

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

D 7.1 - Project Management Plan

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1 Executive Summary

The Project Management Plan describes the management structure of TARGET as well as measures of quality management and information flow. This information is also part of the project handbook “Useful information” which all partners received in month 3 of the project. The compilation of useful information for the TARGET project has two main functions. Firstly, it acts as a reference source for all Consortium members, covering day-to-day activities and providing links to further information where required. Secondly, it aims to standardise various elements of the project e.g. project reports, deliverables, file naming conventions etc. through the use of agreed procedures and templates where relevant.

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.

Within TARGET, change for achieving **gender equality in R&I is defined as a three-dimensional construct**: 1) addressing gender bias in human resource management (recruitment, retention and career progression of female researchers); 2) addressing gender imbalances in decision-making processes and 3) strengthening the gender dimension in R&I content and Higher Education (HE) curricula. GEIIs cover **R&I in its broadest sense**, including all disciplines and encompassing both basic and applied research.

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 GEIs** 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 GEIs** 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 Consortium and roles

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 GEIs 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 GEI.

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

2.3 Advisory board

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.

Gloria Boner (f) is the Director of the Department of Gender, Society and Policies of the Latin American Postgraduate Institute of Social Sciences (FLACSO Argentina).

Sandra Laursen (f) 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.

Jörg Müller (m) 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.

Pat O'Connor (f) 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.

Elizabeth Pollitzer (f) 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.

Roberta Schaller-Steidl (f) is head of the department "Gender and Diversity" at the Austrian Federal Ministry for Science, Research and Economy.

Hayat Touchan (f) 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.

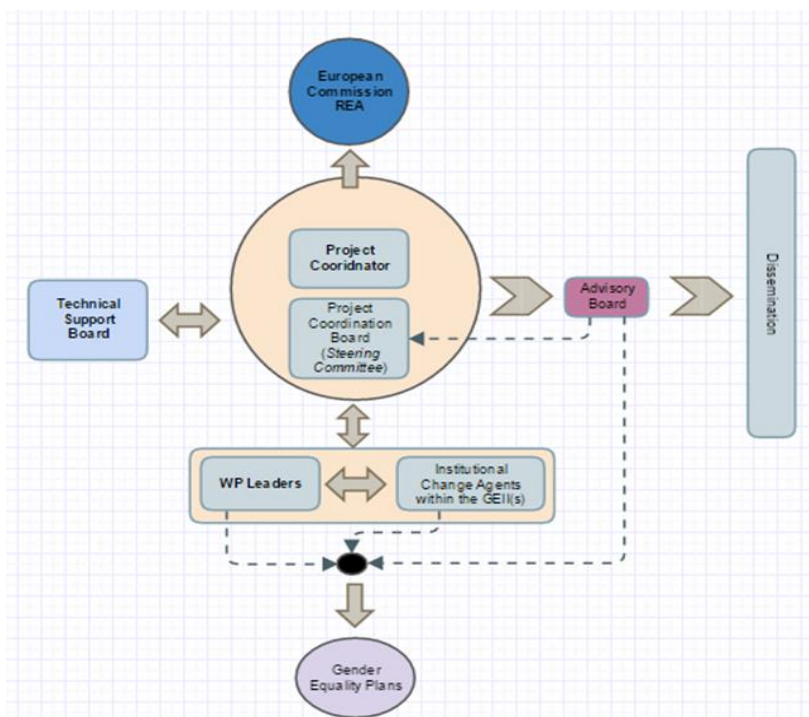
2.4 Legal basis

The project operates within the Horizon 2020 Framework Programme. The Grant Agreement with the Commission No. 741672 is in operation. The current version of the Grant Agreement is named “Grant Agreement_741672.pdf”. A Consortium Agreement has also been signed by all partners.

3 Management Structure

The project management structure consists of:

- Project Coordinator
- Project Coordination Board
- Workpackage Leaders
- GEII project coordinators
- Technical Support Board
- Advisory Board



3.1 Project coordinator

The project coordinator (Partner 1, IHS) represents the consortium towards the European Commission (EC); has the overall responsibility for project delivery; coordinates TARGET scientific and technical implementation and is in charge of legal, financial and administrative management. The management role and responsibilities of the coordinator are:

- Communication: communication with the EC on behalf of the consortium; regular communication flow within the consortium (especially workpackage leaders and institutional project coordinators); organisation of project meetings in cooperation with partners;
- Legal management: management of the EC Grant Agreement and the Consortium Agreement;

- **Monitoring:** overall monitoring of project delivery according to the agreed workplan; quality control, review of technical progress and financial monitoring on the basis of the 9-monthly reports submitted by partners; risk management and adoption of appropriate action in case of deviations from the workplan;
- **Financial and administrative management:** distribution of EC payments to the consortium according to the EC Grant Agreement and the Consortium Agreement; submission of all deliverables to the EC; technical and financial reporting to the EC on the basis of partners' reports.

3.2 Project coordination board (PCB)

The PCB is the governing body of TARGET. It consists of one authorized representative from each partner (TARGET coordinator at each institution). The PCB sets the strategic direction of the project, discusses and approves the annual workplans, reviews the periodical reports and takes any relevant decision for the course of the project (scientific and technical implementation as well as legal, financial and administrative management). The PCB is the forum that approves the overall dissemination and maximisation of TARGET's reach. The PCB meets 7 times (project meetings).

3.3 Technical support board (TSB)

The TSB supports the PMB to ensure a quality and timely implementation of the workplan. It consists of the WP leaders: IHS (Coordinator, WP4 and WP6), NOTUS (WP1, WP5), FGB (WP2) and ARACIS (WP3). The TSB supervises the technical implementation of the project, monitors overall progress and cross-cutting activities, implements quality assurance procedures, ensures early identification of any deviations from the workplan and provides guidance to the PCB for initiating corrective steps and minimising impact on the overall objectives of the project. The TSB coordinates activities by regular electronic communication and discussions at project meetings, although it may also hold specific face-to-face meetings if needed.

3.4 Work package leader

The WP leader has the overall responsibility to ensure a quality and timely WP delivery according to the workplan. The leader elaborates the WP conceptual framework and methodological guidelines, coordinates WP implementation, undertakes quality control of WP activities and deliverables and oversees WP technical and financial reporting on the basis of the periodic reports submitted by partners. The leader is responsible of ensuring proper coordination of project activities with the other WP leaders by actively participating in the TSB.

In particular, the leader guarantees that any deviations from the WP workplan are identified early and corrective steps or mitigation strategies are immediately discussed and agreed with the project coordinator.

3.5 GEII project coordinator (Institutional Change agent at GEII)

The TARGET coordinator at each GEII acts as a change agent and has the overall responsibility for effective action to promote gender equality within the institution and to promote the need for action beyond the institution. In the case of RFOs/RPOs, the change agent initiates a change process within the institution followed by targeted activities to encourage action by other research organisations and national stakeholders. In the case of RMEI, the coordinator leads the adoption of a gender equality mission statement and the development of effective structures within RMEI as a basis to provide support for institutional change within the universities belonging to the network in the future. In all GEIIs, the change agent is responsible for forming an effective relationship with the matched supporting partner and identifying evolving needs for assistance or input to be provided by the supporting partner, other TARGET partners or additional experts. The TARGET change agent at each GEII is responsible for ensuring the proper coordination of project activities within the institution and the provision of timely institutional information needed for deliverables to WP leaders, PCB and project coordinator, including 9-monthly technical and financial reports. In particular, the institutional change agent at each GEII has the duty to immediately inform the project coordinator of any institutional or context changes that may affect TARGET implementation and impact.

3.6 Advisory board

The advisory board provides strategic advice for TARGET approaches and acts as facilitator to international practitioners' and academic networks. Invited to participate in all project meetings (face-to face and/or virtual), their advice feeds into the PCB for setting the strategic direction of the project, assessing the quality of work progress and results, and for offering inputs for post-project sustainability.

Two members of the advisory board form a specific evaluation advisory board which provides through its feedback on the evaluation of GEP/GES implementation and results a room for reflection which supports the evaluation to anticipate upcoming problems at an early stage and strengthens the recommendations to GEIIs.

3.7 Decision Making and Conflict Management

The main decision-making board of TARGET is the PCB (project coordination board), in which

each partner has one vote. The project coordinator ensures a democratic decision-making process. Following discussion, decisions are taken by the PCB using a qualified majority of 2/3 when necessary, in which at least 2/3 of the partners have to be present or give their vote in a written form. In case of the need for immediate decisions or day-to-day management issues, the project coordinator takes responsibility for them and informs the PCB.

TARGET partners are committed to resolve any potential conflicts in a consensual manner and pledge to respect the following procedure: if a conflict arises among partners, it will be mediated by the PCB at the nearest project meeting; the parties to the dispute will each present their case to the PCB and will, through mediation, strive to find a consensual resolution of the matter; if consensus cannot be reached, the PCB will make a decision through voting; if the matter cannot be satisfactorily resolved in this way, the project coordinator shall have the final say.

4 Communication

4.1 Internal Communication

The day-to-day communication is done via e-mail, telephone and skype. E-mail distribution lists are used in order to ensure an efficient information flow.

PCB is expected to meet seven times in the course of the project. The project meetings allow for regular exchange of experiences and views, proper monitoring and reporting of project delivery and impact, sound discussion on the detailed workplan and collaborative strategic direction of the project. The final meeting takes place immediately after the final conference to discuss the exploitation of project results after TARGET delivery.

The project coordinator drafts the agenda and the minutes of the project meetings and has the duty to distribute these materials for consultation among the PCB representatives. PCB representatives have the right to propose changes in the agenda as well as to make suggestions to modify the minutes in case of inaccuracy. After consultation, the PCB approves the minutes via email. The coordinator is responsible for archiving the minutes of the project meetings.

4.2 TARGET Cloud

In order to easily coordinate, share and collaboratively develop project related activities the TARGET consortium decided to implement the IHS Nextcloud. The cloud was implemented in July 2017 (<https://nextcloud.ihs.ac.at>).

Nextcloud consists of common project folders for which all partners have reading and writing rights. Furthermore the cloud contains GEII project folders for which only the respective GEII and its supporting partners have reading and writing rights.

The compilation “Useful information” contains a description of the cloud, how to install and use nextcloud as well as support contacts.

4.3 External communication

4.3.1 H2020 dissemination rules

All publications, presentations, papers and posters must include the EU logo as well as the following text:



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Each partner keeps track of all their publication and dissemination activities related to TARGET and communicates them to the coordinator and NOTUS (responsible WP6 dissemination).

For further details see “Dissemination and Exploitation Toolkit” (D6.1, D6.2, D6.3) and “Plan for the Exploitation and Dissemination of Results” (D7.3).

4.3.2 Project Logo

The concept behind the logo is the curly bracket. The Curly brackets, also called “brace”, are used in different specialized ways. In poetry and music are used to mark repeats or joined line and to connect two or more lines of music that are played simultaneously. In mathematics they delimit sets. In many programming languages, they enclose groups of statements. The Curly brackets wants to recall the domain of science within which the TARGET project is developing its activities, and at the same time recall the idea of complex systems that have to be systematized and synthetized through the project.

The logo has been designed to take into account different output media such as print, icons, and the website. The logo has also been designed to be dynamic in the sense that it offers possibilities to introduce variations throughout the duration of the project. This was deemed necessary given the importance of creating a visual identity that will not only attract users to the portal but will also sustain their interest.

In fact, the logo can be used both in the normal one or in the simplified one.

The normal one has to be used in official deliverables of the project, in letterhead, in the website of the project and in partner's website.

The simplified one is composed only by the left part of the logo. It has to be used as a logo on the social networks, such for example in Twitter cover page.

Figure 1 Logo TARGET – normal**Figure 2 Logo TARGET – simplified**

4.3.3 Project website

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

The website for the project is the major platform 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.

The contents will be updated on the website via a web manager in Fondazione G. Brodolini whom will receive partners contributions, edit them (if needed) and upload them on the web. The web manager will also take care of twitting the new content via project dedicated Twitter account.

4.3.4 Social Media – Twitter

A TARGET Twitter account has been created. The account is **@gendertarget**

TARGET account will be managed by Fondazione Giacomo Brodolini (@FondazBrodolini)

Tweets will summarise project activity: i.e. publishing a report or blogpost activities, online discussions

Given the importance of Twitter, several activities are planned. The main activities will be:

- To connect with partners' accounts, relevant EU and stakeholders' accounts.
- To post on Twitter each news about TARGET events, deliverable and important results.
- To repost main news about partner activities related to the topic of interest of TARGET
- To live tweeting during TARGET events

Each partner should tag the TARGET Twitter handle in all relevant posts in order to interact with the TARGET account and its followers.

Live tweeting from TARGET related events and promotional activities is also strongly encouraged to help create an online “buzz” about the project. During events of the TARGET project is strongly recommended to tag the TARGET account and to use the hashtag #gendertarget

The projects Twitter account is automatically linked to the portal. Blog posts and new resources are published automatically to Twitter if desired.

5 Reporting

In line with Article 20 of the Grant Agreement, the consortium will submit a Periodic and Final Technical and Financial Report to the Commission within 60 days after the end of each reporting period. Reports contain the following:

- Description of the work carried out by the beneficiaries
- Overview of the progress towards the objectives of the project (including milestones and deliverables)
- Description of the exploitation and dissemination of the results and an updated plan for the exploitation and dissemination of the results
- A summary for publication
- An individual financial statement from each beneficiary for the reporting period concerned (including an explanation of use of resources)

All reports must be submitted in English (language of the Agreement).

If a partner does not submit the financial report costs will be refunded with the next reporting period.

The financial reporting has to be submitted by the projects FSIGN.

Reporting periods of TARGET are:

- RP1:month 1 to month 15
- RP2:month 16 to month 30
- RP3:month 31 to month 48

6 Deliverables

6.1 List of deliverables

WP No.	Del No.	Title	Lead	Diss. Level	Del. Date
WP1	D1.1	H – Requirement No. 1	IHS	Co	31 05 2017
WP1	D1.2	POPD – Requirement No. 2	IHS	Co	31 05 2017
WP1	D1.3	NEC – Requirement No. 4	IHS	Co	30 06 2017
WP2	D2.1	1 st Capacity building workshop report	NOTUS	Co	31 10 2017
WP2	D2.2	2 nd Capacity building workshop report	NOTUS	Co	30 04 2018
WP2	D2.3	3 rd Capacity building workshop report	NOTUS	Co	31 10 2018
WP2	D2.4	4 th Capacity building workshop report	NOTUS	Co	31 08 2019
WP2	D2.5	5 th Capacity building workshop report	NOTUS	Co	31 08 2020
WP3	D3.1	Gender equality audit tool	FGB	Pu	31 10 2017
WP3	D3.2	Gender equality audit results (GEII reports)	FGB	Co	31 03 2018
WP3	D3.3	Guidelines to design customised GEPs	NOTUS	Pu	31 07 2018
WP3	D3.4	Initial customised GEPs/GES	FGB	Pu	31 10 2018
WP4	D4.1	Gender equality monitoring tool and guidelines for self-assessment	FGB	Pu	31 07 2018
WP4	D4.2	1 st Monitoring and self-assessment of GEP/GES implementation	FGB	Co	31 05 2019
WP4	D4.3	2 nd Monitoring and self-assessment of GEP/GES implementation	FGB	Co	30 04 2020
WP4	D4.4	Moving forwards – GEII strategy to sustain gender equality policy	FGB	Pu	30 04 2021
WP5	D5.1	Interim evaluation of GEP/GES Implementation (GEII reports)	IHS	Co	30 04 2020
WP5	D5.2	Final evaluation of GEP/GES implementation and sustainability strategy (GEII reports)	IHS	Co	30 04 2021
WP5	D5.3	Comparative analytical report, practitioners brief and policy brief	IHS	Pu	30 04 2021
WP6	D6.1	Initial version of Dissemination and Exploitation Toolkit	NOTUS	Pu	31 10 2017
WP6	D6.2	Dissemination and Exploitation Toolkit incl.	NOTUS	Pu	28 02 2019

		guidelines and tools for local events			
WP6	D6.3	Final version of Dissemination and Exploitation Toolkit	NOTUS	Pu	30 04 2021
WP7	D7.1	Project management plan	IHS	Pu	31 10 2017
WP7	D7.2	Gender audit Requirements	IHS	Co	31 10 2017
WP7	D7.3	Plan for the Exploitation and Dissemination of Results	IHS	Pu	31 10 2017

6.2 Template for deliverables

The compilation of “Useful information” contains a template for TARGET deliverables which will be used by all partners. The template includes formatting rules for documents (headings, continuous text, tables, enumeration ect.), rules for citations in texts as well as in bibliography.

6.3 Quality assurance of deliverables

NOTUS, FGB and IHS are responsible to submit deliverables to EC.

For quality assurance one of the not involved partners will provide feedback on the deliverable after GEIIs commented on the draft version of the deliverable.

The draft deliverable will be provided for comments 4 weeks before the delivery date.

- 2 weeks for comments by GEIIs
- 2 weeks for review and revision

For deliverables which consist of GEII reports an additional “critical friend” review will be conducted by another GEII with similar background (e.g. a university will provide comments on the report of another university or a funding organisation on another funding organisation). This will be organised by coordinator for the following deliverables:

- D3.2 – Gender equality audit results – March 2018
- D3.4 – Initial customised GEPs/GES – October 2018
- D4.2 - 1st Monitoring and self-assessment of GEP/GES implementation – May 2019
- D4.3 - 2nd Monitoring and self-assessment of GEP/GES implementation – April 2020
- D4.4 – Moving forwards – GEII strategy to sustain gender equality policy – April 2021

7 Financial Management

The coordinator established a separate and dedicated bank account for the project, which facilitates accounting and auditing and ensures transparency. The EC pre-financing and interim payments are transferred to partners without undue delay. Partners provide a financial identification form for the account to which the payments are transferred. The consortium agreement stipulates the necessary details of the financial regime.

7.1 Monitoring of Resource Expenditure and Project Progress

The coordinator monitors the expenditure of resources based on the information partners provide for the financial reporting via the participant portal. Partners will inform the coordinator in case changes of planned resources are necessary (incl. justification). The coordinator agrees on necessary changes with the project officer.

Partners will provide the following information for expenditures:

Personnel costs	Name, job title, cost and person month per staff member Time worked on TARGET (differentiated by WP)
Travel costs	Costs per travel, name, place of destination, date of travel, purpose of travel
Other direct costs	Catering for meetings (attendance list and agenda of meeting, if it's not the usual provider of GEII – 3 cost estimates) Honorarium for experts providing input to institutional workshops (agenda, input of expert, minutes)

The monitoring of progress of GEP development and implementation at GEII level is integral part of the project design. TARGET is based on an interlinkage of capacity building activities (capacity building workshops – CBW, WP2) and targeted interventions at GEII level (institutional workshops - IW, research at GEII etc.). The minutes of the workshops and the reports provided by GEIIs for each step of the GEP allow monitoring of the progress of the project by the coordinator and the supporting partners:

WP2: D2.1 – 1st Capacity building workshop report – Month 6

WP2: D2.2 – 2nd Capacity building workshop report – Month 12

WP2: D2.3 – 3rd Capacity building workshop report – Month 18

WP2: D2.4 – 4th Capacity building workshop report – Month 28

WP2: D2.5 – 5th Capacity building workshop report – Month 40

WP3: D3.2 – Gender Equality audit reports (GEII reports) – Month 11

WP3: D3.4 – Initial customised GEPs/GES – Month 18

WP4: D4.2 – 1st Monitoring and self-assessment of GEP/GES implementation – Month 23

WP4 D4.3 – 2nd Monitoring and self-assessment of GEP/GES implementation – Month 36

WP4: D4.4 – Moving forwards – GEII strategy to sustain gender equality policy – Month 48

8 References

European Commission (2016), H2020 Programme. Guidelines on FAIR Data Management in Horizon 2020, Version 3.0, Brussels [available: http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-data-mgt_en.pdf]

European Commission (2017), H2020 Programme. AGA – Annotated Model Grant Agreement, Version 4.0, Brussels [available: http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/amga/h2020-amga_en.pdf]