



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*

**DIA ANAGNOSTOU**

**SENIOR RESEARCH FELLOW, ELIAMEP**

**ASSISTANT PROFESSOR, PANTEION UNIVERSITY**

# 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)

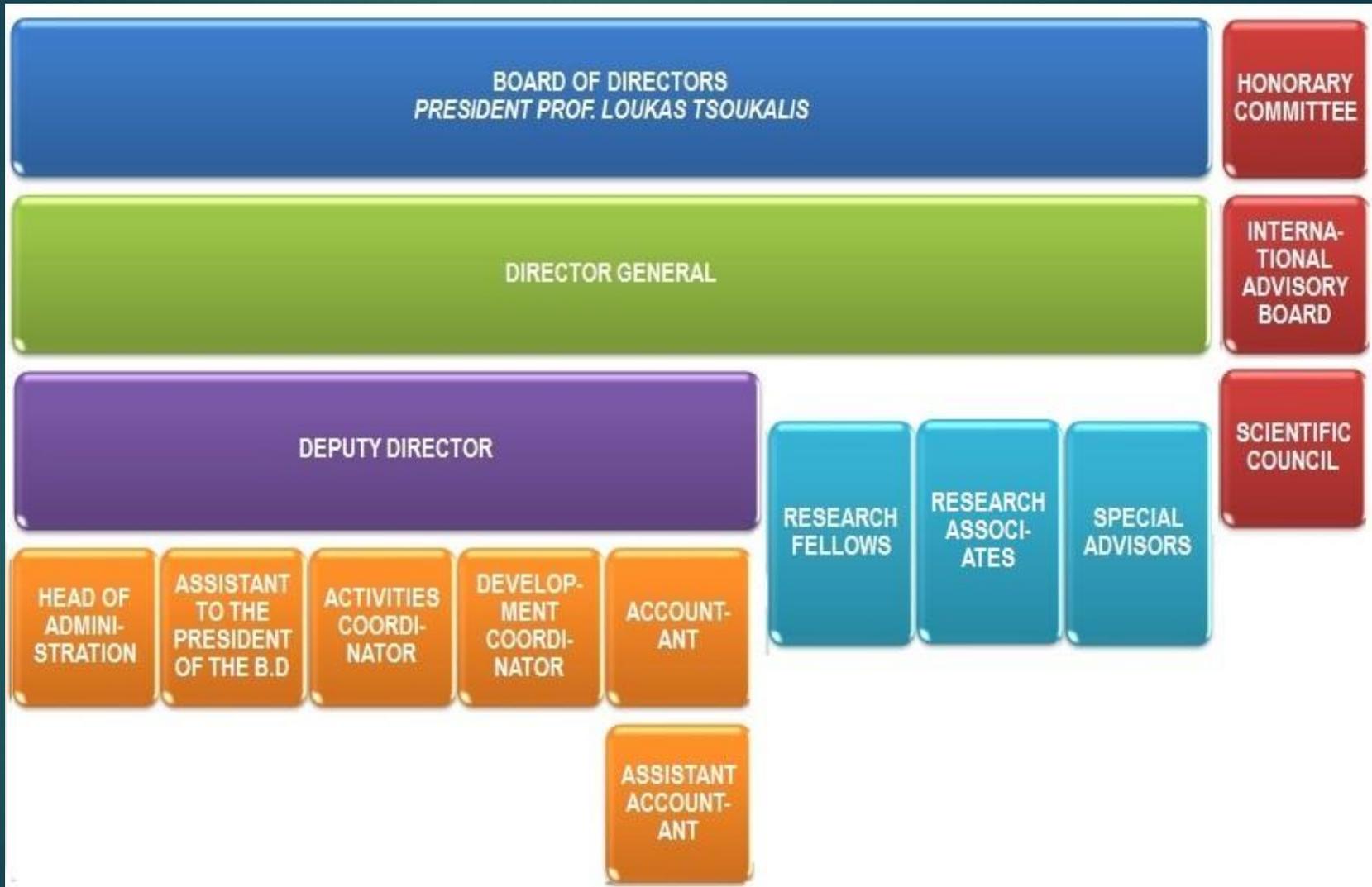
# Hellenic Foundation for European and Foreign Policy (ELIAMEP): research institute and policy think tank

- ▶ 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!**