



WHY A GENDER EQUALITY PLAN?

RESEARCH
AND INNOVATION
FOUNDATION
(RIF)

TARGET } Taking a Reflexive approach
to Gender Equality for
institutional Transformation

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RESEARCH AND INNOVATION FOUNDATION (RIF)

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Introduction

The Research and Innovation Foundation (RIF)¹, as the national research and innovation funding agency of Cyprus, was established with a view to promoting scientific and technological research across the island. The Foundation has the responsibility to ensure that the research community of Cyprus is actively working to maximise collective knowledge, creativity and innovation, by funding projects that promote excellence and deliver results with maximum impact and social benefit, thus ensuring the quality of the Cypriot research system.

As a research funding organisation, RIF acknowledges both the gender-related challenges that researchers face, as well as the gains of concrete actions taken regarding gender equality in R&I. RIF fully adopts the priorities set by the European Research Area (ERA), in particular Priority 4 on *Gender Equality and Gender Mainstreaming in Research*²; plus the HORIZON 2020 regulations, notably Article 16³ which explicitly mentions the importance of gender equality in R&I.

Within this framework, the Foundation joined the TARGET Project⁴ as a Gender Equality Innovating Institution (GEII), acknowledging the benefits of gender equality in research. It is committed to working towards scientific excellence and supporting the positive correlation between gender equality and research quality. As a result, the Foundation's first ever Gender Equality Plan was developed and approved by its Board of Directors in Autumn 2018.

1 Since April 2019 the Research Promotion Foundation was renamed to Research and Innovation Foundation in order to reflect its expanded role as the executive branch of the New National Research and Innovation Governance System.

2 More information on ERA Priority 4 is available at http://ec.europa.eu/research/era/gender-equality-and-gender-mainstreaming_en.htm

3 Article 16 states: "Horizon 2020 shall ensure the effective promotion of gender equality and the gender dimension in research and innovation content. Particular attention shall be paid to ensuring gender balance, subject to the situation in the field of research and innovation concerned, in evaluation panels and in bodies such as advisory groups and expert groups. The gender dimension shall be adequately integrated in research and innovation content in strategies, programmes and projects and followed through at all stages of the research cycle." In: Regulation (EU) no 1291/2013 of the European Parliament and of the Council, Establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020).

4 <http://www.gendertarget.eu/>

1. Why do we need a Gender Equality Plan?

The Gender Equality Plan (GEP) has been developed as part of the TARGET Project and should be seen as the first GEP of the Foundation. The agency is committed to starting a long-term gender equality strategy in an attempt to promote gender equality beyond the organisational context and needs of the Foundation.

The GEP was largely based on the evidence derived from the Gender Audit, conducted at the initial stages of the project. The Audit revolved around the collection of data and information relating to the three dimensions of gender equality in R&I, i.e. (a) overcoming gender biases in Human Resource (HR) management of the organisation itself, (b) supporting equal opportunities and participation in decision-making bodies and project research teams, and (c) in terms of the research content of the funded proposals.

The main objectives of RIF's participation in the project were:

- 1.** To address gender bias in all spheres of Human Resource (HR) Management. At the start of the project the Foundation did not have an HR Department. However, as transformation in this sector was taking place, it was agreed that this would be an opportunity to invest and formulate inclusive policies that reflect on all four HR management aspects: recruitment, retention, career progression and work-life balance. Apart from formalising a gender-sensitive policy framework, the importance of establishing an electronic database system with sex- and age-disaggregated information for all HR activities, including research/project applicants, was further discussed. Collecting sex-disaggregated data will facilitate the monitoring process and will foster future planning for the benefit of both the organisation and the research community.
- 2.** Creating awareness among the decision-making bodies to influence and ensure gender-sensitive internal processes and procedures, and organising a Network of Scientists, including gender experts, to influence decision-making on how to enhance gender equality in research.
- 3.** Instigating the integration of the sex and/or gender dimension into R&I content to increase excellence in research. There is no doubt that avoiding gender biases leads to increased scientific quality and excellence. However, so far there has been no evidence of measures promoting gender mainstreaming in the Programmes of the Foundation. RIF, as the only Research and Innovation funding agency in Cyprus, is committed to working towards scientific excellence by, firstly, incorporating the gender dimension in all its future Calls for Proposals, and additionally, by endorsing the idea that research proposals lacking gender-related references will be considered as poorly designed. This is believed to initiate a gender discourse at a national level, while at the same time is contributing to the discussion about women in R&I at an international level.
- 4.** Working systematically to address gender challenges within the scope of the Foundation by adopting transversal measures, such as the adoption of more gender-sensitive language being used in all RIF official documents, including future Programmes, as an attempt to redress existing gender inequalities in the area of R&I.

Based on the Audit findings, it was recognised that it is impossible to deal with all aspects at once and therefore a set of priorities for the Gender Action Plan should be identified. **RIF's priorities to overcome gender bias in R&I can be summarised as follows:**

- » Formulation of inclusive policies implemented by HR management: work-life balance, recruitment, retention, career progression.
- » Establishment of an electronic database with 'sex' and 'age' disaggregated information for all aspects of HR management aspects and research / project applicants.
- » Establishment of a monitoring system of HR management activities with specific indicators measuring gender-balance/discrimination in recruitment, retention and progression.
- » Establishment of a monitoring system for research projects, with specific indicator measuring the number of funded projects with gender focus.
- » Establishment of a 'Network of Scientists', including gender experts, to influence decision-making and promote inclusion of gender-related issues.
- » Integration of the gender dimension in the content of future Calls and Programmes.
- » Add gender-related criteria in the evaluation procedures, by asking evaluators state/explain how the research proposal impacts on gender equality.
- » Develop a Guide for the use of gender-sensitive language in all official RIF documents.
- » Dissemination of knowledge gained through the TARGET project and awareness-raising actions regarding the importance of gender equality in R&I at events/info days organised by RPF.

2. Designing and Approving a Gender Equality Plan

All set priorities were further looked into when preparing the Foundation's Gender Equality Plan (GEP). Due to the lack of gender policy within the institution, the main priority of RIF's GEP was to define a clear policy and raise awareness regarding its gender policy within the institution and beyond, especially its funding programmes. The different processes and objectives involved in establishing a complete GEP were of equal importance to RIF in its attempt to embed gender awareness within different levels of the institution and to remove possible gender bias in its procedures both internally and externally.

A Community of Practice (CoP) was formed immediately after the start of the project. It was decided that the CoP would take the form of an 'internal' committee, with its members being the senior management of the Foundation – i.e., the Director General and all the Directors/Heads of the Foundation's four Units that existed at the time. Moreover, officers of the Strategic Planning Unit, which has in its remit gender equality matters in the organisation, were also invited to participate in the CoP⁵.

The CoP convened four times and its members participated in the Institutional Workshops. In all meetings the Supporting Partners were present. The Members of the Community were informed well in advance about the meetings, and an agenda was sent to them. All members participated in the discussions constructively. An effort was made to keep the meetings as short as possible in order to facilitate their participation, since Gender Equality is not identified as one of the main or pressing priorities of RIF. Moreover, the Members of the Community were regularly updated on the developments in the drafting the Gender Action Plan and the implementation of measures. The four meetings of the CoP covered the whole spectrum of the design, approval and implementation of GEP.

The Foundation's Gender Equality Plan (GEP) was presented to and approved by the Board of Directors in September 2018 and became effective on 1 October 2018.

⁵ During the course of the project a number of restructurings took place, and that had an impact on the people participating in the CoP.

3. Main Activities Implemented

RIF's GEP should be understood as the organisation's commitment to start a long-term gender equality strategy, with the intention of promoting gender equality beyond the organisational context and needs of the Foundation. With the adoption of its first ever GEP, RIF seeks to tackle gender inequality and imbalance in R&I through the development and implementation of a context-tailored GEP, implementing a set of actions aimed at long-term institutional transformation. The envisaged set of actions concerns the time span of 2018–2021, and has been prioritised to reflect RIF's institutional context, based on the Gender Equality Audit conducted in 2018. The Audit results were used to design a self-adaptive and tailored GEP.

Immediately after the endorsement of the Plan, the implementation of the proposed measures started. Some measures were adopted more quickly than others: Some measures were adopted quickly, implementation of others is still pending due to heavy reliance on external factors such as (i) major restructuring within the organisation that took place several times during the project's lifetime, (ii) change of approach regarding the Strategic Action Plan of the Foundation, (iii) delay in the formulation of the HR Policy of the Foundation, (iv) delay in the functionality of RIF's electronic system which will allow the collection of data, and (v) delays in the organisation of the planned workshops caused by the COVID-19 pandemic. For all these reasons, both the timeframe and the implementation of some measures and activities described in the GEP had to be amended.

The implementation of some of the measures included in the GEP was delayed. The measures grouped under **“Human Resource Management”** and **“Decision-Making”**, and the **“Transversal Measures”** were the most compromised.

Most of the measures implemented relate to the area ‘Integration of Gender Dimension in Research Content’. Specifically:

- » A gender-sensitive statement has been included in all Calls for Proposals launched by the Foundation, as well as other related documents (e.g., Guide for Evaluators, Part B of Proposal Submission Forms). The statement in the Call text reads, ‘The Foundation encourages women to submit proposals as Coordinators’;
- » In Part B of the proposal submission form, Research Teams are prompted to describe if and how gender issues are relevant to their proposals;
- » Researchers submitting proposals are encouraged to set up research teams that are as gender-balanced as possible;
- » Informative videos have been uploaded to the Foundation's website and reference was made in the Guide for Evaluators with the aim of improving evaluators' awareness of gender issues and gender integration in the proposals.
- » Preliminary results have shown a slight increase in the participation of women as proposal and project coordinators after the implementation of the GEP in 2018. It is, however, still early and more data will be collected in the future

to measure the impact of the GEP actions in this issue.

- » Webinar organised in September 2021 for the research community, addressing sub-conscious bias and promoting the importance of gender equality.

Moreover, under “Human Resource Management”:

- » one session was provided on the implementation of the Foundation’s Sexual Harassment Policy in June 2018, and
- » one webinar on ‘Gender Equality in Employment’ was organised for the Foundation staff in April 2021.

Under “Transversal Measures”:

- » A guide for neutral language has been prepared and approved by the Director General.

Under Decision Making:

- » The identification of barriers and challenges relating to gender equality in R&I in Cyprus. The aim is to record and summarise the issues that have been discussed in focus groups and brought forward by women researchers, and, primarily, the formulation of recommendations and best corresponding practices from other countries that are experiencing the same problems. The main findings and best practices will be presented and disseminated in local media. This activity was implemented with the assistance of gender expert, Ms Anna Koukkides-Procopiou.

In each of the four Focus Groups, 8–10 women from various research organisations active in R&D, participated. The duration of the discussion was approximately 90 minutes. In addition, one Validation Focus Group was foreseen with the participation of 8-10 men, representatives of research organisations. However, at the end the decision was taken to organize a final event to present the findings of the Focus Group discussions and best practices. The findings of this activity to be concluded in December 2021 will be presented in a Report which will include recommendations and good practices that could be applied in Cyprus, in the form of a white paper, and will be disseminated in local media.

4. Main Changes in the Status Quo of Gender Equality at RIF

RIF's participation in the TARGET project provided the means for starting the discussions on promoting gender equality in Cyprus' national R&I Funding agency. Moreover, the establishment of the CoP facilitated the discussions on implementing gender-equality policies across the whole range of the Foundation's activities (Human Resources, Decision-Making, the Gender Dimension in R&I Content).

Taking into account that the promotion of Gender Equality in R&I has not been identified as one of the major priorities of the Foundation, reflected in recent decisions, the adoption by the GEP by the Board of Directors is considered as a major development and achievement, even though not all foreseen actions were implemented. The measures concerning the gender dimension in research content' were implemented immediately. However, a delay was experienced in the implementation of measures falling under 'Human Resources' and 'Decision-Making', mainly due to external factors.

5. Looking forward

RIF's participation in the TARGET project provided the opportunity for the organization to self-reflect on its stance regarding gender equality, both within the institution and within its R&I Programmes. The journey was not smooth and various issues came to the surface, specifically:

- » The Gender Audit proved a particularly difficult exercise due to the scattered sex disaggregated data. The task of collecting data was quite difficult, since there was no readily available data, because the data was/is scattered and not kept in electronic or other easily traceable form. For this reason, it was time consuming and almost impossible to collect historical data, and the decision was taken to collect only data referring to the current or immediately previous period.
- » No problems were encountered in the approval of the GEP by the Board of Directors.
- » More problems surfaced during the implementation of the measures included in the GEP, due to both internal and external factors.
- » RIF's participation in the project provided the means for initiating the discourse on promoting gender equality in Cyprus' national R&I Funding agency. Moreover, the establishment of the Community of Practice facilitated the discussions on implementing gender-equality policies across the whole range of the Foundation's activities (Human Resources, Decision-Making, Gender Dimension in R&I Content).
- » In any case, the RIF's first ever GEP should be understood as the organization's commitment to start a long-term gender equality strategy in an attempt to promote gender equality both within the organization and as a founding agency. It is believed that if RIF did not participate in the TARGET project and benefit from the support provided, it would not have been possible to formulate the gender equality policies included in GEP. Moreover, it is believed that the participation of RIF in the TARGET project and the formulation of RIF's GEP was timely, especially with the European Commission's requirements regarding gender equality in Horizon Europe.

Annex I: List of Workshops

Date and Place	Workshop/Event	Theme
23 February 2018, Nicosia	1st Institutional Workshop	Audit Results.
11 June 2018, Nicosia	2nd Institutional Workshop	GEP Design.
26 February 2019, Nicosia	3rd Institutional Workshop	Progress in Implementing the Gender Equality Plan and preparing for the 1st Monitoring Report.
12 February 2020, Nicosia	4th Institutional Workshop	Monitoring Audit's findings and all Pressing issues and priorities for RIF in the upcoming planning and designing of the GEP.
25 June 2018, Nicosia	1 Seminar for RIF Staff	Sexual Harassment Policy.
21 April 2021, Nicosia	1 Webinar for RIF's Staff	Gender Equality in Employment.
13 September 2021	1 Webinar for the Research Community	Gender Bias in R&I.
6 October 2021, Nicosia 13 October 2021, Nicosia	4 Meetings of Focus Groups with Women Researchers	Discussion of the challenges women researchers face in Cyprus.
8 December 2021, Nicosia	Final Event	Presentation of Focus Groups findings and results; main outcome of the TARGET project.

Photos of 4th Community of Practice Meeting (13 February 2020) (RIF)



Annex II:

Gender Equality Plan

Research and Innovation Foundation (RIF)



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Introduction

The Research Promotion Foundation (RPF) as the national research and innovation funding agency of Cyprus, was established with a view to promote scientific and technological research across the island. The Foundation has the responsibility to ensure that the research community of Cyprus is actively working to maximize collective knowledge, creativity and innovation, by funding projects that promote excellence and deliver results with maximum impact and social benefit, thus ensuring the quality of the Cypriot research system.

As a Research Funding Organization (RFO), RPF acknowledges the gender-related challenges researchers face, as well as the gains of concrete actions in respect to the importance of gender equality in R&I and fully adopts the priorities set by the European Research Area, and in particular ERA Priority 4 on *Gender Equality and Gender Mainstreaming in Research*,¹ as well as the HORIZON 2020 regulations, and in particular Article 16² which explicitly mentions the importance of gender equality in R&I.

Within the framework of the above, the Foundation as a Gender Equality Innovating Institution (GEII) in the TARGET Project,³ understands the benefits of gender equality in research and is committed to work towards scientific excellence and supports the positive correlation between gender equality and research quality. With the present document, RPF seeks to address gender inequalities and imbalances in R&I through the development and implementation of a context-specific Gender Equality Plan (GEP), formalizing a set of actions aiming at long term institutional transformation. The actions to be taken concern the period between 2018-2020 and have been prioritized to reflect RPF's institutional context, based on the Gender Equality Audit conducted by its personnel. Recognizing the gaps identified by the Audit, the results were used to design a self-adaptive self-tailored GEP.

The GEP has been developed as part of the TARGET Project and should be understood as the 1st Gender Equality Plan of the Foundation, as the agency is committed to start a long-term gender equality strategy in an attempt to promote gender equality beyond the organizational context and needs of the Foundation.

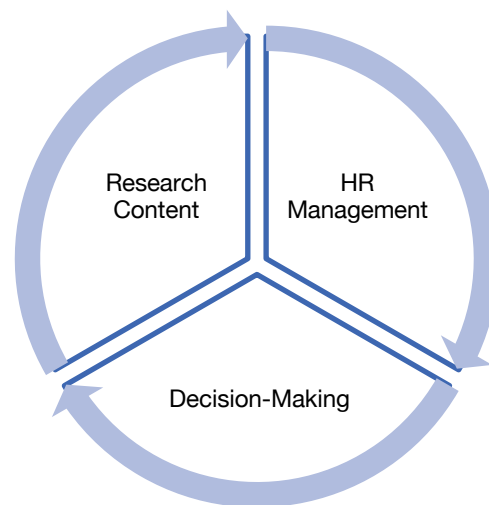
¹ http://ec.europa.eu/research/era/gender-equality-and-gender-mainstreaming_en.htm

² Article 16 states: "Horizon 2020 shall ensure the effective promotion of gender equality and the gender dimension in research and innovation content. Particular attention shall be paid to ensuring gender balance, subject to the situation in the field of research and innovation concerned, in evaluation panels and in bodies such as advisory groups and expert groups. The gender dimension shall be adequately integrated in research and innovation content in strategies, programmes and projects and followed through at all stages of the research cycle." In: *Regulation (EU) no 1291/2013 of the European Parliament and of the Council, Establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020)*.

³ <http://www.gendertarget.eu/>

Priority Fields

The TARGET Project indicates three main areas of interest for achieving gender equality in R&I: *human resource management*; *decision-making and integration of gender dimensions in research content*. It is important to note that the use of a comprehensive cyclical approach is central to the idea of gender equality, as institutional change is defined as a three-dimensional construct and all TARGET areas are interrelated, interconnected and mutually reinforcing.



For the full realization of gender equality in R&I, both a bottom-up and a top-down approach are necessary. The former indicates the support individual researches receive to redress any gender imbalances and the latter indicates the support of structural change towards gender equality.

Main Objectives

All three focus areas are of equal importance to the RPF and can be viewed as priority fields, even though it is impossible to deal with all three areas comprehensively. The overall objective of the Gender Equality Plan 2018-2020 is to build institutional capacity to facilitate cultural change that goes beyond the formal adoption of a GEP.

The Foundation further aims at removing any existing gender inequalities and mitigating perceived factors that limit equal participation and advancement of women by setting the following interim objectives:

- Promoting a gender-inclusive organizational culture and eliminating unconscious gender biases in all aspects of **human resource management**: recruitment, retention, career progression, work-life balance, care and family life;
- Creating awareness among the **decision-making** body to influence and ensure gender-sensitive internal processes and procedures;
- Instigating the integration of sex and/or gender dimension into **R&I content** to increase excellence in research;
- Working systematically to address gender challenges within the scope of the Foundation by taking **transversal measures**.

The above objectives are considered to be relatively *achievable to implement*, as the Foundation grasps momentum with the organizational transformation already taking place, and of *high impact* as results will be concrete and visible early on in the institutional transformation process.

The present Gender Equality Plan addresses all Programmes, activities and functions that fall under the remit of the Foundation.

Main Actions

Objective: Promoting a gender-inclusive organizational culture and eliminating unconscious gender biases in all aspects of human resource management: recruitment, retention, career progression, work-life balance, care and family life.

MEASURES	RESPONSIBLE BODY	TIMEFRAME
<ul style="list-style-type: none"> Formulation of an inclusive non-discriminatory HR Policy covering recruitment, retention, career progression, work-life balance and care and family life: <i>in recruitment, retention career progression</i> -> ensure transparency and gender sensitivity in selection processes especially when considering senior/leadership positions; gender mainstreaming of all written documents of the Foundation; <i>in work-life balance</i> -> concrete measures, for example, flexible schedules, to be further discussed; <i>in care and family life</i> -> support parenthood and in particular motherhood, by offering a parent-friendly workplace. Concrete measures to be decided upon consultation with the CoP. 	Unit 4 (assistance of HR consultant)	Oct. 2018 – Oct. 2019
<ul style="list-style-type: none"> Ensure effective implementation of the existing Sexual Harassment Policy. 	Unit 4	May 2018
<ul style="list-style-type: none"> Raising gender awareness among personnel to address unconscious bias and promote the importance of gender equality by targeted trainings and workshops. 	Unit 4	Oct. 2018 – Jan. 2019

Objective: Creating awareness among the decision-making body to influence and ensure gender-sensitive internal processes and procedures.

MEASURES	RESPONSIBLE BODY	TIMEFRAME
<ul style="list-style-type: none"> Generate effective management practices; raising awareness and building gender competence of key decision-makers by targeted briefing that will create the conditions to align core activities of RPF to gender equality when promoting R&I excellence – link equality with quality. 	Unit 1	Oct. 2018 – Jan. 2019
<ul style="list-style-type: none"> Include all measures that support and promote gender equality, both within the organizational context and as a funding agency, in a relevant new strategic action of the Foundation, as an indication of acknowledgment that gender is a factor that contributes to scientific excellence and research quality. 	BoD Unit 1	Oct. 2018

Objective: Instigating the integration of sex and / or gender dimension into R&I content to increase excellence in research.

MEASURES	RESPONSIBLE BODY	TIMEFRAME
<ul style="list-style-type: none"> ▪ Organization of a Network of Scientists to exchange experiences, develop knowledge and capacity building and know-how for gender equality when designing new Programmes. 	Unit 1	Jan. 2019 – Dec. 2020
<ul style="list-style-type: none"> ▪ Include a gender-sensitive statement in all Calls and Programmes, to encourage more women to apply as Coordinators. i.e. “The Foundation encourages women to submit proposals as Coordinators”. 	Unit 1	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> ▪ Ensure gender-balanced formation of research teams by explicitly mentioning in all Calls that “Research teams should be as far as possible gender-balanced”. 	Unit 1	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> ▪ Raise awareness and competence for applicants to identify whether or not a gender analysis is necessary by providing specific guidance and training sessions on sex/gender in research content. 	Unit 1	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> ▪ Introduce a special section in order for applicants to indicate if and how sex/gender analysis was integrated in the research proposal and if not, to outline why it was not relevant to the proposed research. 	Unit 1	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> ▪ Encourage personnel to select evaluators from both sexes (e.g. utilize databases like Academia.Net). 	Unit 2	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> ▪ Make available to evaluators informative videos uploaded on RPF’s website on how to assess sex and gender integration in proposals. 	Unit 2	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> ▪ Add a statement in the Guide for Evaluators on the importance of Integrating Gender Analysis into Research (IGAR) when evaluating proposals. 	Unit 2	Oct. 2018 – Oct. 2020

Objective: Working systematically to address gender challenges within the scope of the Foundation by taking transversal measures.

MEASURES	RESPONSIBLE BODY	TIMEFRAME
<ul style="list-style-type: none"> Improve data collection processes by establishing an electronic database with ‘sex’ and ‘age’ disaggregated information for all HR management aspects and research proposal/ project applicants and produce annual statistics. 	Unit 4 (+ IRIS team)	Oct. 2018 – Oct. 2019
<ul style="list-style-type: none"> Establishment of a monitoring system for HR management activities and research projects, with specific indicators monitoring the key actions of the GEP. 	Unit 4	Oct. 2018 – Jan. 2020
<ul style="list-style-type: none"> Develop a comprehensive annual reporting system that will allow continuous monitoring of the operational objectives set to achieve gender equality and include a section on RPF’s Annual Report. An evaluation analysis of gender equality measures to be conducted at the end of each GEP period by the CoP and to be discussed by the BoD and if necessary decide on changes to the strategy. 	Unit 1	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> Use of gender-sensitive language in all official documents of the Foundation and in all channels of external communication (Website etc.) 	Unit 3	Oct. 2018 – Oct. 2020
<ul style="list-style-type: none"> Dissemination of knowledge gained through TARGET project and awareness-raising actions regarding the importance of gender equality in R&I at events / info days organized by the Foundation – Give visibility to the Gender Equality Plan. 	Unit 3	Oct. 2018 – Oct. 2020

Monitoring and Assessment

Funding excellent research is the main concern of RPF. In order to continue to do so, achieving the GEP objectives is key to generate a gender competent institutional culture among the research community and the Foundation.

The Foundation understands the importance of the monitoring and assessment stage as it will indicate whether or not a transformative dynamic is taking place while it is viewed as a self-reflective process. On the one hand, monitoring works as a tool supporting effective action and commitment, which increases legitimacy and creates accountability, and on the other it provides indicators to assess actions in order to enhance knowledge of ongoing changes. RPF will develop tailored process and outcome indicators in the next phase of the GEP (implementation phase), using both quantitative and qualitative indicators to measure efficiency, effectiveness and impact.

In addition, the Community of Practice (CoP) will further contribute in creating a favorable environment for the effective implementation of the GEP actions. Organization of regular meetings with the CoP will be an important component for discussing, reporting and assessing the progress, main achievements and aspects that can be improved. This will allow the identification of possible problems while acting proactively upon them.

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