

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

D 7.3 – Plan for the Exploitation and Dissemination of Results

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1 Introduction

This document presents the initial version of the Plan for the Exploitation and Dissemination of Results of TARGET and defines the framework for partner’s communication and dissemination activities. It provides the general communication strategy for TARGET as well as draft plan for the actions that will be taken in the course of TARGET.

Dissemination forms an integral part of the whole TARGET project. Hence all work packages contain dissemination elements and all partners are involved in dissemination activities.

General objectives of WP6 “Dissemination” are:

- Raise relevant stakeholders’ awareness on the need/ possibility of structural change in RPOs and RFOs specifically focusing on the three dimensions of HRM, decision-making and the gender dimension;
- Disseminate the innovative tools and state-of-the-art knowledge developed as part of the project regarding the design, implementation and monitoring of customised GEPs.

The deliverable contains an introduction to the project (chapter 2), describes the scope and objective of the deliverable (chapter 3), identifies the target audiences (chapter 4) and the levels of dissemination activities (chapter 5) as well as the dissemination channels available to partners (chapter 6). Furthermore the document contains a draft plan of actions (chapter 7) and key performance indicators for the evaluation of the dissemination and exploitation strategy (chapter 8).

The Plan for the Exploitation and Dissemination of Results is a live document. It is likely to undergo changes and adjustments and will be constantly monitored and updated. Periodic and final reports will explain how the achieved results are being exploited and disseminated.

2 Description of TARGET

TARGET will contribute to the advancement of gender equality in research and innovation (R&I) by supporting a **reflexive gender equality policy** in seven **Gender Equality Innovating Institutions (GEIIs)** in the Mediterranean basin - including research performing organisations (RPOs), research funding organisations (RFOs) and a network of universities. The TARGET countries have been characterised as relatively ‘inactive’ in developing gender equality policies in R&I. The widening gap between ‘proactive’ countries and ‘inactive’ countries is a worrying development – as some countries are being ‘left behind’ – which if nothing is done may have negative implications on the quality and excellence of R&I throughout Europe.

The TARGET approach goes beyond the formal adoption of a gender equality policy by emphasising an **iterative and reflexive process** towards equality at the institutional level as well as the establishment of a **community of practice** for gender equality within the institution: actual change is the result of increased institutional willingness and capacity to identify, reflect on and address gender bias in a sustained way. Starting point and anchor of the process is a tailored **Gender Equality Plan or Strategy (GEP/GES)** in each GEII which will be designed, implemented, monitored, self-assessed and evaluated in the course of TARGET.

2.1 Objectives

Main goal of TARGET is to contribute to the advancement of **gender equality in R&I** by addressing gender bias in human resource management, decision making and R&I and HE curricula content.

Specific objectives are:

- **Build the institutional capacity** of 7 GEIIs for a **reflexive gender equality policy** in 5 EU countries and 2 non-EU countries over 48 months.
 - In RFOs/RPOs - **competences gained to conduct a gender audit, to design, implement, monitor and self-assess a tailored GEP** - in parallel to the **establishment of a community of practice** integrating relevant institutional stakeholders (e.g. HR department, relevant strategic bodies, management)
 - In the university network - **sustainable structures established for gender equality** and the building up of competences and tools to develop a tailor-made GES and institutional change that enable future ERA initiatives
- Foster an **active reflexive learning process within the GEIIs** through 35 institutional change making workshops each run in conjunction with a supporting institution at each stage of the GEP/GES process **as well as between the GEIIs** at each stage of the

GEP/GES process through 5 capacity building workshops for the development of customised GEP tools: audit, planning, monitoring and self-assessment

- Generate actions for **multiplier effects** through the innovative, network supported use of institutional change agents with national level leverage: reinforcing gender equality in R&I in countries relatively inactive in this field – through national level workshops
- Design, develop, test and integrate **effective tools for each stage of the GEP** (audit, planning, implementation and monitoring, evaluation) that can be customised to the specific RFO/RPO and be of use to the network and other research institutions
- Develop new knowledge for institutions, practitioners and policymakers based on a comparative analysis of customised GEP implementation and sustainability in order to provide a basis for **effective sharing of practice and future change initiatives** in both proactive and relatively inactive countries in the field of gender equality in R&I - taking into account the differences in cultural, socio-economic and political settings.

2.2 Contribution to dissemination and exploitation of TARGET work packages

In WP2 – Capacity building – dissemination activities are on the one hand linked to the capacity building workshops (CBW). Members of the advisory board participate in the capacity building workshops to give feedback to GEIIs, their GEPs/GES and experiences with GEP/GES implementation. Members of the advisory board provide information about TARGET to their networks (see also chapter **Error! Reference source not found.**). On the other hand the institutional workshops at each GEII following the CBWs contribute to the dissemination of TARGET in each GEII. The establishment of a community of practice for gender equality at each GEII can also be interpreted as a form of internal dissemination.

WP3 – Knowing and planning – focuses on the development of a targeted GEP/GES for each GEII with support provided by NOTUS and FGB (supporting partners). In that context dissemination activities address the GEII itself (awareness raising activities) and the national/regional level (supporting a national discourse on gender equality).

WP4 – Implementing, monitoring and self-assessing – aims at establishing a reflexive gender equality culture based on a targeted monitoring system. Results of the monitoring should be used for an internal discourse on gender equality which raises awareness and could also be used for national/regional dissemination activities.

WP5 – Evaluation and comparative analysis – addresses the international level of dissemination activities. A comparative report based on the evaluation of the implementation of GEPs/GES will

be used to discuss the experiences with the implementation of GEP/GES in Mediterranean countries. These experiences will be contrasted with those made in other structural change projects which focus on Western European countries. The analysis aims at discussing the effect of different social, political and cultural context on the implementation of GEPs.

WP6 – Disseminating – supports dissemination activities of GEIIs at national/regional level as well as internally by providing a dissemination toolkit. Furthermore WP6 organises the final conference of TARGET which contributes to dissemination at international level.

2.3 Consortium

The consortium comprises 10 partner institutions. The Institute for Advanced Studies (IHS) acts as the coordinator and as external evaluator of GEPs. Seven partners are involved as GEIIs and take direct action to promote institutional change within their realm of intervention, mostly through GEP implementation: 3 RFOs (ARACIS, RPF and FRRB), 3 RPOs (ELIAMEP, UB and UH2C), and a network of universities (RMEI).

Two partners, NOTUS and FGB provide tailored-made assistance to support institutional change as well as support regarding network-building and dissemination in each GEII.

1. Institut für höhere Studien – Institute for Advanced Studies (IHS), AUSTRIA (Coordinator)
2. Agentia Romana de Asigurare a Calitatii in Invatamantul Superior (ARACIS), Romania
3. Research PRomotion Foundation (RPF), Cyprus
4. FONDAZIONE REGIONALE PER LA RICERCA BIOMEDICA (FRRB), Italy
5. HELLENIC FOUNDATION FOR EUROPEAN AND FOREIGN POLICY (ELIAMEP), Greece
6. UNIVERSITE HASSAN II DE CASABLANCA (UH2C), Morocco
7. UNIVERZITET U BEOGRADU (UB), Serbia
8. Réseau Méditerranéen des Ecoles d'Ingénieurs (RMEI), France
9. NOTUS, Spain
10. FONDAZIONE GIACOMO BRODOLINI (FGB), Italy

The TARGET consortium is complemented by an advisory board composed of seven experts on gender and R&I from transnational networks of women in science. Two members of the advisory board with extensive experience with evaluation of equality policies in academia (e.g. evaluation of ADVANCE (USA), development of evaluation frameworks in GEDII and EFFORTi) will also provide feedback to the evaluation team (see also chapter 5.3).

3 Scope and objective

All consortium members are committed to dissemination activities and all partners are involved in dissemination activities.

TARGET dissemination activities pursue four objectives which are related to the different levels of dissemination:

- The first goal is to promote the project and ensure its visibility. This also supports project implementation at GEII level and contributes to the development of a national/regional gender equality discourse. Furthermore this allows TARGET to contribute to the international debate among scientists as well as practitioners on GEP implementation in RFOs and RPOs.
- The second goal is to raise awareness regarding gender equality in the three main areas of TARGET. In concrete, at GEII level and national/regional level awareness should be raised concerning (1) the importance of removal of structural barriers to recruitment, retention and career progression of women researchers, (2) the integration of gender dimension in decision making and (3) the integration of gender dimension in research content and teaching.
- The third goal of dissemination activities is to ensure that the tools provided by TARGET are accessible and useable for other RFOs and RPOs.
- The fourth goal is to contribute to an international discourse on GEP/GES implementation. It is planned to contribute to the academic discourse as well as to the discourse among practitioners.

4 Target audiences

Dissemination activities address different target groups at the three dissemination levels:

GEII level internal

- Members of top and middle management of each GEII
- Staff members
- External experts involved in key processes (e.g. reviewers in case of RFOs)

GEII level external

- Other national and regional stakeholders (RFOs, RPOs)
- Policy makers (in the fields of gender equality, research, innovation, higher education etc.)
- National experts on gender equality in R&I
- National representatives in Standing Working Group on Gender in R&I (former Helsinki Group members) and other ERA related working groups
- Media and general public

International level

- Other structural change projects and practitioners in the field of GEP implementation like
 - Baltic Gender (Baltic Consortium on Promoting Gender Equality in Marine Research Organisations)
 - COST network genderSTE
 - EFFORTI (Evaluation Framework for Promoting Gender Equality in R&I)
 - EGERA (Effective Gender Equality in Research and Academia)
 - EQUAL-IST (Gender Equality Plans for Information Sciences and Technology Research Institutions)
 - eument-net (European network of mentoring programmes for women in academia and research)
 - FESTA (Female Empowerment in Science and Technology Academia)
 - GARCIA Project (Gendering the Academy and Research: combatting Career Instability and Asymmetries)
 - GEDII (Gender- Diversity-Impact. Improving Research and Innovation through Gender Diversity)
 - GEECCO (Gender Equality Engineering through Communication and Commitment)

- GENDERACTION (GENDER equality in the ERA Community To Innovate policy implementation)
- GENDER-NET ERA-NET
- GenderTime (Transferring Implementing Monitoring Equality)
- GENERA (Gender Equality Network in the European Research Area)
- Genis Lab (The Gender in Science and Technology LAB)
- GENOVATE (Transforming Organisational Culture for Gender Equality in Research and Innovation)
- GenPORT
- GenSET (Increasing Capacity for Implementing Gender Action Plans in Science)
- INTEGER (Institutional Transformation for Effecting Gender Equality in Research)
- LIBRA (Unifying innovative efforts of European research centres to achieve gender equality in academia)
- NewHoRRIZon (Excellence in science and innovation for Europe by adopting the concept of Responsible Research and Innovation)
- PLOTONIA (Promoting Gender Equality in Academia and Research)
- PRAGES (Practising Gender Equality in Science)
- PROMETEA (Empowering Women Engineers Careers in Industrial and Academic Research)
- SAGE (Systemic Action for Gender Equality)
- STAGES (Structural Transformation to achieve gender equality in science)
- TRIGGER (Transforming Institutions by Gendering contents and Gaining Equality in Research)
- WHIST (Women's careers hitting the target: gender management in scientific and technological research)
- Other European stakeholders like
 - CESAER (Conference of European Schools for Advanced Engineering education and Research)
 - EIGE (European Institute for Gender Equality)
 - EPWS (European Platform of Women Scientists)
 - ESU (European Students' Union)
 - EUA (European University Association)
 - European Network on Gender Equality in Higher Education (the eq-uni list)
 - EWORA (European Women Rectors Association)
 - IDEA League (Network of Leading European Universities of Science and Technology)
 - LERU (League of European Research Universities)

- NordForsk
- Science Europe (Association of European Research Funding Organisations and Research Performing Organisations)
- SWG on Gender in R&I (Standing Working Group on Gender in Research and Innovation, former Helsinki Group)
- Other international stakeholders
 - ADVANCE Implementation Mentors (AIM) Network
 - AWARD (Arab Women's Association in Research, Development and Innovation)
 - GenderInSITE (Gender in science, innovation, technology and engineering)
 - SAGA (STEM and Gender Advancement, UNESCO project)
 - SHEMERA consortium
 - WHEM (Women in Higher Education Management, Network)
 - WISAT (Women in Global Science and Technology)
- Research community
- Media and general public

5 Levels of dissemination activities

As already mentioned dissemination activities address three levels: (1) GEII internal communication about TAREGT, (2) national/regional dissemination activities of GEIIs which will contribute to the national/regional discourse on gender equality in science and research and (3) international dissemination activities to increase the visibility of the project and to distribute its results.

5.1 GEII internal dissemination activities

To support GEII internal communication about the project, its background, objectives and progress, TARGET provides a dissemination toolkit (see also D6.1). The toolkit will support the communications strategy of each GEII towards its management to sustain support for TAREGT over the duration of the project. The development of a specific communication strategy to convince the management support the project takes part during the gender equality audit phase. Therefore also the Gender Equality Audit Tool (GEAT, D3.1) provides practical hints.

Furthermore a communication strategy will be developed to inform GEII staff members who are not directly involved in TAREGT about the project, its objectives and progress. Both communication strategies will be developed by each GEII with input from its supporting partner.

5.2 Initial plans for GEII dissemination activities (national level)

The TARGET countries have been characterised as relatively ‘inactive’ in developing gender equality policies in R&I. Therefore GEIIs aim at contributing to the national discourse on gender equality in R&I. GEIIs have been selected for their potential to initiate change in the national discourse on gender equality in R&I in countries with limited gender equality policies in R&I. RMEI, the network of universities, plays a key multiplier and change-enabling role for its member universities. Furthermore advisory board members will support dissemination activities.

In the following the initial dissemination plans of GEIIs are described.

5.2.1 Agentia Romana de Asigurare a Calitatii in Invatamantul Superior (ARACIS), Romania

ARACIS aims at adopting a communications strategy focused on permanence and high visibility to strengthen the discourse on gender equality in R&I at national level and to bring it on the agenda of different institutions and policy decision makers. The experience of UAIC – the single university in Romania that developed a project on structural change and has a GEP – proved that

a strong communications strategy based on cooperation and partnership with the National Broadcasting Company effectively brought gender issues to the national level discourse. Common events like conferences, exhibitions, awards, competitions, media campaigns, broadcasted round tables, TV reports etc., co-organised with relevant stakeholders, held at national, regional and local level all contribute to bringing gender equality issues to public debate. As a member of ARACIS (Commission of Social Sciences and Communication) Prof. Doina Balahur, who coordinated UAIC-STAGES project and acts as ARACIS change agent, will develop the process of national dissemination in cooperation with ARACIS, as a focal point for sharing good practice on structural change to other universities in Romania.

The planned dissemination activities for 2019 are:

- Integration of gender issues in training sessions organized by ARACIS for the evaluators (university professors and associated professors) belonging to Romanian accredited universities;
- Integration of gender issues in training sessions organized by ARACIS for the student evaluators belonging to Romanian accredited universities;
- Elaborating flyers on gender equality in collaboration with ARACIP (Romanian Agency for Quality Assurance in Preuniversity Education) with the aim of distributing them in Romanian high-schools and universities. This activity is planned for the spring of 2019.
- Press release of ARACIS regarding the state of implementation for TARGET project. This activity is planned for the beginning of the second semester of the academic year 2018-2019.

5.2.2 Research PRomotion Foundation (RPF), Cyprus

RPF has a network at its disposal which covers relevant stakeholder within the Cypriot R&I community participating in the funding programmes. These include universities and research institutes, both public and private, small, medium and large companies, as well as NGOs and other entities involved in R&I activities. In order to initiate a gender equality discourse at the national level, the dissemination strategies to be undertaken will include infodays and workshops, involving representatives in key positions within organisations that participate in research programmes. In addition, these activities will be complemented with factsheets for awareness-raising and brochures to be given out during other events organised by the RPF.

Concrete dissemination activities are foreseen in the Gender Equality Plan of RPF which was released in September 2018:

- Raising gender awareness among personnel to address unconscious bias and promote the importance of gender equality by targeted trainings and workshops (October 2018 – January 2019).
- 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 (October 2018 – January 2019).
- Organization of a Network of Scientists to exchange experiences, develop knowledge and capacity building and know-how for gender equality when designing new Programmes (January 2019 – December 2020).
- Inclusion of 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” (October 2018 – October 2020).
- Ensure gender-balanced formation of research teams by explicitly mentioning in all Calls that “Research teams should be as far as possible gender-balanced” (October 2018 – October 2020).
- 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 (October 2018 – October 2020).
- 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 (October 2018 – October 2020).
- Provision of informative videos for evaluators uploaded on RPF’s website on how to assess sex and gender integration in proposals (October 2018 – October 2020).
- Add a statement in the Guide for Evaluators on the importance of Integrating Gender Analysis into Research (IGAR) when evaluating proposals (October 2018 – October 2020).
- 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 to give visibility to the Gender Equality Plan (October 2018 – October 2020).

Additionally, RPF disseminated the information on the adoption of the GEP in the 2nd GENDERACTION Newsletter.¹

5.2.3 FONDAZIONE REGIONALE PER LA RICERCA BIOMEDICA (FRRB), Italy

FRRB's network also covers the relevant stakeholder within the Lombardy R&I community which participate in funding programmes. These include universities and research institutes, both public and private, small, Research and Care institutes, SMEs, medium and large companies, as well as NGOs and other entities involved in R&I activities. An important stakeholder in terms of policy-making is the regional DG Research, University and Open innovation which is also the managing authority for the EU's Structural Funds and Cohesion fund. FRRB has been actively working to disseminate the activities run within the TARGET project. Specifically, thanks to the Community of Practice established in February 2018 with its first plenary meeting, FRRB can now rely on a strong network of stakeholders coming from universities and research institutes, both public and private, Research and Care institutes, small, medium and large companies, as well as NGOs and other entities involved in R&I activities - that can act as multiplier of the results achieved through TARGET and be an arena for continuous debate.

The dissemination activities are taking place on two levels: internally and externally.

At internal level, FRRB is currently working to integrate the gender equality in the Quality Management procedures, through key operational documents which regulate all the aspects of the FRRB functioning. In September 2018 FRRB issued a revised version of its quality policy² (revision 1), stressing its commitment in raising awareness on gender equality at all level of activities.

Being a regional Research Funding Agency, FRRB is doing its part to promote awareness raising on these topics. Starting from October 1st 2018, FRRB inserted in its Calls for proposals provisions for maternity leave together with a basic requirement on gender, requesting that all Applicants fill in a survey on gender-representation in different job positions.

The aim is not to “punish” organisations that do not have genders equally represented, but to make them aware of how genders are represented in their own organisations, and able to ask why it is like this. This would also offer also FRRB an opportunity to have a general picture on this theme in the different institutions located in Lombardy region.

¹ <http://genderaction.eu/dissemination/>

² http://www.frrb.it/systemFiles/politica_per_la_qualit%C3%A0_rev1.pdf

Additionally, starting from the latest Call for proposals, FRRB asks all Applicants-health and research Institutions based in Lombardy- to include in their application their official institutional Gender Equality Plan (if existent). The document will not be evaluated in the scientific review of the proposal, but it will offers the chance to raise awareness also on this matter.

On October 24th 2018, Professor Londa Schiebinger participated as invited speaker at a seminar organised by FRRB, titled” Gendered Innovation in Science and Research”. The seminar, held in Milan, was addressed to researchers, clinicians and academics working in the field of healthcare and social policies. Londa Schiebinger, Professor of History of Science at Stanford University, presented the ideas underpinning the “gendered innovations” study. In particular, she highlighted how even disciplines long considered sex and gender-neutral, such as science and engineering, are actually not. All participants in the seminar appreciated the talk and expressed their interest in the subjects presented. The discussion in the seminar supported FRRB to plan its next activities:

- Organising a specific training module on gendered innovations in light of the launch of the next Call for proposals, so that researchers can really incorporate the gender dimension in research
- Disseminating our activities through website, social media and publications. We have already published our first article on InGenere³ and on the Target website.
- Evaluating whether including a GEP as essential document for organisations applying to FRRB funding

5.2.4 HELLENIC FOUNDATION FOR EUROPEAN AND FOREIGN POLICY (ELIAMEP), Greece

The dissemination strategies to be undertaken by **ELIAMEP** will include trainings and workshops, involving ELIAMEP’s administrative and scientific personnel, external research associates, academics from various departments of Greek universities (such as Panteion University, and the Polytechnic School of National Kapodistrian University), public agencies working in the field of research and education (such as the European Documentation Center) non-governmental organizations that work on gender equality and women’s empowerment (such as Women Act, and the Greek Association of University Women), as well as individual gender experts and policy makers. Forging collaborations with a wide array of external stakeholders and experts in the dissemination phase (but also in other phases of the project) is

³ <http://www.ingenere.it/articoli/perche-innovazione-genero-importante>

seen to be of critical importance for promoting the adoption of GEPs as a practice among Greek universities and research organizations, and generally for maximizing the impact of the TARGET project beyond ELIAMEP. Representatives from the General Secretariat of Equality, Gender Equality Centres of Universities and Greek Euraxess Centres will also be informed about project activities and outcomes and invited to further promote them. Furthermore, ELIAMEP will collaborate closely with other research institutes and regional stakeholders, such as the Municipality of Athens and more specifically the Vice Mayor for Social Solidarity, Welfare and Equality, who has committed to support project activities as stated in the signed letter of intent. Within the next year, ELIAMEP plans to organize a series of events in collaboration with NGOs and Greek universities, as well as two institutional workshops targeting young researchers and Ph.D candidates, as well as administrative personnel.

The draft Gender Equality Plan (GEP) of ELIAMEP includes the following dissemination activities:

- To promote the integration of gender-dimension in research content workshops targeting ELIAMEP researchers and young researchers will be organised (June 2018 - December 2021).
- To promote gender equality in Greek research and Academia workshops and other events with university academics, researchers and administrative staff will be organised to disseminate knowledge of and share experience in adopting the GEP to research organisations and universities in Greece (January 2019 - April 2021).
- To promote gender equality in Greek research and Academia an extended Community of Support and Practice (CoSP) will be established. Aim of the CoSP is to promote awareness about the need to tackle gender inequalities in Greek university and research organisations (starting in January 2019).

5.2.5 UNIVERSITE HASSAN II DE CASABLANCA (UH2C), Morocco

UH2C's dissemination strategy focuses on three target groups: First, UH2C will present its experiences with GEP development and implementation to other Moroccan universities, the Ministry for Higher Education, the national committee on parity and the national funding organisation (CNRST) to discuss the potential of institutionalised gender equality policies in higher education and research. Second, UH2C will exchange experiences with other Universities (especially the University Mohamed V of Rabat), which are developing gender equality policies. Third, dissemination activities like workshops and trainings will also focus on women in science and research. Such activities will be organised in cooperation with the Women and Science in Morocco Association (AFSM), which is a NGO actively engaged on gender and science issues. Its

goal is to promote the presence of women in science and technology, encouraging young girls to specialise on SET fields and to promote gender equality in the professional field.

Concrete activities for the upcoming months are:

- Presentation of TARGET and the UH2C charta for equality at the university website and via a Facebook page.
- Organization of a series of training workshops for a number of university research professors (men and women) starting in January 2019 to build up gender competence
- Organisation of coaching for men and women to strengthen gender and leadership competences
- Development of a project to create a digital bibliography and acquisition of books on gender in coordination with the Reading network in Morocco and the direction of the library of UH2C
- Organisation of a conference on "equal opportunities" in March on the occasion of International Women's Day
- Organisation of a workshop together with RMEI at the mining engineer school of Rabat in April 2019

5.2.6 UNIVERZITET U BEOGRADU (UB), Serbia

Dissemination activities of **UB** will include the organisation of awareness raising events, workshops and seminars, the distribution of information, leaflets and publications and a webpage. The UB will initiate discussions regarding gender issues with the relevant Ministries, the Conference of Serbian Universities, the National Council for Higher Education, the Serbian Commission for Accreditation and Quality Control and the National Council for Science and Technological Development. As Serbia is actively preparing for EU accession negotiations, gender equality is a topic of governmental interest. New versions of the Gender Equality Law and National Strategy on Gender Equality have recently been released. TARGET can benefit from the momentum of these activities to further promote gender equality in higher education and R&D.

As part of the dissemination activities planned for the next period (2018 and 2019), the University of Belgrade will use its web site and social networks to inform the broader public about the important achievements within the project so far, as well as to provide information on the further steps planned. The first step is to publish a short informative article on the TARGET project on the University of Belgrade's website and link it with TARGET's site in the next month, as well as to promote TARGET's twitter page through UB's Twitter account. Furthermore, updates on achievements and planned activities will be sent periodically to the internal mailing

list consisting of more than 70 members of the academic community that make a broader community of practice. UB will initiate discussions regarding gender issues with relevant actors at the national level, such as relevant Ministries, the Conference of Serbian Universities, the National Council for Higher Education, the Serbian Commission for Accreditation and Quality Control and the National Council for Science and Technological Development and inform them about the main GEAT findings, and further steps to be taken within the TARGET project. These lobbying activities are planned as part of the TARGET team members' regular meetings with different actors from these institutions on various occasions and not as separate events.

As Serbia is actively preparing for EU accession negotiations, gender equality is a topic of governmental interest. New versions of the Gender Equality Law and National Strategy on Gender Equality are being prepared. TARGET can benefit from the momentum of these activities to further promote gender equality in higher education and R&D. Furthermore, we plan to use the momentum of the fact that University of Belgrade is getting a lot of media attention because of the new female Rector (who is also leading the TARGET project) that is taking office in October, 2018. The Rector will use this opportunity to talk more on results of the gender equality audit conducted within the TARGET project, as well as further steps to be taken in order to improve gender equality at the university level. The UB has been selected as a pilot institution by the Ministry of Labour, Employment and Social Affairs to monitor the implementation of the new Law on Gender Equality and to develop KPIs (key performance indicators).

5.2.7 Réseau Méditerranéen des Ecoles d'Ingénieurs (RMEI), France

Dissemination activities of **RMEI** will on the one hand address its network of member universities and on the other hand address other university networks like CESAER (Conference of European Schools for Advanced Engineering education and Research). It is planned to organise a workshop with CESAER to exchange experiences with the process, discuss hindering/supporting factors as well as potential for collaboration (synergies) in 2020.

RMEI will provide information about TARGET and tools provided by TARGET to its member universities. RMEI will collaborate with GAME (network of Mediterranean students). Workshops will be organised for members of the RMEI network to discuss the applicability of TARGET tools and to build up gender competence within the network. RMEI already started these activities in the first year of the project. Planned activities for the upcoming months include active participation in conferences and workshops:

- Presentation of TARGET strategy within RMEI and GAME: Taking a Reflexive approach to Gender Equality for institutional Transformation at the World Renewable Energy Congress & Exhibition, London, Kingston University, 30 July to 3 August, 2018

- Presentation of TARGET approach at International Conference on Humanities and Higher Education: Generating Synergies between Science, Technology and Humanities, November 19-20, 2018, Barcelona
- Workshop “RMEI introduction and initial expectations with regard to GEP implementation in RMEI network”, Forum de Convergence ENISo-Entreprises_8ème edition, École Nationale d'Ingénieurs de Sousse, Tunisia, December 5, 2018
- Workshop organised to present TARGET and the RMEI GEP at École Nationale d'Ingénieurs along with the new developed Committee within the École Nationale d'Ingénieurs de Sousse, Tunisia, December 8, 2018
- Workshop on Gender Equality to be organised at Sapienza University, Rome by the new developed Committee within Engineering School of Sapienza, Italy, March 22, 2019
- Workshop at the RMEI General Assembly and Conference at Sapienza University, Rome, March 23, 2019
- Workshop on Gender Equality to be organised at ECOLES DES MINES, Rabat, Morocco, April 2019
- Workshop on Gender Equality to be organised at Aristotle University Thessaloniki, Greece, May 2019
- GAME Michelangelo Workshop, Rome, Italy, March 20-21, 2019

5.3 International level

Dissemination activities at international level are concretised in project meetings. All partners have the right to propose international dissemination activities. At project meetings it will also be decided who represents TARGET. Dissemination activities at international level will be supported by members of the advisory board who act as gate keepers for the project and its results to their networks.

Gloria Boner is the Director of the Department of Gender, Society and Policies of the Latin American Postgraduate Institute of Social Sciences (FLACSO Argentina). She coordinates two regional programmes including the UNESCO Regional Chair on Women, Science and Technology in Latin America and the e-learning master’s programme on Gender, Society and Public Policies. Bonder is the coordinator of the Global Network of UNESCO Chairs on Gender. Since 2014, she has coordinated the region’s activities in the global GenderInSITE programme, through her role as the UNESCO Regional Chair. The programme aims to influence policies and policy makers in science, technology, innovation and engineering, to integrate gender equality principles and goals. She is a researcher and consultant on Women, Science and Technology for several national, regional and international organisations such as: Minister of Science and Technology in

Argentina, United Nations, Women and Development Unit, ECLAC and the Office of Science and Technology, UNICEF, UNIFEM, UNDP and UNESCO, among others. Bonder has developed several research projects on gender issues and/in technology and science, education, communication, health and youth, and published books and articles both national and international. She is a member of the advisory board of UN Women for Latin America and the Caribbean and WISAT (Women in Global Science and Technology).

Sandra Laursen is co-director of Ethnography & Evaluation Research (E&ER), she leads research and evaluation studies of education and career paths in science, engineering, mathematics, and technology. Among others she was involved in the evaluation of the **ADVANCE** programme focusing on structural change in STEM.

Jörg Müller is currently senior researcher at the Internet Interdisciplinary Institute (IN3 – UOC) in Barcelona, Spain where he forms part of the Gender and ICT research program. He has been an expert advisor to the European Commission DG Research and Innovation. Main research interests include practice based approach to gender (in)equality, especially in relation to the valuing of professional knowledge, and new, data intensive research methods within the social sciences. He is currently coordinating the FP7 CSA “**GenPORT – An Internet Portal for Sharing Knowledge and Inspiring Collaborative Action on Gender and Science**” (2013-2017), coordinating the H2020 project GEDII – “**Gender-Diversity-Impact**” (2015-2018) which will develop new concepts and methods for assessing the impact of gender diversity in research teams upon research performance and coordinating the H2020 **EFFORTi project** (2016-2019) which will build an evaluation framework for gender equality measures across Europe.

Pat O’Connor is professor of Sociology and Social Policy at University of Limerick, Ireland. Her current research interest is in the gendering of management and higher education, and more broadly in the gendering of organizations, leadership, excellence and careers. She has become increasingly interested in the gendering of public power: in the state, in semi-state structures, in higher education and in the wider society. Her own experiences as Dean of the Faculty (2000-2010) have been part of this context. Her book on Management and Gender in Higher Education (2014 with MUP: distribution by Palgrave in the US) reflects some of these interests. Prof O’Connor has published roughly 100 peer reviewed publications. In the area of higher education these include articles in Studies in Higher Education; Current Sociology; Gender and Education (Special Issue) Globalised Re/Gendering of the Academy and Leadership; Higher Education Research and Development (Special Issue on Leadership); Educational Management, Administration and Diversity; European Journal of Higher Education; Journal of Higher Education Policy and Management; Equality, Diversity and Inclusion etc. Prof O’Connor is involved in an EU funded FP7 (2012-17) seven country cross-national research project on

Female Empowerment in Science and Technology in Academia (FESTA) including Sweden, Italy, Germany, Bulgaria, Turkey, Denmark and Ireland. Her previous cross national project was the **Women in Higher Education Management Network (WHEM)** study of senior management in Australia, New Zealand, Turkey, Sweden, South Africa, Portugal, Sweden the UK and Ireland. She has been an Evaluator for the European Science Foundation; for Nordic Spaces; and for the Australian Science Foundation; and was Chair of the International Research Panel for the awarding of Linnaeus funding.

Elizabeth Pollitzer received her PhD, Information Science, London University, in 1981. She spent 20 years teaching and researching computing at Imperial College London, in the Department of Computing and the School of Management. She was a founding member of Portia in 2001 and has been active in the gender and science field for over 15 years, leading Portia's development and involvement in its national and international programmes. She coordinated the FP7 genes project, as well as the EU funded Equalitec project. She acts as an expert for the European Commission and co-authored the expert report on **Structural Change** for the European Commission, as well as for a range of other organisations and bodies, including sitting on the management committee for the COST actions: genderSTE and Gender and Culture of Science and Society. She was an expert adviser in FP7 Meta-analysis project, and is currently a member of the expert advisory board of NAPES (an FP7 project developing environmental sensors). In 2011 she led the establishment of the **Gender Summit**, which has since expanded to Europe, North America, Africa and Asia Pacific.

Roberta Schaller-Steidl is head of the department "Gender and Diversity" at the Austrian Federal Ministry for Science, Research and Economy. The department provides counselling and support for universities and non-university research organisations with regard to gender policies. Main goal is to support development of institutional cultures which are inclusive and open to diversity. The department initiates and supports measures to increase female participation in male dominated fields and hierarchical positions. The department is also responsible for the monitoring of gender equality in universities and the further development of existing equality policies in the sphere of the Federal Ministry for Science, Research and Economy. Roberta Schaller-Steidl represents the Federal Ministry for Science, Research and Economy in national as well as international committees. Among others she is Austrian delegate to the **Standing Working Group on Gender in Research and Innovation** (formerly the Helsinki Group) and chair of its subgroup ERA-Governance.

Hayat Touchan is Full Professor of Plant Physiology and Head of the Plant Physiology Laboratory at the Faculty of Agriculture, Aleppo University (Syria) and Senior Plant Physiology at the Faculty of Science, Pierre and Mary Curie University, Paris, France. She contributed to the

launching of the **Arab Women's Association in Research, Development and Innovation (AWARD)** at the Arab Science and Technology Foundation (ASTF) at Sharja (UAE) in 2002 and she was elected to head this up in the West Asia region. She participated in the first conference of the Women in Science and Technology, held in 2009 Sharja (UAE) and organized a second conference for women in science and technology to be held at the University of Aleppo (Syria) in 2012. She was involved in the establishment of the MENA network on 3 December 2013, at BATH University (UK) in order to bridge the words of research, policy and professional practice to address some of the major policy challenges faced on a local, national and global scale. She was the coordinator of SHEMERA FP7 project in Syria from 2009-2014. Contributions in the field include: "Method of working groups to develop women's projects in Arab world", 1st Conference on Arab Women in Science and Technology, 28th – 30th September 2009 Dubai, UAE; and "Initiative for the Empowerment of Women in Science & Technology toward Socioeconomic Development in the Arab World", 1st Conference on Arab Women in Science and Technology, 28th – 30th September 2009 Dubai, UAE.

6 Dissemination channels

Dissemination activities of TARGET address the target audiences at the three levels mentioned via different channels. In the following the channels are mentioned. Further information about concrete actions and tools are available in the dissemination toolkit (D6.1).

6.1 Project website

The website of the project is: www.gendertarget.eu

The website for the project is the major platforms for dissemination of the project results. The website makes project progress and results accessible to GEIIs' staff, practitioners, policy makers, scientific community and society at large. The website itself in its final release is conceived of as providing a comprehensive dissemination platform aimed at all target groups: resources holders, stakeholders, community members and the general public. In addition, the website will offer other key features related to the development of the project (project general information; events information).

The website is user-friendly and easily accessible for general users and project members. It will also be highly visible as we will periodically promote it through GenPORT and ensure it is linked to relevant sites in this field (e.g. RRI tools).

The website contains a detailed presentation of the project objective and work packages, updates on project activities. It presents the TARGET project staff and it links to partners webpages.

6.2 Newsletter

The website will include a 3-monthly electronic newsletter which will be also distributed to a wide email list of relevant stakeholders at institutional, national and international level.

The same document will be sent directly via email to all persons that will subscribe to the newsletter through the specific application available on the home page.

6.3 Bookmark

TARGET will provide a bookmark as an additional tool for dissemination and communication.

The Bookmark, on the one hand aims at providing a very low cost publicity material for the project to be disseminated during meetings, conferences, and events to which project's partners attend. On the other hand, it allows realtime access to updated information about the project's activities and results. In fact, the Bookmark contains a QRCode that links to the website.

This solution is considered better than a flyer or a brochure since it is designed at the beginning of the activities and does not need to be updated during the project.

6.4 National workshops/conferences

All GEIs will organise national/regional dissemination activities in form of workshops or conferences with relevant national stakeholder (see chapter 5.2).

In order to support national workshops/conferences TARGET will provide a policy brief focusing on gender equality in Mediterranean countries. The policy brief will also address specific cultural, political and societal aspects that the comparative analysis depicted.

6.5 Participation in national conferences

Participation in national R&I conferences also forms part of GEI dissemination activities. This allows GEIs to present themselves as innovative organisations and good practice organisations with regard to gender equality.

6.6 TARGET final conference

TARGET will organise a final conference in Brussels to present the main findings of the project, debating its policy recommendations and envisage further recommendations. The conference will be addressed to top institutional policy makers, top representatives of RTD institutions, leading women in science, human resource managers, and decision-makers in RPOs and RFOs. The final TARGET reports, the comparative evaluation report, the comparative analytical report, the practitioner brief and policy brief will be distributed among the participants at the conference. The discussion of main results of the comparative analysis will take place in a specifically devoted session in order to enhance a cross-sectional discourse. The proceedings of the conference will be published on the website and distributed through the last issue of the e-newsletter. The conference will count on at least 200 participants. All those who have participated in the Institutional Workshops will be invited to attend.

6.7 Participation in international conferences

Participation in international conferences on gender equality in R&I or gender equality in higher education will be used to disseminate tools and results of TARGET. Target audiences are researchers and practitioners in the field of gender equality in R&I. One thematic focus of presentations lies on the comparison of experiences made in other structural change projects and the TARGET GEIs (Mediterranean context).

TARGET already participated in several international conferences like the STEMM Equality Congress (2017, Berlin), the Gender Summit (2018, London) or the 10th European Conference on Gender Equality in Higher Education (2018, Dublin). Presentations are available at the TARGET website.

In 2019 TARGET will participate in the 1st ACT International Synergy Conference Building Communities of Practice for gender equality in ERA (February 2019, Brussels) and will organise a session together with “sister projects” (GEECCO and CHANGE) at the 10th Annual STS Conference (May 2019, Graz).⁴

6.8 Publication in academic and non-academic journals

TARGET will publish results of GEP implementation and of the comparative analysis in academic and non-academic journals. The latter address practitioners and policy makers at national as well as international level. All publications, presentations and TARGET reports will be made available via institutional repository of partners (e.g. IRIHS).

⁴ <https://sts-conference.isds.tugraz.at/event/5/page/38-gender-technology-environment>

7 Draft plan of activities

The following table summarises planned dissemination activities. Finally planned presentations at conferences are sketched.

Table 1 Summary of dissemination activities within the TARGET life course

Level	Objective	Sub goals	Activities
GEII (internal)	GEP/GES launching and setting the stage for wider usage (M3-18)	Empower change agents Implement participatory audit and co-design of GEP/GES Recruit / empower gender equality officers Support uptake of the process for implementing, monitoring and self-assess GEP Achieve wide visibility of GEP/GES within each GEII	Project-level and GEII-level workshops Consultation with external stakeholders and RPOs (ARACIS, RPF, FRRB, RMEI) Institutional communication of GEP involving top management and relevant institutional stakeholders
GEII - national/ regional level	Contributing to gender equality discourse (M3-18)	Empower change agents Present each GEII as a good practice institution at national/regional level	Presentation of GEP through project dissemination channels (website, e-newsletter), national events, social and traditional media
GEII - national/ regional level	Continuation of gender equality discourse (M18-48 and beyond)	Generate knock-on impacts and uptake Broaden usage of results Influence national discourse	Top-down, horizontal and bottom-up communication and dissemination activities National final conferences International final conference
GEII	GEP/GES sustainability (M18-48 and beyond)	Embed locally-validated structures and processes within GEIIs to ensure GEP/GES sustainability	Project-level and GEII-level workshops Development of a moving forward strategy by each GEII
International, Europe	Achieve wide visibility of TARGET (M1-48)	Ensure Information flow between all project partners Support stakeholder information, consultation and buy in Build up relations with similar initiatives at the national and international level	Website launch 3-monthly e-newsletter Dissemination and Exploitation Toolbox (incl. institutional communication plan, social media strategy, traditional media strategy etc.) Link to GenPORT and other projects Project level and institutional workshops
International, Europe	Cross-cutting debate on institutional change (M18-48 and beyond)	Foster beyond state-of-the-art debate on institutional change in RPOs between researchers, practitioners and policy makers from proactive and relatively inactive countries Introduction of TARGET results in RRI community to initiate transfer in other	Participation in targeted academic and non-academic fora in EU and beyond International final conference Wide dissemination of final comparative reports Publication in relevant academic journals

	RRI contexts	
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Presentation of TARGET to national/international stakeholders

- Presentation of TARGET together with other Spanish H2020 gender equality and science projects, Ministry for Economy, Industry and Competition, March 8th, 2017 (Rachel Palmén, NOTUS)
- Presentation including description of TARGET – at the international expert workshop ‘Integrating the gender focus in science and technology higher education’, 29-21st April, 2017 (Rachel Palmén, NOTUS)
- Presentation of TARGET together with other Austrian H2020 gender equality projects, Federal Ministry for Sciences, Research and Economy, June 6th, 2017 (Angela Wroblewski, IHS)
- Poster Presentation of TARGET at STEM Gender Equality Congress 2017, June 8th-9th, 2017, Berlin (Rachel Palmén, NOTUS & Angela Wroblewski, IHS)

Planned presentation of TARGET at international conferences

- Gender Equality in Higher Education (GEHE), 2018 and 2020
- Conference Gender, Work and Organisation (GWO), 2018 and 2020
- European Gender Summit
- Gender Summit Latin America
- European Sociological

It is planned to organise specific sessions on the exchange with other structural change projects within these conferences (2019-2021).

8 Key indicators for evaluation of dissemination strategy

A number of key performance indicators (KPIs) will be used in order to evaluate the effectiveness of communication channels or actions.

Table 1 List of KPIs and measurement methods

Dissemination channel/action	KPI	Measured by
Website	Number of visits	Statistics/data analysis
	Number of downloads	Statistics/data analysis
Newsletter	Number of subscribers	Statistics/data analysis
	Number of clicks	Statistics/data analysis
	Stakeholder group reached	Statistics/data analysis
Social Media/Twitter	Number of members/followers	
	Number of likes	Data analysis
	Number of comments	Data analysis
Events	Number of participants	Attendance list
	Stakeholder group reached (TARGET events only)	Qualitative analysis based on invitations and attendance list
	Participants satisfaction (TARGET events only)	Feedback questionnaire
Publications	Number of submitted papers in academic journals	
	Number of contributions in other journals	
Presentations (papers, posters, etc.) at national conferences	Number of presentations	
	Target group reached	Attendance list
Presentations (papers, posters, etc.) at international conferences	Number of presentations	
	Target group reached	Attendance list