

## OBJECTIVE

TARGET supported a **reflexive gender equality policy** in seven **Gender Equality Innovating Institutions (GEIIs)** in the Mediterranean basin from 2017 to 2021 – including three research performing organisations (RPOs), three 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 before TARGET started.

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 (CoP)** for gender equality within the institution.

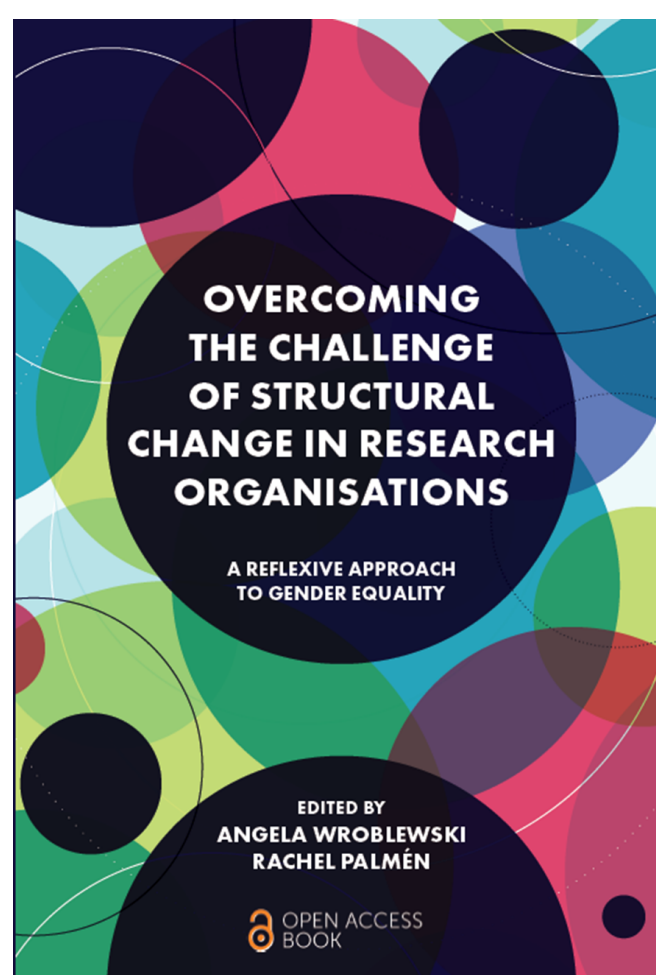


## LESSONS LEARNED

Developing a GEP evidence based, cyclical and reflexive requires time, financial and personnel resources, top-down commitment, support from an internal CoP and advice from facilitators – in a varying degree depending on management support and political context.

Resistances to change within the organisation can take several forms: from denying the problem to formally agreeing to implementing change without really supporting it – especially in countries where the external context of the organisation is very traditional and resistant to gender equality.

It is difficult for implementing institutions to compensate for a lack of national policy discourse on gender equality in R&I. There is a need for a policy discourse between the EU and MS.



## MAIN RESULTS

### Establishment of structures for gender equality

- All GEIIs formulated a GEP and had it approved by its governing bodies.
- All GEIIs developed structures for gender equality (e.g., gender equality committee).
- All GEIIs reflected GEP implementation based on annual monitoring reports.
- All GEIIs established a CoP which supports GEP implementation.

### Establishment of steering instruments by RFOs and RMEI

- ARACIS defined gender-related criteria for evaluating the quality of curricula.
- RFOs established mechanisms and guidelines to consider gender in research funding (calls, application and evaluation of projects) as well as capacity building for staff and reviewers.
- RMEI introduced gender equality in its mission statement and set up a working group.

### Bottom-up influence on the national gender equality discourse in R&I

- ELIAMEP triggered a broader discussion about gender equality in Greek universities.
- UB has been selected as a pilot institution to monitor the implementation of the new law on gender equality and to develop key performance indicators.
- FRRB formulated with its CoP a policy paper on gender in biomedical research in the region.

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