. The postponement of the task has enabled GENDERACTION to invite newly funded structural change projects, whilst the already existing ones had produced more results. Thus, the range of experience to be shared and discussed at the event was expanded. Besides, the results of the European Commission's / REA's "Cluster event" on H2020 Gender Equality Plan projects in Brussels on 28 February 2018 and its key findings could be taken into consideration.

The event took place in Berlin on 25-26 March 2019, titled a Mutual Learning Workshop on "Best-practice exchange of EU-funded projects (FP7; SiS / H2020; SwafS) and SWG GRI to support institutional change". Organized by the Contact Point "Women into EU research (FiF)" within DLR, the event gathered close to 40 participants from 15 countries; participants came from the European Commission, SWG GRI, SiS/SwafS projects and other stakeholders.

¹ Council of the European Union (2015). Competitiveness Council 29 May 2015: Council conclusions on the European Research Area Roadmap 2015-2020. Available at: <http://data.consilium.europa.eu/doc/document/ST-9351-2015-INIT/en/pdf>

Council of the European Union (2015). Competitiveness Council 1 December 2015: Council Conclusions on Advancing gender equality in ERA. Available at: <http://data.consilium.europa.eu/doc/document/ST-14846-2015-INIT/en/pdf>

European Commission (2012). Structural change in research institutions: Enhancing excellence, gender equality and efficiency in research and innovation. Luxembourg: Office for Official Publications of the European Communities.

2. Workshop execution

2.1 Goals and objectives

From a start, this activity aimed at bringing together the SWG GRI with representatives of projects supporting institutional change with funding received from FP7 (Programme: Science in Society, SiS) and Horizon 2020 (Programme: Science with and for Society, SwafS) in the framework of a networking event. This was meant to create opportunities for mutual learning and for identifying good practices. In the framework of the event, the intention was for the project representatives and SWG GRI members to discuss the state of the art of institutional change in universities and research institutions.

An exchange between the structural change projects had taken place after the proposal had been handed in (and granted) in the form of the EC / REA “Cluster event” in February 2018, focussing on what can be done to improve structural change within RPOs. The focal point of this workshop was therefore narrowed down to a research funding perspective.

Thus, the overall objective of the workshop was not only to enable intensive exchange, but also to serve as a starting point for establishing recommendations on structural change to policy-makers: to the European Commission as well as Member States / Associated Countries.

2.2 Participants

Originally, the event had been intended for 65 persons, but despite strong intra-community advertising, this number was not reached, not least because of late cancellations due to illnesses. Actually, however, this smaller number allowed for much more intensive exchange and for greater individual participation as well as more speaking time for each participant. In the end, 36 participants from 15 countries attended the workshop. A full list of all persons who took part in the workshop is provided in the annex.

As intended, the workshop got stakeholders with different backgrounds to exchange:

- completed and ongoing EU projects (FP 7: SiS / Horizont 2020: SwafS) dealing with structural change especially through the introduction of Gender Equality Plans (GEPs) within universities and research organisations²
- Standing Working Group on Gender in Research and Innovation (SWG GRI)
- GENDERACTION project
- European Commission
- other stakeholders such as Yellow Window

Some of the participants belonged to several groups at the same time.

2.3 Methods and process

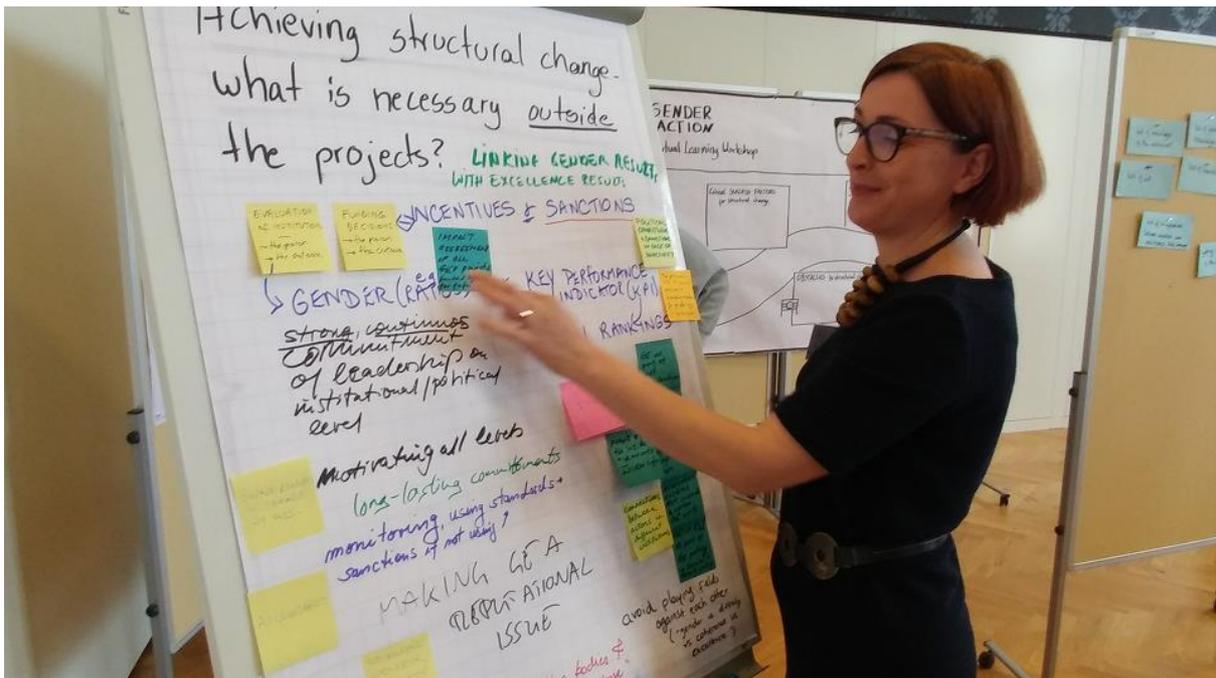
The workshop was designed to be highly interactive, so as to involve participants in an intensive exchange. The organisers wanted to participate in the exchange themselves on a level basis and make sure that everyone is involved regardless of his/her background. To achieve this, an external facilitator was hired, carefully chosen from a range of possible candidates: Melanie Büscher was well

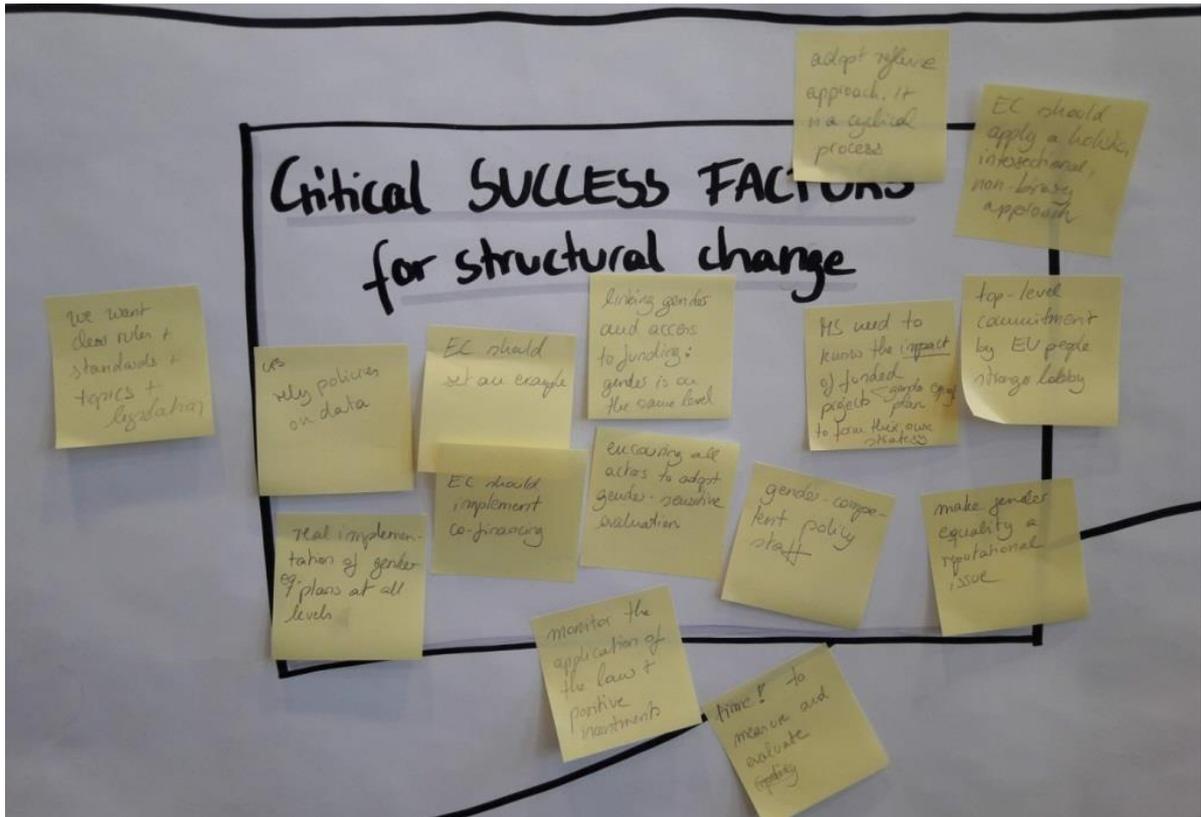
² Projects invited were: *GEECCO*, *TARGET*, *Baltic Gender*, *SAGE*, *EQUAL-IST*, *PLOTINA*, *LIBRA*, *GENERA*, *GARCIA*, *EGERA*, *TRIGGER*, *GENOVATE*, *GENDERTIME*, *STAGES*, *FESTA*, *INTEGER*, *GENIS LAB*, *CHANGE*, *R-I PEERS*, *SUPERA*, *GEARING ROLES*, *Gender-SMART* and *SPEAR* as well as *EFFORTI*, *GENSET*, *GENDERA* and *ACT*. Those projects written in Italics were represented at the conference (possibly some more, since persons replacing main project personnel did not always make a reference to the project they represented).

familiar with the EU context, having worked in the Danish NCP system for many years and having spent some time with the European Commission herself.

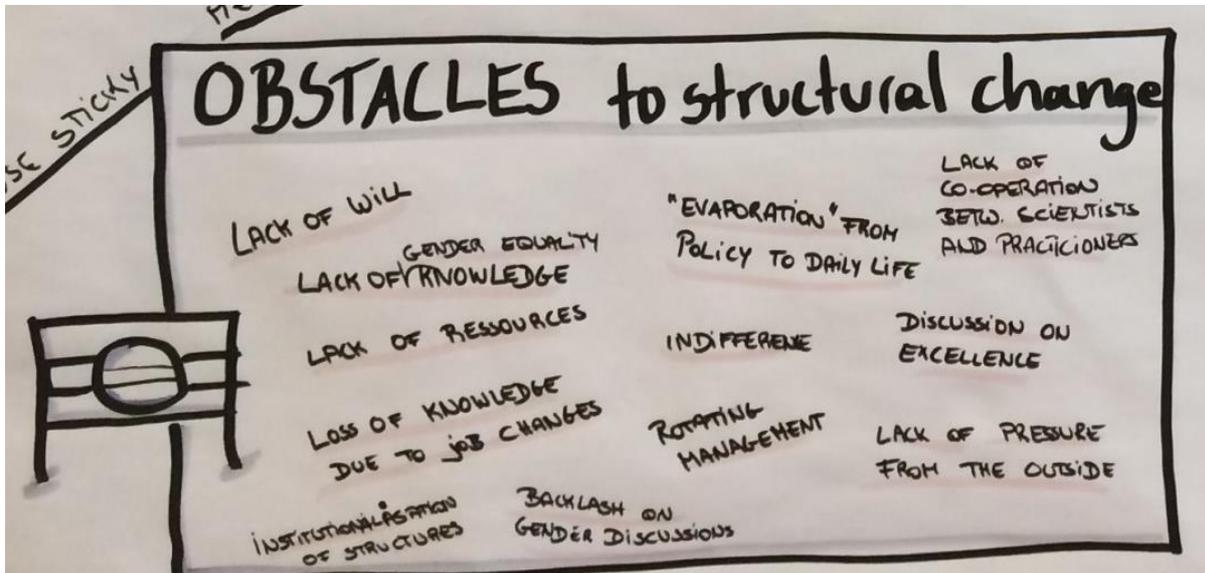
In line with the idea of a participatory workshop, the organizers decided to do without PowerPoint or other presentations. After opening words by Christina Hadulla-Kuhlmann from the German Federal Ministry of Education and Research, and an overview of the GENDERACTION project by coordinator Marcela Linková, organizer Astrid Schwarzenberger briefly laid out the aim of the workshop.

Then, facilitated by Melanie Büscher, the participants first established the requirements to achieve structural change both inside and outside the institutions, thus coming up with the critical success factors.





The most important barriers to structural change inside and outside of institutions were identified - as well as strategies to overcome them.



How do we overcome barriers to structural change?

EC → MS → AC → ...

Within the projects? And outside?

through Policy recommendations?

- set up clear rules + standards
- incentives
- Communicate benefits
- Working with allies
- EC as a real "role model" of a GE-sensitive expansion & decision making body
- competition based on indicators & evaluation
- UNCONSCIOUS BIAS AWARENESS
 - trainings (e.g. to make more people aware of GE benefits)
 - understand reasons for barriers

Member STATES → ^{More} gender sensitive legal framework / ^{More flexible} legal framework

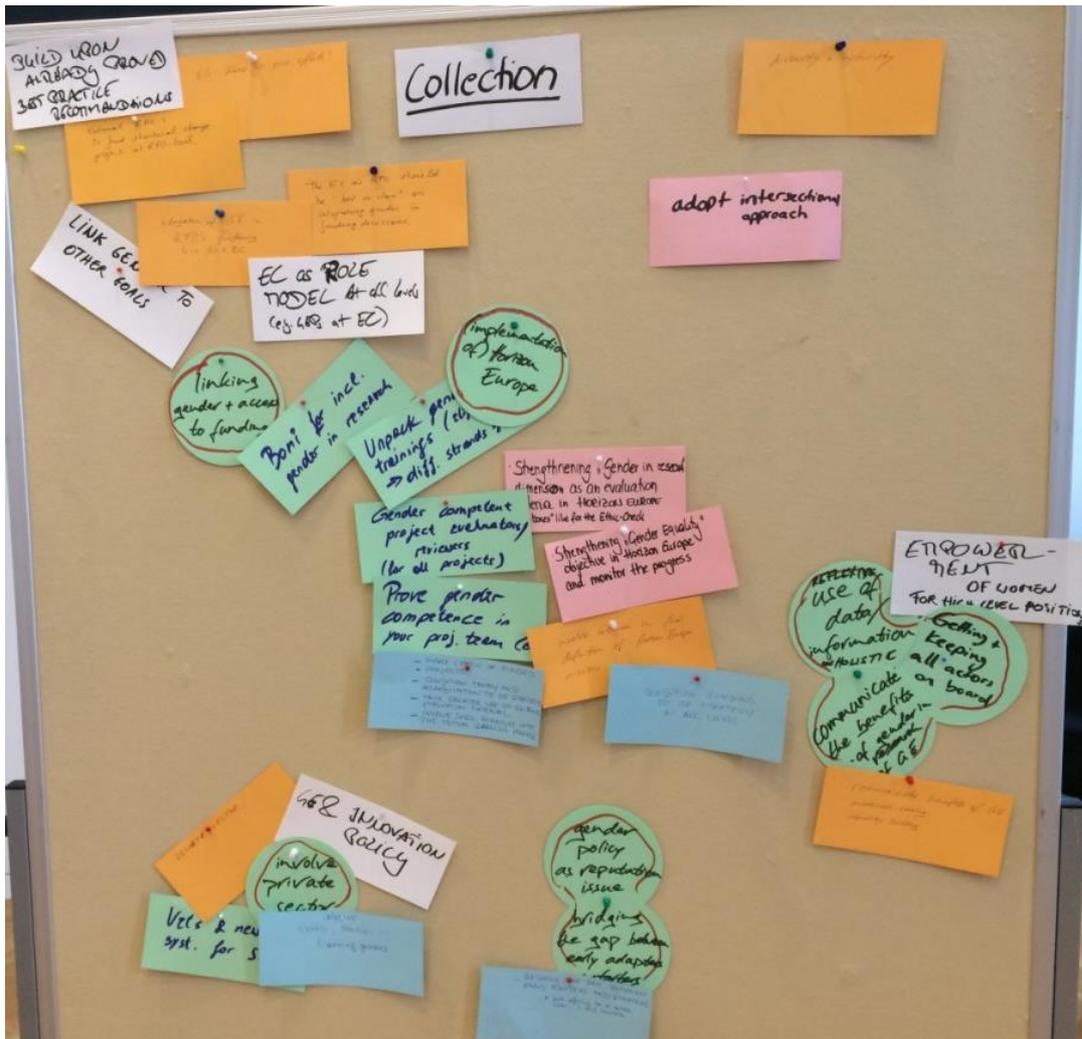
Stickers:

- motivating each others (not to give up)
- We need leadership ALL GENDERS
- winning key people
- evidence-based policy
- establish win-win strategies
- COMPULSORY TO ARRANGES ON GENDER EQUALITY/BIAS TRAINING
- SUPPORT OF A REFLEXIVE GENDER EQUALITY CULTURE
- ADVERTISING SUCCESS STORY
- STRUCTURAL GENDER IN SUPPORT OF THEIR OWNERS SOCIETAL CHANGE
- SUPPORTIVE ENVIRONMENT
- WINNING GAMES TOGETHER

Overcoming barriers

- we need the guys onboard
- positive / negative finance sanctions
- communicate the benefits of gender equality
- linking 3rd money to gender excellence
- include gender expertise / training
- gender equality policy for each project
- taking onboard previous lessons
- ask men to run gender-equality projects
- stimulate institutions to co-operate with external stakeholders
- strengthening the multiplier effect
- national laws need to be gender-friendly
- EC should use umbrella policies

On this basis, step by step, several areas important to structural change were distilled.



Eventually, six areas were agreed as needing policy attention:

- inclusion of all actors (including the private business sector)
- intersectional, non-binary approach
- integration of gender analysis and gender-specific research in funding programmes
- legislation, rules and standards
- budget and incentives
- monitoring data and impact

Points raised:

- Bridge the gap between countries more or less advanced in gender equality by ear-marking funds within the “Sharing Excellence” / Widening part (e.g. via Twinning/Teaming) for gender-specific projects.
- Widening funding should be made contingent upon the widening countries including as an obligation some action toward gender equality.
- In research funding programmes, especially Horizon Europe, there must be a mechanism of control: gender aspects *must* be part of project – if not ex ante decision, then ex-post: Once a project is chosen for funding, the project must come up with e.g. a gender analysis (or a solid explanation why this does not apply), or else funding is revoked.
- In mainstream research, a certain funding percentage should be set aside specifically for gender equality issues (ear-marked or ring-fenced bonus).
- Provided a gender dimension is included, extra budget might be offered towards the end of a project (e.g. for dissemination) – possibly on condition that first signs of *impact* beyond the project’s duration can be proven.
- Incentivise not only gender dimension in research, but also structural change aspects in projects.
- Funding should be linked with monitoring, so that given potentially different starting points, relative *progress* is rewarded.
- In funding applications, include a full section on gender (like on ethics in Horizon 2020), concerning both HR and research content.
- Evaluation mechanism and evaluation panel composition should allow for identification of whether gender issues have been addressed in a proper manner.
- Promote the message of gender-sensitive science as excellent science and offer incentives e.g. for “train the trainer” activities.

3.2 Legislation, rules and standards

All efforts made in terms of legislation, rules and procedures must not cease, since it is them that legitimize all actions and activities. They secure equal rights and opportunities as well as responsibilities across the EU. Whilst legislation creates compulsory consideration and measures, rules and standards clarify and facilitate activities and provide orientation. In this regard, standardised definitions and terminology for monitoring and all activities leading to comparability might help.

Points raised:

- In funding programmes, introduce funding sanctions/incentives for (non-)compliance with gender-related requirements.
- Templates of any research-funding programme in Member States should be made gender-sensitive and consider gender equality in research content.
- In line with subsidiarity requirements, aim for the transmission of EU standards to national level.
- Promote gender equality trainings for decision-makers and evaluators.
- Introduce monetary consequences of monitoring implementation of legislation.
- Promote positive action measures to accelerate progress.
- Representatives of SWG GRI should propose common minimum legislation (aspects) to ERAC.
- The European Parliament should help in creating gender standards for the implementation of Horizon Europe.
- Quota obligation both for Horizon Europe and national legislation

3.3 Integration of gender analysis and gender-specific research in funding programmes

Including gender analyses is deemed to be critical to excellent research and innovation (better understanding of topics, better solutions, avoiding cost-intensive mistakes, benefitting all groups), whilst also serving to build up greater gender expertise and raising visibility of women researchers. Their inclusion is thus seen as an entry point for structural change and to closing the gap between gender in theory and practice.

At the same time, the participants also asked for the inclusion of gender-specific research in research funding programmes.

Points raised:

- In research funding programmes, as a rule, research must be gender-sensitive (default); if not, at the very least, a solid explanation (why not?) must be provided.
- Promote capacity-building (expert gender knowledge) for researchers and evaluators.
- In research funding programmes, gender expertise in evaluation panels must be default.
- Gender analysis should play a role in the evaluation scores.
- Reversing the proof in research funding programmes, starting on the premise that projects are gender-biased (which could mean “no money”), thus forcing all projects requiring funding to prove that they are not.
- Provide specific funding lines for gender-sensitive and gender-specific research.

3.4 Monitoring data on and impact of structural change

Monitoring data is the baseline for an objective statement on the current situation and to identifying potential gaps and differences between countries, thus giving them visibility. They also serve to testify developments / ongoing changes (“no measurement, no improvement”). This is tied to accountability, but also motivation of actors. The She Figures, for instance, are often a starting point and reasoning factor for national authorities to advance gender equality.

Points raised:

- Common standards and internationally comparable statistics must be maintained and further improved. This also means that the She Figures should still appear in print version (no CD required), since this is an important message that the EC is taking gender equality seriously.
- Implement monitoring of the awareness of the structural projects.
- Data should be available in such a form that they can be tailored-used according to field and context level.
- For monitoring and evaluation of *processes*, qualitative data is needed in addition to quantitative data.
- The dissemination of information and communication, transparency, IT systems (open data) should be facilitated.
- Develop gender-disaggregated and intersectional data: find out good practice, learn from each other and improve.
- More effort should be made concerning the development of indicators, definitions and monitoring and evaluation tools.
- The time span for monitoring (collecting data) should be larger.
- Where common standards of data (UN, EU, impact level, level of project) are employed, go beyond the research and innovation policies (conversions of standards).
- Continuous need for competences and training on gender equality.
- Bring gender data into rankings of RPOs.
- Member States should develop their own monitoring tools on structural change (“country She Figures”), being comparable at EU level to improve common standards.

3.5 Intersectional, non-binary approach to structural change

The importance behind an intersectional, non-binary approach stems from it being already a requirement in the EU (Articles 2 and 3 TEU as well as Articles 8 and 10 TFEU). Thus, such an approach would bring visibility to issues of privilege, social justice and human rights and show that human life is not linear, but plural. An intersectional, non-binary approach is also a way of contributing to a higher level of excellence. In several Member States, it has become or is becoming status quo to have more than just two gender categories. More knowledge is required, however, including exchanges of experience among actors such as EC, RFOs, RPOs. To deal with this issue adequately, a clear definition of “intersectional” and “non-binary” is required in relation to structural change.

Points raised:

- The Commission should commission a mapping exercise / analysis of what has already been done under the intersectional approach at Member State/EU level in structural change projects.
- Furthermore, the Commission is in the best position to foster capacity-building by the means of trainings, research projects, and awareness-raising activities for integrating an intersectional approach to structural change projects.
- The Commission should ask experts on intersectionality to develop guidelines / templates on how to integrate intersectional, non-binary approaches in (existing) gender equality plans.
- Clearly define the meaning of “intersectional” and “non-binary” in relation to structural change.
- Forms e.g. for funding projects should be reviewed and adapted to non-binary gender and additional social categories.
- Intersectional expertise is to be provided for evaluation processes for research funding decisions, e.g. through a briefing or experts in evaluation panels.
- Furthermore, peer-to-peer exchanges of good practice should be funded.

3.6 Include all actors – also the private sector

Given the tremendous importance of the private sector in research and innovation, fostering structural change within the private sector would have a considerable multiplier effect (even beyond publicly funded research). However, especially start-ups and SMEs do not have a structural change approach to gender, and the venture capital-industry is not gender-sensitive, with minimal volumes of venture capital being invested in women-owned start-ups. The existing workforce shortage can be seen as a window of opportunity for changing this. The only existing tool in this area – the EU prize for women innovators – is not a structural measure.

Including all actors also broadens the understanding of the innovation definition, extending it towards social innovation.

Broadly speaking, the aim is to **make a business case for gender issues** and show their relevance and benefits.

Points raised:

- For research funding, Article 33 in the current model grant agreement for Horizon 2020 projects as an important legal base must be kept in a comparable form in Horizon Europe. SMEs, start-ups etc. must not be exempt from this article.
- In the evaluation of Horizon Europe projects, use gender balance as a first ranking factor (before SME participation) for ex-aequo proposals. To avoid mere name-dropping, implementation of the gender-related team composition should be checked during the mid-term review.
- The EU prize for women innovators should be extended to also include social innovation.
- Stimulate exchanges on good practice and mutual learning among actors, especially from the business enterprise sector.
- Commission a study on the benefits of structural change on start-ups and innovative SMEs.

- In Horizon Europe projects, gender-related activities should be made a task in each management work package (thus extending structural change to all 3 pillars of Horizon Europe).
- In funding programmes, introduce a bonus for gender equality at a structural change level.
- Also attract/reward/give recognition to projects integrating gender equality in social and not only technology-based innovation.
- Seek alliances with the private sector which has strong Corporate Social Responsibility in place.
- Structural change projects should be open to all actors (NGOs, private enterprises...).
- Promote non-academic careers for (women) researchers (e.g. in SMEs and start-ups: specific funding for women's SMEs).

4. Recommendations

Since the number of people gathered at the workshop was too high to really agree jointly on fully-fledged recommendations, it was agreed at the end of the workshop that this task would be up to the GENDERACTION project to actually formulate such recommendations in the form of a separate policy brief. Several participants expressed their availability to contribute to drafting this policy brief. Here we outline initial ideas for these recommendations based on the workshop discussions.

Recommendations to the European Commission

- For research funding, Article 33 (Gender equality) in the current model grant agreement for Horizon 2020 projects as an important legal base must be kept in a comparable form in Horizon Europe. SMEs, start-ups etc. must not be exempt from this article.
- Structural change projects should be open to all actors (research NGOs, private enterprises etc.)
- The European Commission should commission a study on the benefits of structural change on start-ups and innovative SMEs.
- The European Commission should commission a mapping exercise / analysis of what has already been done on the intersectional approach at Member State / EU level in structural change projects. This could then feed into trainings, research projects, and awareness-raising activities for integrating an intersectional approach to structural change projects.
- Common standards and internationally comparable statistics must be maintained and further improved. This also means that the She Figures should still appear in print version (no CD required), since this is an important message that the European Commission is taking gender equality seriously.
- Bridge the gap between countries more or less advanced in gender equality by ear-marking funds within the "Sharing Excellence" / Widening part (e.g. via Twinning/Teaming) for gender-specific projects.
- Widening funding should be made contingent upon the widening countries including as an obligation some action toward gender equality.

Recommendations to Member States / Associated Countries

- In line with subsidiarity requirements, aim for the transmission of EU standards to the national level.
- Templates of any research-funding programme in Member States should be made gender-sensitive and consider gender equality in research content.

Recommendations to both European Commission and Member States / Associated Countries

- All efforts made in terms of legislation, rules and procedures must not cease, since it is them that legitimize all actions and activities.

- Forms etc. for funding projects should be reviewed and adapted to non-binary gender categories.
- In research funding programmes, as a rule, research must be gender-sensitive (default); if not, at the very least, a solid explanation (why not?) must be provided.
- Promote capacity-building (expert gender knowledge) for researchers and evaluators. In research funding programmes, gender expertise in evaluation panels must be default.
- Gender analysis should play a role in the evaluation scores.
- Provide specific funding lines for gender-sensitive and gender-specific research.
- In funding applications, include a full section on gender (like on ethics in Horizon 2020), concerning both team composition and research content.
- Data should be available in such a form that they can be tailor-used according to field and context level.

The above recommendations will serve as the baseline for a policy brief on structural change, soon to be released as part of work package 5.

Annex 1 Agenda

GENDER ACTION

GENDER equality in the ERA Community To Innovate policy implementation Coordination and Support Action

GENDERACTION is an innovative policy community to advance the implementation of the gender priority in the European Research Area, bringing together representatives appointed by national authorities in Member States and Associated Countries. GENDERACTION will foster policy coordination, best practice exchange and mutual learning in the European Research Area.

<http://genderaction.eu/>

Partners

- Institute of Sociology of the Academy of Sciences of the Czech Republic, CZ (Coordinator)
- Austrian Federal Ministry of Education, Science and Research, AT
- Research Promotion Foundation, CY
- DLR Project Management Agency, EU-Bureau of the BMBF "Contact Point Women into EU Research", DE
- The National Documentation Centre, National Hellenic Research Foundation, EL
- Ministry of Economy and Competitiveness, Secretary of State for Research, Development and Innovation, ES
- University of Luxembourg, LU
- The Malta Council for Science and Technology, Ministry For Education and Employment, MT
- Ministry of Education, Science and Sport, SI
- Matej Bel University in Banska Bystrica, SK
- Europrojekt Centar, BA
- The Scientific and Technological Research Council of Turkey, TR
- University of Malta, MT

Associate partners

- Belgian Science Policy Office, BE
- Ministry of Education, Science and Culture, IS
- National Information Processing Institute – Laboratory of Statistical Analysis and Evaluation, PO
- National Authority for Scientific Research and Innovation, RO
- Swedish Secretariat for Gender Research, University of Gothenburg, SE

DLR Project Management Agency, EU-Bureau of the BMBF, "Contact Point Women into EU Research"
Heinrich-Konen-Straße 2 | 53227 Bonn | Germany | <https://www.dlr.de/pt> | <https://www.eubuero.de/fif.htm>



GENDER ACTION

Agenda

Mutual Learning Workshop
**Best-practice exchange of EU
funded projects (FP7; SiS /
H2020; SwafS) and SWG GRI to
support institutional change**

as part of the H2020 project **GENDERACTION**

DLR Project Management Agency, EU-Bureau of the BMBF, “Contact Point Women into EU Research”



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 741466.

Disclaimer: The views and opinions expressed in this document are solely those of the project, not those of the European Commission. The European Commission is not responsible for any use that may be made of the information it contains.

SCHEDULE

**GENDER
ACTION**

Monday, 25 March 2019 | 1st day

begin at noon

Registration and buffet lunch

1pm

Welcome and introduction to workshop

Christina HADULLA-KUHLMANN, Head of Unit „Equal Opportunities and Diversity in Academia and Research“, Federal Ministry of Education and Research, DE

Marcela LINKOVA, Project Coordinator
Institute of Sociology, Academy of Sciences, CZ

Exchange of experiences

Key questions:

- What makes a “good” structural change?
- How can results be made sustainable?
- To achieve this, what can we do “inside” the project / what depends on the project’s surroundings?

by 6 pm

Summing up of results

Moderator: Melanie Büscher, Brain2Business

as of 6:30 pm

Working dinner on Harnack Haus premises

Tuesday, 26 March 2019 | 2nd day

starting at 9 am

Reflection on first day’s results

Establish recommendations targeted mostly at European Commission and Member States (as well as Associated States)

Summing up of results: Final discussion on recommendations

Moderator: Melanie Büscher, Brain2Business

by 2 pm

Buffet lunch and goodbyes

VENUE AND CONTACT

**GENDER
ACTION**

- Venue:** Max-Planck-Gesellschaft
Tagungsstätte Harnack-Haus
Innestr. 16-20
14195 Berlin
Germany
Conference Hall „Lise-Meitner-Saal“
How to get there:
<https://www.harnackhaus-berlin.mpg.de/11090/Directions>
- Contact:** Should you need to reach us during the event, you can contact Astrid Schwarzenberger via mobile: +49-172-4098155.

Annex 2 Attendance sheet scan



GENDERACTION Mutual Learning Workshop

25/26 March 2019, Tagungsstätte Harnack-Haus Berlin

Participants

Last name, title	First name	Organisation	E-Mail
Brunel	Elise	French Ministry of Higher Education, Research and Innovation	
Bührer, Dr.	Susanne	Fraunhofer Institute for Systems and Innovation Research ISI	
Bustelo, Prof.	Maria	Complutense University of Madrid	
Dahmen-Adkins	Jennifer	RWTH Aachen University	
De Micheli	Barbara	Fondazione Giacomo Brodolini	
Denis	Alain	Yellow Window	
Di Sarcina	Federica	Università degli Studi di Salerno	
Drew, Prof.	Eileen	Trinity College Dublin	
Forest, Dr.	Maxime	SCIENCES PO PARIS	
Fucimanová	Martina	Institute of Sociology of the Czech Academy of Sciences	

GENDERACTION Mutual Learning Workshop

25/26 March 2019, Tagungsstätte Harnack-Haus Berlin

Participants

Last name, title	First name	Organisation	E-Mail
Gonenli	Sonay	TUBITAK	<i>Sonenli</i>
González Orta	Lydia	FECYT - MICIU	<i>Lydia</i>
Hadulla-Kuhlmann	Christina	Federal Ministry of Education and Research	<i>Christina Hadulla-Kuhlmann</i>
Hartung, Dr.	Barbara	Ministry of Science and Culture, Lower Saxony	<i>Barbara Hartung</i>
Hasanovic	Alma	Ministry of Civil Affairs of Bosnia and Herzegovina	<i>Alma Hasanovic</i>
Hauchecorne, Dr.	Rita	Government of Flanders	<i>Rita Hauchecorne</i>
Heller-Genath	Nadine	DLR Project Management Agency	<i>Nadine Heller-Genath</i>
Hesping	Sandra	NWO	<i>Sandra Hesping</i>
Karner	Sandra	IFZ - Interdisciplinary Research Center for Technology, Work and Culture	<i>Sandra Karner</i>
Knoll, Dr.	Bente	B-NK GmbH Büro für nachhaltige Kompetenz	<i>Bente Knoll</i>

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Participants

Last name, title	First name	Organisation	E-Mail
Lang	Lia	DESY	
Linkova	Marcela	Institute of Sociology, Czech Academy of Sciences	
Mergaert, Dr.	Lut	Yellow Window	
Müller	Jörg	Universitat Oberta de Catalunya	
Pajares	Lorena	Complutense university of Madrid	
Pisacane	Lucio	Italian National Research Council	
Puy Rodriguez	Ana	MICIU - Ministerio de Ciencia, Innovación y Universidades	
Saglamer, Prof. Dr.	Gulsun	European Women Rectors Association	
Schwarzenberger	Astrid	DLR Project Management Agency	
Stadmark, Dr.	Johanna	Lund University, Baltic Gender	

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Puy Rodriguez	Ana	MICIU - Ministerio de Ciencia, Innovación y Universidades	
Saglamer, Prof. Dr.	Gulsun	European Women Rectors Association	
Schwarzenberger	Astrid	DLR Project Management Agency	
Stadmark, Dr.	Johanna	Lund University, Baltic Gender	

Annex 3 Picture protocol



Picture protocol of the GENDERACTION Mutual Learning Workshop
on structural change projects on 25/26 March 2019, Berlin

Day 1:

Policy recommendations:
What should we avoid?

- **NOT TO ENGAGE ALL RELEV. STAKEHOLDERS IN DISCUSSIONS**
- boring, too long => make it appealing so that people wants to read it. (both content + design)
- REPETITION - FAILING TO GO BEYOND WHAT'S ALREADY OUT THERE

REMAIN WITHIN THE
GE COMMUNITIES
We should avoid to create extra resistances

- **BEING TOO ACADEMIC**

- no 200 pages document
- no practical advice
- no "how-to"
- **GENDER = WOMEN (♀)**

• be general or repetitive
MESSAGE IS
- NOT CATCHY - NOT STICKING

NO REDUNDANCY
150 MARKS OF...
PRODUCING PAPERS FOR OURSELVES (language, not addressing specif. needs)
BEING TOO GENERAL / VAGUE
TOO MANY MESSAGES IN THE SAME DOCUMENT
long, too "abstract" documents
Bla bla bla (better: positive wording / motivating visions)
avoid to feel gender fatigue

What is necessary to achieve structural change?

Co-producing gender equality knowledge together
→ trust
→ team work

CHANGING everyday practices ways in we do, think, relate to each other

know the distribution understand the decision making process bridge diverse change systems

couple the structural change with cultural change to make it sustainable

THE RIGHT CLIMATE + ORGANISATIONAL CULTURE

support & empowerment of change agents

Mixed teams gender experts + practitioners

PARTICIPATIVE TECHNIQUES

Empower top management through all stakeholders change processes, only if possible

INVOLVE/ENGAGE ALL GENDERS

STRONG GE-IMPLEMENTING TEAM WITHIN THE ORGANISATION

TOP MANAGEMENT SUPPORT
BOTTOM-UP approach

FEMINISTS WITH EXPERTISE

- install/set up indicators

- link funding to implementation of measures

- stability in top management

- take care of "FUN FACTOR" / MOTIVATION of change agents

- delivering evidence

on (M)OBI Benefits

- A REAL ENGAGEMENT of the high-level figures

- KNOWLEDGE OF IMPLICIT GENDER BIAS IN THE ORGANISATION

- FOLLOW UP OF ACTIONS - REPORTING RESULTS

STRESS BENEFITS (↑ RANKING/EXCELLENCE) → INSTITUTIONS FROM GE TRRES/INNOVATION

ASSIGNMENT OF GENDER EQUALITY TO ONE EXPERT INSTEAD OF A COMMUNITY OF PRACTICE (INCL. MANAGEMENT)

SET TARGETS - MONITOR/REVIEW ANNUALLY

Achieving structural change - what is necessary outside the projects?

LINKING GENDER RESULTS WITH EXCELLENCE RESULTS

EVALUATION OF INSTITUTIONS
→ the process
→ the outcome

FUNDING DECISIONS
→ the process
→ the outcome

INCENTIVES & SANCTIONS

IMPACT ASSESSMENT OF ALL GEP PROJECTS funded by EU for future

POLITICAL COMMITMENT + SANCTIONS IN CASE OF INACTIVITY

GENDER (RATIO) ARE KEY PERFORMANCE INDICATOR (KPI)

UNI RANKINGS

HOLISTIC APPROACH

strong, continuous commitment of leadership & institutional / political level

Communicating that we do aim at transformation (and the means being ready to challenge the status quo) for example questioning existing "average" criteria
This means having strong Gender & Tenure Stategies

The point will → polit. comm. assessing for progress in science

OWNERSHIP OF CHANGE BY ALL

Motivating all levels

long-lasting commitments

monitoring, using standards → sanctions if not using

good communication of the results

GE as part of inst. evaluation
institutional funding

ACCOUNTABILITY

people are the inside - democrats - insider info

for non-implementation

MAKING GE A REPUTATIONAL ISSUE

connections between actors in different institutions

evaluation systems that include & value GE work

STRONG UNIVERSITY SHOULD BE ACHIEVED

SUSTAINABLE GENDER EQUALITY STRUCTURE

GE in R&I as part of GE policy → social & family policy

requirements from funding bodies & ministries & other "levels above" (also political level)

avoid playing fields against each other ("gender vs. diversity vs. coherence vs. excellence")

Critical SUCCESS FACTORS for structural change

Rely policies
on data

EC should
set an example

real implementation
of gender equality
plans at all levels

EC should
implement
co-financing

We want
clear rules +
standards +
legislation

monitor the
application of the
low + positive
investments

linking gender
and access to
funding

encouraging
all actors to
adapt gender-
sensitive evaluation

make gender-policy a
reputational issue

MS need to
know the impact
of funded gender
equality plan projects
to form own strategies

gender-competent
policy staff

time issue when
measuring and
evaluating

EC should apply
a holistic,
intersectional
non-binary
approach

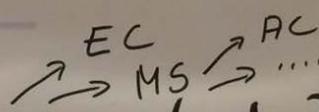
adopt
reflexive approach

top-level
commitment
by EU people

How do we overcome barriers to structural change?

Within the projects? And outside?

through Policy recommendations?



- Set up clear rules + standards
- incentives
- Communicate benefits

- Working with allies
- EC as a real 'role model' of a GE-sensitive organisation & decision making body

competition based on indicators & evaluation

• UNCONSCIOUS BIAS AWARENESS

- trainings (e.g. to make more people aware of GE benefits)
- understand reasons for barriers

Member STATES → ^{MORE} gender sensitive legal framework / ^{MORE} flexible legal framework

Relational (not policy) based -> find EC feedback to work & work 5-10 min 7/15

william (not) we must work with a number of people (not) we must work with a number of people (not)

Link between excellence & career evaluation to gender equality (not) system change in academia

motivating each others (not to give up)

We need leadership ALL GENDERS

winning key people

TRANSFORMING HOW WE CONTRACT AND INTERACT IN THE WORK PLACE AND BEYOND

evidence-based policy

GRAND AND VIBRANT VISIONS FOR THE PEOPLE LEADING THE CHANGE (with 2019 EU 'VISIONS')

establish win-win strategies

COMPULSORY TRAININGS ON GENDER EQUALITY/BIAS/STRENGTH

SUPPORT OF A REFLEXIVE GENDER EQUALITY CULTURE

only the success not only path with gender other should work to support to get support

ADVOCATING SUCCESS STORY

SHOWING GENDER IN SCIENCE AS A PATHWAY TO FURTHER SOCIAL CHANGE

SUPPORTIVE EVALUATION

MAINTAINING SUCCESS TOOLS AND PROVIDING TOOLS WITH THE FURTHER OF THESE PROJECTS (CHANGE NOT REWARD)

Overcoming barriers

We need
the guys onboard

positive / negative
finance sanctions

communicate the benefits
of gender equality

linking 3rd money
to gender excellence

include gender
expertise / training

gender equality
policy for each
project

taking onboard
previous lessons

ask men to
run gender-equality
projects

stimulate
institutions to co-operate
with external stakeholders

strengthening the
multiplier effect

national laws
need to be gender-
friendly

EC should
use umbrella
policies

Collection

G&I INNOVATION
POLICY
LINK GENDER TO
OTHER GOALS

Moving beyond gender
[adding intersectional
approach]

EC as ROLE
MODEL @ all
(e.g. G&I + EC)

EMPOWER-
MENT
OF WOMEN
FOR HIGH LEVEL POSITIONS

WILL WOMEN
ALREADY GROW
BY PRACTICE
RECOMMENDATIONS

Identify & address

Prove gender
competence in
your proj. team (G&I)

Unpack gender
trainings (clipable only)
→ diff. strands of know.

Boni for incl.
gender in research

Gender competent
project evaluators
(for all projects)

Strengthening Gender in res.
dimension as an evaluation
criter. in Horizon eur
"boxes" like for the Ethic-Gr.

Strengthening Gender
objective in Horizon
and monitor the progress

EU's role in your project

make it clear in that
definition of your target
market

EMPOWERING WOMEN
TO THE HORIZON
OF ALL LEVELS

Support of G&I in
EU's policies
2020-2025

Consider the impact of G&I
on your business
strategy

- IMPROVE CLIMATE OF FUNDING
- INDICATORS
- EMPOWERING TRAINING AIDS
- REINFORCEMENT TO THE SCIENTIFIC
- MAKE GROWERS USE OF THE BEST
- EVALUATION SUPPORT
- INVOLVE SPAN, BUSINESS LEADERS
- THE MEDIA, RESEARCH PARTNERS

Just national change
not at all level

Vets & nearby
syst. for SMEs

EMPOWERING WOMEN
TO THE HORIZON
OF ALL LEVELS

WOMEN
LEADERSHIP
LEARNING GOALS

EMPOWERING WOMEN
TO THE HORIZON
OF ALL LEVELS

Day 2:

Yesterday was important to me because ...

... we got input from all different actors
- There was high level interaction

I discussed with great people on a very good level.

Gender Eq. Actions alive & kicking - won't 'go away'

Participatory discussion involving friends

I enjoyed the lively and creative discussions! We almost touched every aspect of gender inequality got different perspectives

met inspiring people with other backgrounds + expertise relevant to my own work too

The diversity of this group became apparent + was respected for brainstorming in a good way!

we talked about policy priorities at the member states and EU level.

high level of expertise of participants

Helped me get FOCUSED Participation

CONSENSUS REACHED THROUGH A FEW KEY ASPECTS

Which points from the discussion yesterday should we remember to include?

get the ~~guys~~ on board! → get & keep ALL actors on board (create ownership)
what about the many policy recommendations that have not been implemented yet??

Intersectionality & non-binary + holistic

importance of including GE focus, studies and expertise → awareness raising & capacity building

TARGETING MS, START-UPS & PRIVATE SECTOR

GE needs & SOCIAL JUSTICE perspective

Communicate benefits

Ensure follow-up beyond duration of projects
GE AS A REPUTATION ISSUE

Emphasise the roles of allies e.g. men

What about quotas (e.g. 50% of the underrepresented sex) when having 3 genders?

We have a long way to go

COMPULSORY TRAININGS

TARGETING THE NATIONAL LEVEL (MINISTRIES)

EVALUATION POLICY INSTITUTIONS

REPEAT THE FRAME WE WORK IN (EXTERNAL CONDITIONS OF STR. CHANGE)

Today, we should make sure that we...

TAKG H2020
Interim
evaluation
recommendat.
into account.

CLARIFY THE
POLICY LEVEL
WE WANT
PASS OUR DEF
TO EC/EU
FORUMS/MS??

- Concrete proposals ✓
- we bear each of the 3 goals in mind
 - Expecting to reach more concrete proposals
 - concentrate on main issues
 - Stress the need of Gender Equality Units/^{units/offices} - incorporate INPUTS from EVALUATION of previous policies
 - have some new ideas

Summarise
goals +

not get bogged down in minor details

- define clearly what structural change is.
- strategically frame our recommendations
- keep it real

think about a
good narrative
for a policy brief
which transports
the points clearly

be aware that the existing body of literature & knowledge is familiar only to a small group & for sure NOT to the (conservative) policy makers & decision influencers

WE ARE
BOTH AMERICAS
AND
REALISTIC

Define who we are addressing!

DO NOT
STAY TOO
GENERAL

- generate feasible + relevant + innovative recommendations

LANDRE TUPCHART PAPER - ART. 100050592

- A SUCCESS OF THE PACT CAN BE REPEATED TO GAIN BIGGER IMPACT

Communicating benefit 4 all

Definition of structural change

dedicated budget for gender research and gender equality actions under H2020 (having a fix amount of money not below the current SWAPS)

incentives €
→ inclusion of gender dimension
→ GEP implementation
→ gaining gender competence

ALL RES. FUNDERS TO HAVE FUNDING SCHEMES IN PLACE FOR GEP by 2021.

GE REQUIREMENT MUST APPLY TO THE PRIVATE SECTOR / START UPS
WIDENING - GE WID / TOP UP GE

Gettings including all actors on board (esp. private sector)

focus on gender dimension in research content

INTEGRATION OF GENDER ANALYSIS INTO RESEARCH CONTENT (IGAR)

Build the gender knowledge base: G-specific research!

legislation rules standards

INTERSECTIONAL NON-BINARY APPROACH

Monitoring
→ data
→ impact
↳ consequences do to... (€)

REWARD (CONTINUOUS) IMPROVEMENT

BUILD ON PREVIOUS EXPERIENCES

Policy recommendation (headline):
 Integration of gender analysis + gender-specific research!

Relevant points under this recommendation:

- * capacity building (gender knowledge) for researchers + evaluators
- evaluation: is the scores!
- G-expertise in evaluation panels as default
- Connecting funds for including gender in research to structural change => GEPs as deliverable!
- reversing the proof in EC's Communication: "look how to bad gender-biased/blind research is!" + loss of money
- * closing gender theory & practice gap

Role of the host:

- ✓ Take readable notes
- ✓ Make sure all can contribute
- ✓ Share main points with next group: - concretely - objectively - briefly

How concretely, this means:

- gender-sensitive (+) gender-specific research
- as a rule, research must be gender-sensitive (default), if not: explain why not.

It is important, because ... (What kind of impact can be achieved)

- we need to build the gender knowledge base
- to be better equipped to solve problems (e.g. climate change)
- better understanding of every topic
- critical to excellent research & innovation
- helps to understand how excellence in a gendered concept
- avoiding mistakes is also cost-efficient
- contributes to safety for all
- benefits all groups: inclusive perspective (all genders)
- helps to understand power relations & learn how to integrate the insights in policy measures
- raising visibility of F researchers (but not just if it's male!)
- entry point for structural change - a momentum
- helps reveal hidden agendas!
- gender in leading groups + gender sensitive language

Say it in a tweet:

Policy recommendation (headline):
 Legislation, rules and standards

Relevant points under this recommendation:

- representatives of all GRI should propose common minimum legislation (aspects) to OESC
- role of EP in the ~~topic~~ creating gender standards for implementation of HCU
- positive action measures to accelerate progress
- transmission of EU standards to national level

Role of the host:

- ✓ Take readable notes
- ✓ Make sure all can contribute
- ✓ Share main points with next group: - concretely - objectively - briefly

How concretely, this means:

- quota obligation both for HCU and national legislation
- funding sanctions for (non) compliance (HEU and national level)
- comp. gender exp. training for dec. makers
- Templates of any res.-fund. prog. in areas state should be made gender-sensitive and consider it in res.-context
- monitoring consequences of monitoring implementation of legislation

It is important, because ... (What kind of impact can be achieved)

- harmonization (as a goal)
- legitimating all actions & activities
- making ~~it~~ compulsory
- L. creates compulsory conditions + measures, R.+S. clarify + facilitate activities, provide orientation
- security equal rights & opportunities + responsibilities across the EU
- standardized definition & terminology for monitoring and all activities leading to comparability

Say it in a tweet:

Clear definitions and common standards lead to better improved gender equality in Europe

Policy recommendation (headline):
Intersectional non-binary approach

Relevant points under this recommendation:

- clear definition of "intersectional" and "non-binary" is needed in relation to structural change.
- mapping and analyzing what ~~is~~ has already been done under the intersectional approach on EU/MSF level.
- experts ask experts on intersectionality to develop guidelines/templates how to integrate intersectional in existing GEP.
- integrate intersectional in existing GEP.

Role of the host:

- ✓ Take readable notes
- ✓ Make sure all can contribute
- ✓ Share main points with next group:
 - concretely
 - objectively
 - briefly

How concretely, this means:

- capacity-building by the means of ^{training research projects awareness raising activities}
- forms (EU/MSF/level) should be reviewed and adapted to non-binary gender ~~class~~ and additional social categories
- including intersectional expertise in evaluation processes
- peer-to-peer exchange of good practice

It is important, because
 (What kind of impact can be achieved)

- it brings visibility to issues of privileged, social justice and human rights!
- it shows that human life is not linear but plural.
- otherwise some sectors of societies (e.g. class, ethnicity) will always be left out.
- it becomes status quo in more and more Member States/AC to have more than two gender categories.
- knowledge is needed
- knowledge/guidelines are needed.
- exchange of experiences amongst actors is needed.
- it can create new allies (e.g. technology research)
- integrating the intersectional approach ~~at~~ contributes to a higher level of excellence in research and innovation.
- it is already a requirement in the EU Treaty ~~on EU~~ EU Treaties (Articles TEU & binding Directive Anti-Discrimination Art 5410 TFEU)

Say it in a tweet:

Human life is not linear but plural.

Policy recommendation (headline):
Budget and incentives

Relevant points under this recommendation:

- mediation of content: gender aspect must be part of project if not ex ante, then ex post
- make interventions with the link with monitoring (progress is recorded)
- incentives for e.g. "top the bar" integration gender dimension → gender-sensitive science or excellent science
- evaluation mechanism ^{negotiable!}
- leading of people taking part in gender projects (to budget increase this)
- combine structural change and gender dimension
- incentives not only gender dimension is recorded, but also structural change
- assessment of different RPOs. What criteria then to apply structural change
- a silver level → base award money. different award levels
- certain ~~above~~ the national level (or regional)
- in partnership research, funding programme set aside specifically for gender (EU-funded)

Role of the host:

- ✓ Take readable notes
- ✓ Make sure all can contribute
- ✓ Share main points with next group:
 - concretely
 - objectively
 - briefly

How concretely, this means:

- if gender dimension is included, extra budget (only if impact is proven)
- if addressing gender perspective properly, extra funds e.g. for discrimination
- include a section on gender (like on ethics) ^{all project}
- evaluation panel composition ^{refined}
- certain amount of overhead cost-allowed for gender ^{refined}
- above sum spread across Europe
- different award → different amount of money

It is important, because
 (What kind of impact can be achieved)

- ✗ very motivating
- friendly competition (Alison Swan) collaboration criteria
- ✗ all actors are looking for funding ^{"it's all about the money"}
- ✗ ~~not to be~~ address both EU ^{EU level} and national level (incl. Co-funding)
- help set up standards
- creates room for capacity-building
- sensitivity of RPOs higher than of RPOs? → discriminate
- it may compete gender budgeting
- ✗ be used to "bridge the gap" e.g. ^{France} money talks

Say it in a tweet:

slow gender impact + get money ^{follow the money} gender impact results ^{money}

Role of the host:

- ✓ Take readable notes
- ✓ Make sure all can contribute
- ✓ Share main points with next group:
 - concretely
 - objectively
 - briefly

How concretely, this means:

- follow up (contract) + ^{if contract} for structural change
- CCB statistics on number of projects where team competition has selected ^{the domain}
- more ~~effort~~ in FP for every proposal ^{follow up} must include GEP (cf. FP 6)
- Co-funded partnerships required to follow up ^{gender}
- make GEP at institution requirement for funding

Say it in a tweet:

at 33 - model part agreement = legal base

Policy recommendation (headline):

Include all actors (also the private sector)

really makes a difference

+ structural change

Relevant points under this recommendation:

- Laura BASSI 2 dot. p → good practice example. FFG (Austria)
- Bonus for gender equality at structural level (at level of beneficiary)
- Have structural change projects for all actors (NGOs, private enterprises, ...)
- Researching the benefits of structural change on start-ups and non-academic SMEs
- University's role in entrepreneurship and the gender role
- Necessity to have an alliance with the private sector who have strong CSR replace.
- Also attract, reward, give recognition to projects integrating GE in social innovation and not only tech based
- Funding of mutual learning among actors (separate funding from project funding)
- A lot to learn from others → *regional level* but *practical*

(group of SMEs gender actions have to be included in project)

Role of the host:

- Take readable notes
- Make sure all can contribute
- Show main points with next group: -concretely -objectively -briefly

How concretely, this means:

- gender balance as 1st ranking factor by co-applicants
- a task in each WP - management to manage (GAP) the gender related activities (structural change → impact)
- EU-prize for gender equality women in social innovation.
- promoting non-academic careers for (women) researchers (e.g. in SME or start-up).

(instead of public place)

name dropping → better to have a gender action plan

click in the mod. form

It is important, because ...

(What kind of impact can be achieved)

- Importance of the private sector in R&I
- Start-up & SMEs are a target; don't have a structural change approach to gender
- only one tool: EU prize for women innovation (Not a structural measure)
- Impact can be high as STEEM. innovations (SMEs) will have better innovation.
- will also widen the innovation definition towards social innovation
- VC-Industry is not gender sensitive
- Impact outside "gendered" research.
- GEP are not in place in private sector.
- Window of opportunity due to workplace strategy
- a more inclusive approach to GE structural change - target all actors

Say it in a tweet: #

Policy recommendation (headline):

Monitoring, data & impact

Relevant points under this recommendation: WHAT

- tailored data according to field & context level
- quote to use data (maximizing & evaluation of process)
- need 4 competences & training in M&E → GE
- determination of info & communication, transparency, IT systems (open data)
- more effort on development of indicators, definitions, *method*
- common standards
- larger time span of monitoring (collecting data)
- non-ongo (bring gender data into rd) for whole M&E
- maximizing of the awareness of the structural project
- simplicifying (breaking down the complexities)
- structuring of data, find out good practice, learn & develop.

Role of the host:

- Take readable notes
- Make sure all can contribute
- Show main points with next group: -concretely -objectively -briefly

How concretely, this means: HOW

- MS should develop its own monitoring tool (copy the Inquiries) - comparable at EU level → common standards
- Develop gender disaggregated data
- Attention to the developments from different groups / stakeholders (RFO, PPO, SMEs ...)
- common standards of data (UN, EU, national level, level of project), go beyond the ...

It is important, because ...

WHY

(What kind of impact can be achieved)

- hard time to identify gaps & unobserved success (actions, policy, etc.)
- learning from previous experiences
- structural change projects had to prove there're changes going on
- accountability to show the progress & increase motivation of all actors
- objective statement of current situation
- reliability
- to show the differences

Say it in a tweet: #

No measurement, no improvement



