

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



Community of practice – a key factor of a reflexive gender equality policy

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The TARGET project

- H2020 - Support to research organisations to implement Gender Equality Plans)
- Duration: 48 months (05/2017-04/2021)
- TARGET will contribute to the advancement of gender equality in R&I by supporting a **reflexive gender equality policy** in seven Gender Equality Innovating Institutions (GEIs) in the Mediterranean basin.

Partners

Partner No.	Organisation	Country
1 – IHS	Institute for Advanced Studies	Austria
2 – ARACIS	Agentia Romana de Asigurare a Calitatii in Invatamantul Superior	Romania
3 – RPF	Research Promotion Foundation	Cyprus
4 – FRRB	Fondazione Regionale per la Ricerca Biomedica	Italy
5 – ELIAMEP	Hellenic Foundation for European and Foreign Policy	Greece
6 – UH2C	Université Hassan II de Casablanca	Morocco
7 – UB	University Belgrade	Serbia
8 – RMEI	Réseau Méditerranéen des Ecoles d'Ingnénieurs	France
9 – NOTUS	NOTUS applied social research	Spain
10 – FGB	Fondazione Giacomo Brodolini	Italy

Reflective approach

TARGET approach goes beyond the formal adoption of a gender equality policy by emphasizing:

- an **iterative and reflexive** process towards equality at the institutional level
 - 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.**

TARGET approach

- CoP **integral part in all stages** of GEP/GES
 - Partners in development of GEP/GES
 - Feedback and dissemination
 - ➔ Raise awareness, increase visibility, support of Gender Equality Agent
- **GEP/GES stages**
 - Audit (baseline analysis, identification of CoP)
 - GEP/GES development
 - Implementation of measures and policies
 - Monitoring and evaluation

Community of Practice

"Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly." (Wenger-Trayner 2015:1)

➔ **Element of social learning**

➔ **Assume that there is something like a common interest / topic (Bernard 2016; Murillo 2011)**

➔ **We cannot assume that for gender equality when we want to mainstream gender !!!**

Selection criteria for CoP members

- Who within the organisation may be affected by the TARGET project's outcome?
- Who are the potential beneficiaries?
- Who might perceive the implementation of gender equality policies as a threat?
- Who has the authority to influence the implementation of the project or its outcome?
- Who exercises influence over other stakeholders?
- Who could offer significant support for mastering particular challenges?
- Who is in charge of resources, information, or facilities that are relevant to the implementation of the GEP?

Different composition of TARGET CoPs

- Different size, composition, roles, forms of involvement.
- Top-down/ bottom up
- Different levels of gender expertise, gender competence, and members who aim to improve current practices and procedures
- Members from within institution to inclusion of external members
- All new CoPs

Institutional Strategies to CoP (1)

- Division of CoP in different groups with different “projects”
 - Collecting statistical data
 - Implementing a survey about gender equality
 - Gathering data on the gender approach in research content and curricula
- Each group pursues a specific goal
- Infrequent common meetings
- Gender Equality Agent acts as the coordinator

Institutional Strategies to CoP (2)

- Main goal: being visible as a pioneer in the field of gender equality (gender equality central for GEl profile)
- Gender equality defined as integral part of excellence
- Inclusion of external stakeholders with interest in gender in the CoP
- Involvement of top management

Institutional strategies to CoP (3)

- Focus on synergies with other topics
 - E.g. professionalisation of internal processes
- Members of different parts of the organisation meet as experts on the same level
- Common projects allow mainstreaming gender
- Gender equality linked to quality assurance

Promising strategies and challenges

- Targeted **communication strategy** for members of the CoP
- Development of **common projects** which are associated with **individual benefits**. → Mainstream gender in other current institutional change strategies.
- Aim to build up **gender competence** based on an general interest in gender issues.
- **Gender experts** as moderators of CoP.

THANK YOU FOR YOUR ATTENTION!

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