



TARGET



Taking a Reflexive approach
to Gender Equality for
institutional Transformation

Designing a Gender Equality Plan in a research institute: Lessons learned from the TARGET project

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ELIAMEP in the TARGET project

- ▶ TARGET Project: *“Taking a Reflexive Approach to Gender Equality and Institutional Transformation”*
- ▶ H2020 Coordination and Support Action : 48 months (May 2017 – April 2021)
- ▶ ELIAMEP is one of the 9 research and higher education organizations in an equivalent number of countries to formulate and adopt a **Gender Equality Plan (GEP)**
- ▶ Adopting a GEP is **a process that is self-reflexive and flexible**
- ▶ Not a top-down fiat or decree, but **bottom-up engagement** of the members of the organization involved; must take into account and adjust to the specific organizational context
- ▶ Awareness raising, active engagement and voluntary commitment

GEP: a vehicle of organizational change in research and higher education institutions

- ▶ Specific interventions and changes aimed at boosting the capacity of an organization to promote balanced representation of men and women, and gender equality more broadly in regard to the following:
 - ▶ a) decision-making bodies
 - ▶ b) hiring and promotion practices
 - ▶ c) management of human resources, and
 - ▶ d) in defining its research interests, in formulating projects, and in designing teaching curricula (for universities)

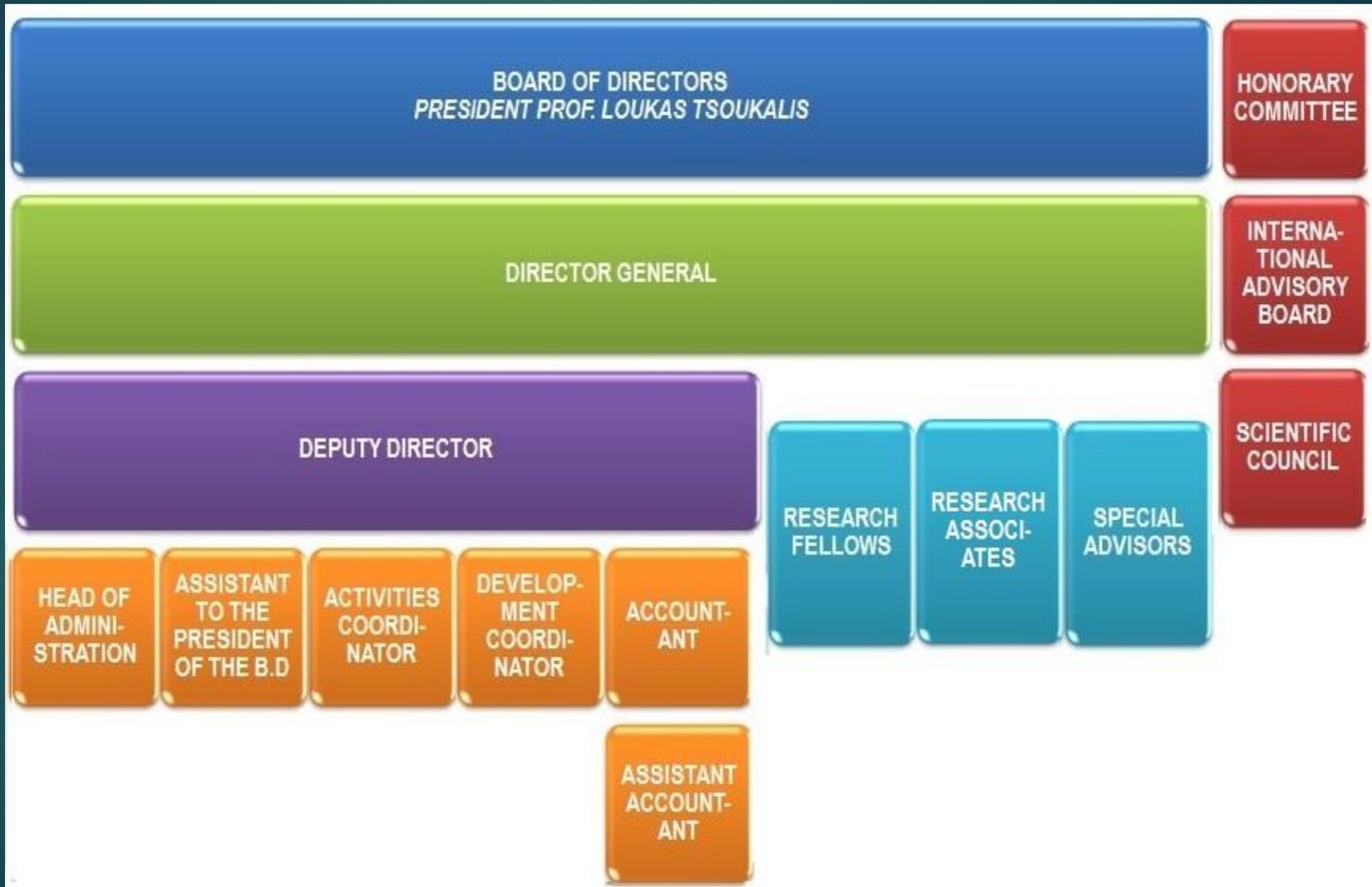
Hellenic Foundation for European and Foreign Policy (ELIAMEP): research institute and policy think tank

- ▶ Non-profit entity, non-state, independent
- ▶ Generates policy-relevant and empirically-grounded knowledge on the basis of research and through involvement in a variety of international networks and epistemic communities
- ▶ Areas of focus: Foreign policy, security and area studies (Balkans, Middle East, the wider Mediterranean); various topics related to European integration and EU policy: migration, human rights, democracy and media, good governance, among others
- ▶ Funded through grants awarded to it in support of specific projects; sponsorships and donations

▶ ***Relatively small institute, but center for a wider academic and policy community***

- ▶ Small number of permanent full-time staff members (13) and a large number of researchers and interns, affiliated with ELIAMEP on a project basis
- ▶ 9 researchers, 22 research fellows who are holders of a doctoral degree (6 of them also hold tenured positions in a Greek university)
- ▶ A larger circle of external associates – academics, experts and researchers (32), many of them university faculty – with whom it has collaborated in the past and maintains regular contact

Organizational structure



The stages in developing and adopting a GEP

- ▶ **Audit:** describe and assess the state of things in regard to gender within an organization; prepare the ground
- ▶ **Planning:** define and plan the changes that are necessary to promote organizational change in a direction that embraces gender equality
- ▶ **Implementation:** put to practice the proposed changes
- ▶ **Monitoring and self-assessment**
- ▶ What each of these phases involves and how it will be carried out must be adjusted to the nature of the research and higher education institution involved

Factors critical to the success of a GEP in an organization

- ▶ Gaining the **commitment from top and upper level management and research staff**
- ▶ Identify **the organization's key gender equality stakeholders**, and actively involve them in a “community of practice”
- ▶ A **community of practice**: representatives of all staff levels; will help “to work towards an increased institutional willingness and capacity to identify, reflect on and address gender equality issues in a sustained way”
- ▶ Not necessary to be gender equality experts
- ▶ Also designate a **change agent** within the organization

Gender audit at ELIAMEP

- ▶ We completed it a year and a half ago
- ▶ Collection of quantitative and qualitative data; Review of organization's key documents (rules of internal operation + ethics guidelines)
- ▶ Occupational structure: Women make up the majority among the Foundation's administrative staff (89%), they comprise 50% of its scientific personnel
- ▶ Their presence declines to 12% in the Board of Directors, and is also small in the advisory, scientific and honorary bodies assisting the work of the BD
- ▶ Limited institutional awareness of gender equality but conducive organizational values (equality, non-discrimination)

Designing and implementing the Gender Equality Plan

- ▶ Drafted and approved by ELIAMEP's Board of Directors
- ▶ Designates a Gender Equality Officer (GEO)
- ▶ Revision of the Internal Rules of Operation, the Statute, and the Guidelines for Research Ethics in the direction of a) maintaining or improving gender balance in decision-making bodies, b) explicit commitment to gender equality and diversity, and non-discrimination, c) improve transparency in internal promotion, d) use of gender-neutral language, e) systematic collection of sex-disaggregated data
- ▶ Actions to promote the inclusion of gender dimension in research projects, and to build the necessary capacity to do so

What do we expect to achieve?

- ▶ Raise gender awareness in our organization
- ▶ → Empowering?
- ▶ → Need to reflect and justify any (re)emergent gender disparities
- ▶ Enhance our organization's capacity to mainstream gender equality in all its structures and activities
- ▶ Contribute to promoting gender equality in Greek research and academia through our extended network of associates and external collaborators

Next phase



- ▶ → Monitor progress in achieving the goals of the GEP
- ▶ On the basis of indicators that we have developed for each goal
- ▶ **THANK YOU FOR YOUR ATTENTION!**