



Work Package WP5:

**Excellence in research and innovation
through gender equality and diversity**

Deliverable D5.2:

**Gender and Diversity Toolkit to integrate
gender and diversity perspectives in
innovation systems**



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Executive Summary

The overall purpose of this document is to give a brief description of the attached toolkit. The aim of the toolkit *Promoting sustainable change* is to integrate gender equality and diversity in innovation systems.

This toolkit is developed by the GENOVATE project partners in the task T5.2: Developing tools and methods to integrate gender and diversity perspectives in innovation systems.

The target group is experienced as well as new innovators and people who want to learn more about how understanding gender and diversity can lead to more innovation in their everyday lives.

How the toolkit development process was designed and implemented, including the key process component of stakeholders, is also described in the document. Further, examples of partners' task T5.2 implementation achievements and activities are provided together with how tools are applied at partner institutions.

1. Background

GENOVATE is an action-research project, aiming at ensuring equal opportunities for women and men by encouraging a more gender-competent management in research, innovation and scientific decision-making bodies, with a particular focus on universities. The project is based on the implementation of Gender Equality Action Plans (GEAPs) in six European universities and brings together a consortium with diverse experience in gender mainstreaming approaches. All consortium partners come from different disciplinary backgrounds and operate in different national contexts. However, each of the institutions shares common challenges for gender equality in research and innovation, and have all identified three common areas for intervention:

- Recruitment, progression and research support
- Working environment, work-life balance and institutional culture
- Gender and diversity dimensions of research excellence and innovation

2. Scope

This document presents the main chapters of the toolkit; how the toolkit development process was designed and implemented and the importance of stakeholders as co-designers in the development process. Further, examples of partners' task T5.2 implementation achievements and activities are described together with how tools are applied at partner institutions.

The toolkit is built on learnings, results and experiences of both tasks of the work package WP5 (Excellence in research and innovation through gender equality and diversity), the two other core work packages WP3 (Gender equality in recruitment, progression and research support) and WP4 (Working environment and culture change) as well as the evaluation work package WP7. The deliverable D5.2 feeds into the implementation of Gender Action Plans (GEAPs) of the partner institutions.

3. Toolkit: Promoting sustainable change

The toolkit collects and organizes the tools that have been further developed and tested by partner institutions. The process and methods illustrate how academic institutions, social innovators, funding agencies, knowledge transfer partnerships, and intermediaries can use gender equality and diversity tools. They also illustrate how the toolkit can promote sustainable change. The toolkit is organized in three main chapters: Process, Methods and tools and Stories.

3.1 Process

The toolkit offers tools and tips to guide a participatory process of implementing gender equality as well as diversity awareness methods and tools.

3.2 Methods and tools

The toolkit describes a number of methods and tools. The descriptions give you an idea of how they have been used, but you can change and test new variations and structuring of the methods.

3.3 Stories

The section includes stories of how to approach promotion of sustainable change, with support of the gender equality and diversity toolkit. In the end of the toolkit, enabling factors for the promotion of gender, diversity and innovation in academia are presented. These learnings were developed by the GENOVATE evaluation team and relate not only to the task T5.2 and the toolkit, but to the GENOVATE project as a whole.

4. Toolkit development and implementation process

The goal of the task T5.2 is to develop tools and methods to integrate gender and diversity perspectives in innovation systems and to develop tools and methods relevant for stakeholders. The cornerstones of an innovation system are stakeholder participation and interaction between actors of an innovation system. In this task the GENOVATE project is regarded as an innovation system, aiming at promoting joint learning processes as well as partner and stakeholder interaction through joint development of the toolkit.

4.1 Design of the toolkit development and implementation process

To strengthen the joint work and interaction between the project partners a toolkit development process was established and a set of tools was selected to support the process. The first step was to schedule monthly WP5 meetings at the same time each

month to ensure the availability of the contributing partners.

We chose Skype as a collaboration platform for the monthly meetings. The content of the monthly meetings differs depending on the phases and progress of the work in the task T5.2. The Blackboard Collaboration tool has been used to record and share sessions on Innovation and Gender, Inclusive Innovation and Persona Method, engaging both project internal and external speakers and facilitators. Face-to-face meeting opportunities were used at the annual project conventions to brainstorm and further develop the toolkit.

Google docs was used in the beginning of the process to enable the joint design of the toolkit and make it easier for partners to edit, modify and comment texts and continuously provide input to the toolkit. To ensure an open and transparent process GENOVATE on-line WP forum is used to share agendas and minutes of meetings with the partners. To support the process, highlight good examples, share implementation activities and increase creativity and innovation the GENOVATE community blog is the channel we use to reach out to the project partners and stakeholders when developing the toolkit. So far, more than 50 public blog articles on innovation and gender have been produced since the beginning of the project.

4.2 Stakeholder participation

One important feature of the toolkit development is the engagement of stakeholders early in the process and during the whole process. Partners have carried out usability tests at partner institutions and among internal and external stakeholders. Feedback from tests have been discussed and reflected on in the monthly WP5 meetings. Feedback on the toolkit's usability, relevance and layout has also been collected through toolkit and project presentations and demonstrations and by using tools in interactive workshops and focus groups. The work in the task T5.2 continues and promotion of the usage of the toolkit is now on-going at a local, national and European level. Dissemination of the results of this task T5.2 will be carried out to the end and beyond the project.

4.3 Institutional implementation achievements and activities

In this section we give examples of implementation achievements and implementation activities the partners have carried out at their institutions in the scope of the task T5.2 as well as how tools have been applied at institutions. Among many other tasks partners have used and further developed tools together with stakeholders. The on-going activity of toolkit presentations and demonstrations aim to promote the usage of the toolkit not only during the project, but also beyond the end of the project. The aim is to add value to research and innovation as well as to introduce a gender and diversity perspective as a driver of creativeness and innovation.

Ankara University, Turkey (AU)

The AU team has agreed with the Technology Transfer Office (TTO) of the university on how to disseminate the toolkit by starting to target researchers at a meeting in May 2016. In line with this agreement the AU team will introduce the toolkit to the Advisory Board of TTO, it will be translated to Turkish and uploaded on the TTO web page in June 2016. Further the toolkit will be spread to the active researchers' pool of AU via e-mail. In September 2016 a workshop with AU active researchers and AU research and innovation process stakeholders will be carried out in collaboration with the AU GENOVATE team and the TTO Office.

Luleå University of Technology, Sweden (LTU)

LTU supports stakeholders to integrate gender dimension in the design, process, content and implementation of research and innovation. Another goal is to enhance equal opportunities for women and men to gain access to strategic networks and innovation systems. LTU frequently uses tools like Gender app, Gender observations, Value exercises, Persona method, meetings and consultations to enable the implementation of gender dimension. The major achievement since the start of the project is the collaboration with 25 regional, national and H2020 project partnerships that have integrated gender and diversity perspectives in their project funding applications. Five of the projects are now funded and have started implementation into their core project activities. The outcomes of this task are more competitive funding applications and enhanced understanding of the benefits of gender-balanced project consortia, inclusive communication and inclusive user and consumer participation. Another result is enhanced demand of tailored gender tasks and activities among colleagues of the project consortium members. LTU also gains external attention from universities and companies at a local, national and European level, which strengthens LTU's own implementation process.

Trnava University, Slovakia (TU)

Some of the toolkit methods are designed to provide us practical manual to share information and raising awareness about equal opportunities with students and academic colleagues. In December 2015 the TU team presented the gender app to the Rector of TU and plans to use it at the university after customizing the app to the context of TU. Gender observations are used by TU in seminars with students, especially on seminars focused on disability studies. Gender system analysis is used by TU during seminars with the students, especially on seminars focused on management and HR. The most popular method in our institution is World Café. In May 2016 we will hold the fourth world café. In this session we will present the results of all activities, GENOVATE model and the toolkit as well. This action will be under the auspice of the Dean of the Faculty of Health Sciences and Social Work (FHSSW). Other activities of the toolkit are very interesting but in our conditions it is very difficult to use them at present. We have to still raise awareness at first, then we will be able to use i.e. Critical Incident Technique.

University College Cork, Ireland (UCC)

One of GENOVATE@UCC's eight proposed actions, underpinning its action plan for change, is specifically focused on innovation: Actions 8. Through Action 8, the project aims to support gender equality monitoring within innovation centres. All eight actions were developed during the investigative strand of the project and deepened by the views collated from the GENOVATE World Café series @UCC. Through the Cafés, colleagues from across the university shared their views about the challenges of, and possibilities for, transforming organisational culture for gender equality @UCC. Additionally, the GENOVATE team has advised innovation projects/centres on gender equality (for example, the ODIN¹ project) and has developed a number of tools to support innovation centres/projects into the future. These include the following: Guiding Principles on Gender Equality and Research Excellence Assessments; a Quick Guide to Gender Proofing for Researchers; and the development of structural, process and outcomes indicators to support gender equality monitoring and reporting within innovation centres.

University of Bradford, UK (UNIBRAD)

The implementation of the GENOVATE gender and diversity toolkit was reviewed in context of UNIBRAD's research and innovation structures and systems. In order to utilise it effectively, UNIBRAD has customised the toolkit to ensure a nuanced application within its knowledge transfer innovation partnerships e.g. Digital Health Zone, Catapult and China Bridges. This contextualised approach has played to our strengths in promoting diversity competence and intersectionality between gender and other legally protected characteristics [UK Equality Act 2010]. We have adapted the toolkit to different target groups and utilised established and effective methods, which have been developed and used throughout the project such as GENOVATE café, consensus workshops and [Gender] Equality Impact Assessment. UNIBRAD has connected these tools/activities to specific actions and identified the relevance of the tools both at individual and organisational levels. Based on UNIBRAD's extensive experience, outcomes have been linked to individual activity to provide more contexts. The sustainability of UNIBRAD's implementation of this toolkit is anchored in the centrality of equality and diversity in its core business.

University of Naples Federico II, Italy (UNINA)

UNINA's implementation of Task 5.2 activities (To develop tools and methods to integrate gender and diversity perspectives in innovation systems) mainly consisted in submitting supportive evidence from the case studies material collected for the deliverable D6.2 (A portfolio of institutional case studies from each consortium partner) to be inserted in the Toolkit, and in testing one of the preliminary drafts of the Toolkit. Upon completing the analysis of the D6.2 raw data, we have selected the most recurrent strategies and activities adopted by partners to promote gender mainstreaming at the institutional level. Involvement of top decision-making bodies (Faculty and

¹ Food-based solutions for optimal vitamin D nutrition and health through the life cycle

Administration) in the implementation of gender-awareness initiatives that want to contribute to modify academic organisms and institutional procedures has emerged as a key element in our data. We have interpreted the significant degree of consensus on this approach across the different partners as a positive result of all our shared learning efforts, and we have proposed to insert these pieces of evidence in the "Promoting Sustainable Change" Toolkit document as an important element in the change process in general, and also as a driver of gendered innovation.

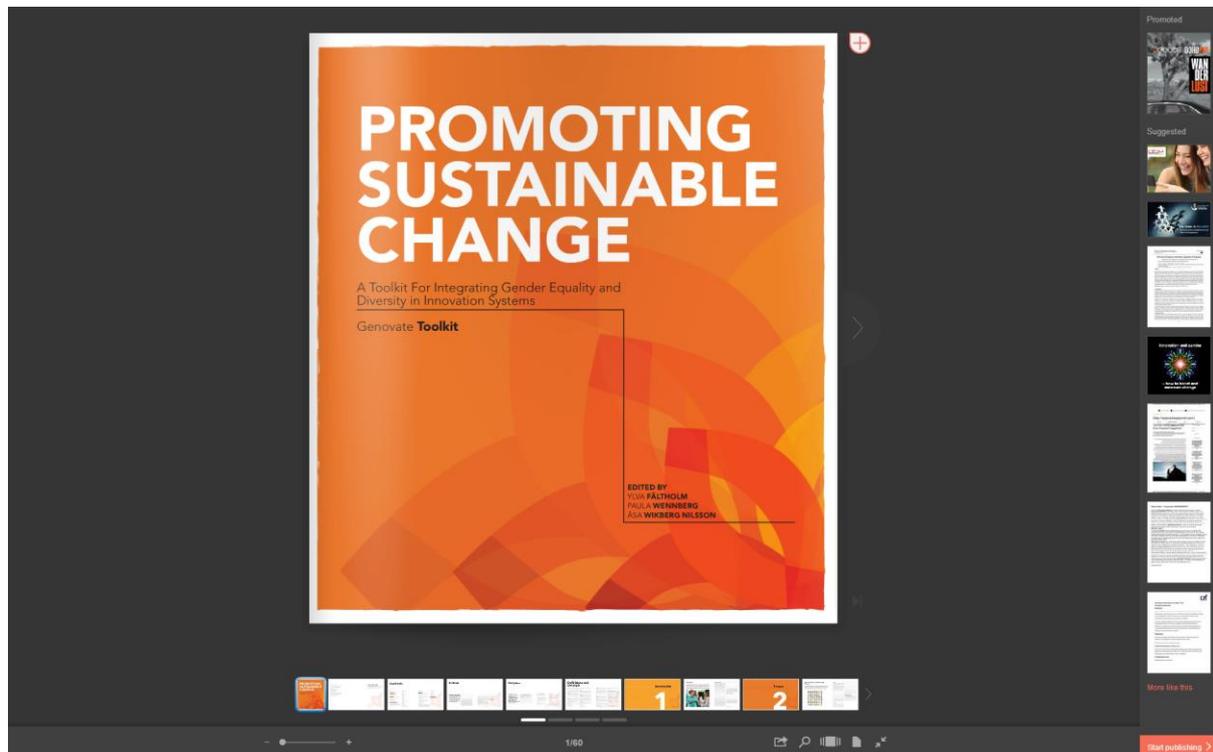
We also sent a preliminary draft of the Toolkit document to the mentees participating in the UNINA woman-to-woman Pilot Mentoring Program and to other individual stakeholders for usability testing.



Appendix 1 – Toolkit

The Gender and Diversity Toolkit to integrate gender and diversity perspectives in innovation systems: *Promoting Sustainable Change* is available here:

https://issuu.com/asawikbergnilsson/docs/genovate_toolkit



Please find below the pdf version of the Toolkit



Genovate toolkit.pdf