



Institute of Sociology
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gender & science

INSTITUTIONAL CHANGE THROUGH GEPs IN THE EUROPEAN RESEARCH AREA: LESSONS LEARNT

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GENDER EQUALITY

- A core European value
- At intersection with other axes of inequality, one of the priority areas for joint action in research and innovation

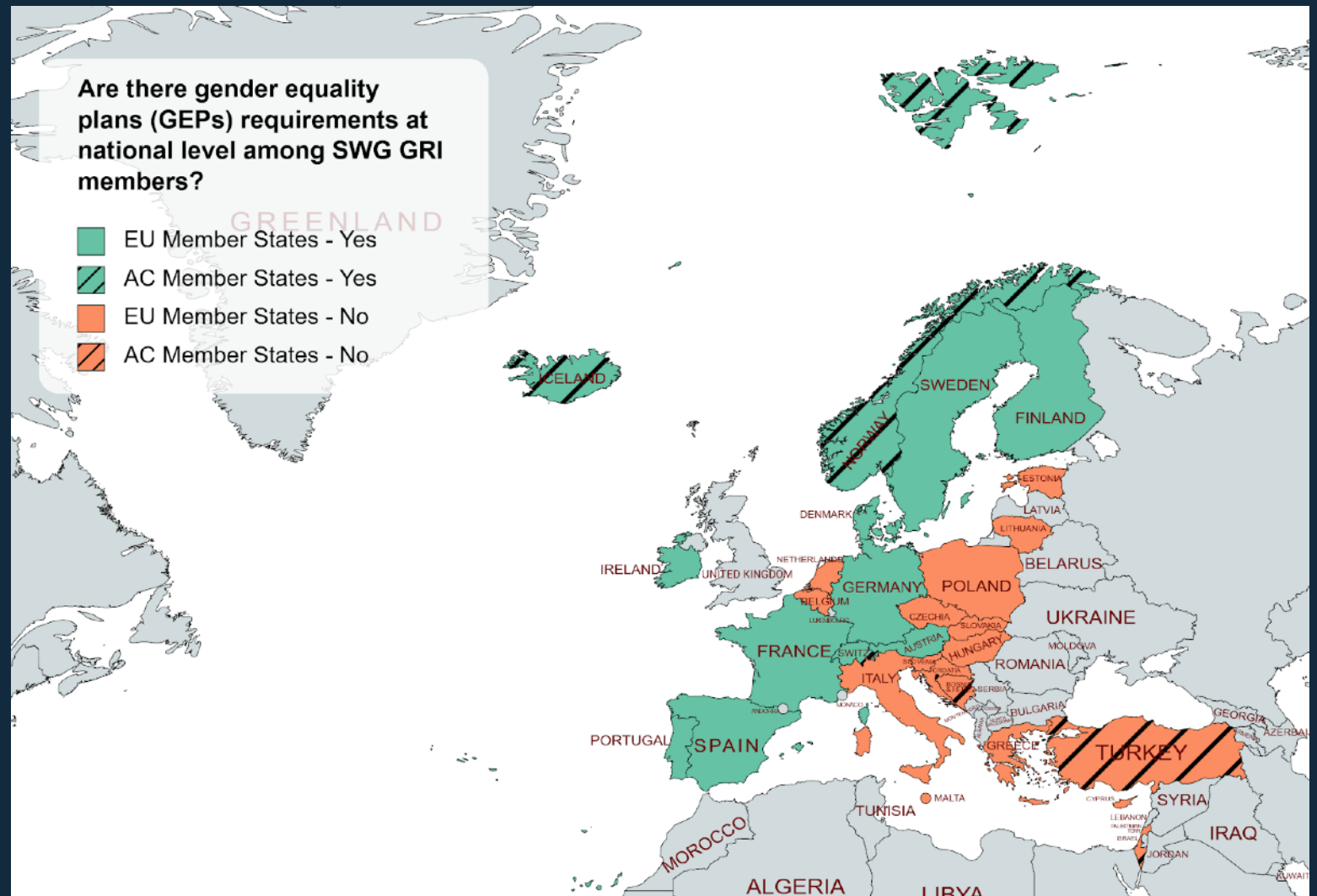
Affirmed in [EU Pact for Research and Innovation](#) and [the Ljubljana Declaration](#)

HIGHLY OPPORTUNE TIME FOR GENDER EQUALITY IN RESEARCH AND HIGHER ED

- Policy documents
- Political support
- European Commission: the GEP eligibility criterion as a game changer
- EU-funded sister projects
 - New tools (GEAM tool, GEAR tool, GE Academy)
 - New networks and communities of practice (ACT communities)
 - New knowledge (Centre of Excellence)
 - New policy coordination (GENDERACTIONplus)
 - Old new topics

THE GEP REQUIREMENT IN EUROPE

[SWG GRI Report on Gender in Research and Innovation on Gender Equality Plans as a catalyst for change \(2021\)](#)



MAIN CHALLENGES TO GEP IMPLEMENTATION

- Policy coordination to build a **common definition** of the GEP requirement
- Building **political consensus** to achieve substantive change through GEPs
- **Uptake** of GEPs by RPOs at national level
- **Monitoring and evaluation** of GEP implementation
- **Capacity building**
- Mobilising **support and resources** at national level
- **Mutual learning** exercises and guidance
- **Commensurability** of GEP requirements **between the public and private sectors**

CHANGE AND UNINTENDED CONSEQUENCES IN COMPLEX SYSTEMS

- The effects of the GEP requirement
 - A window of opportunity
 - Challenges
 - Window dressing
 - Competing allegiances
 - Competing power structures when structures, rules and remits are layered
 - Effects of projectification
 - Institutional structures and handover issues

NON-LINEARITY

- Political time
- Institutional time
- Sustainability

CONDITIONS FOR SUCCESS

- **Institutional audit:** knowing the institution + **availability of data**
- **Commitment of top management**
- Dedicated staff (gender equality officer / core team of transformational change agents)
- **Two types of capabilities: gender equality & organisational theory / organizational change**
- Strategy for **communication**, negotiation, and awareness raising
- **Time** for preparation & audit
- **Participatory approach** (transformational network) – all segments of the organisation
- **Clear objectives, targets, and measures**
- **Indicators** for M&E
- **Financial resources**
- **External expertise**
- **Sustainability** – implementation of GEP into current processes and documents + strategic goals
- **Flexibility** in change process (revised GEP) – window of opportunities
- Strategy for dealing with **resistances**

CASPER CERTIFICATION FEASIBILITY STUDY

GENDER EQUALITY IMPACT DRIVERS


1. Core team of **change agents**
2. **Capacity/skills** for driving institutional change for GE
3. **Leadership** actively committed to GE/GM
4. Involvement of **internal stakeholders**
5. Involvement of **external stakeholders** and experts
6. Availability of **resources**
7. Coverage of the different **dimensions / areas** of GE institutional change
8. **Transparency and accountability**
9. **Institutional policy-making** based on a robust understanding of GE
10. **Organisational culture**
11. **Organisational governance**

THE FUTURE PRIORITIES

- Gender equality to remain a priority for the future ERA
 - Policy evolution, bridging the widening gap
- Intersectional approaches to gender equality
 - Structural change projects
- Gender based violence and harassment, especially in view of academic mobility in early career stages
- Integration of the gender dimension in research and teaching
- Monitoring and evaluation of Gender Equality Plan implementation at national level and in the EU

THANK YOU

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