



Evaluation Framework for Promoting Gender Equality in Research and Innovation

Evaluating Gender Equality in Research and Innovation Systems – Lessons Learned and Key Messages

**EFFORTI Final Event
22nd May 2019, Brussels**

Susanne Bühner, Martina Schraudner, Clemens Striebing, Merve Yorulmaz, Sybille Reidl, Evanthia K. Schmidt, Rachel Palmen, Jörg Müller, Dora Groo, Charis Vassiliou, Babis Ipektsidis

The project has received funding from the EU Horizon 2020 under grant agreement No 710470



Fraunhofer Center for Responsible Research and Innovation



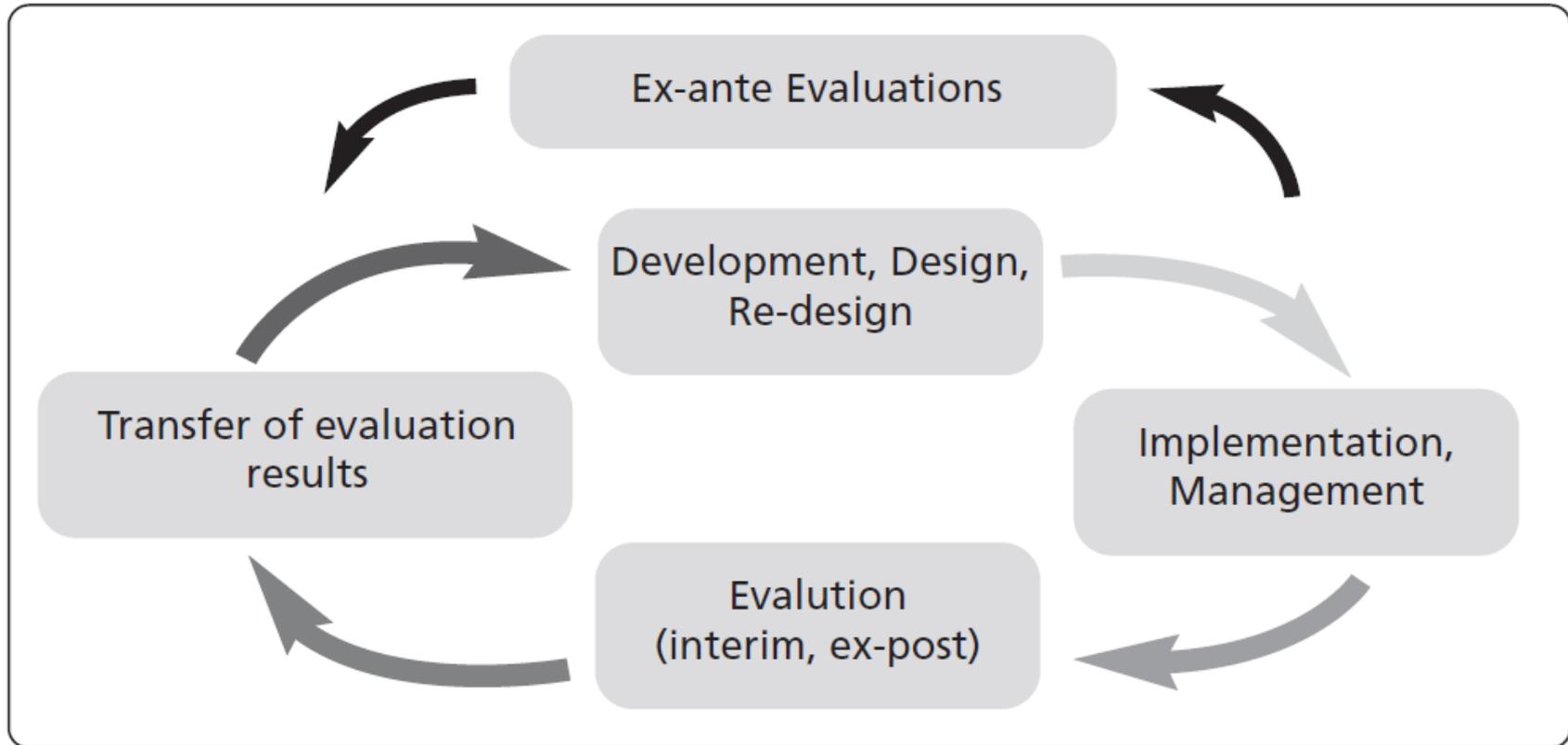
Content



1. The policy cycle
2. Key messages for design
3. Key messages for implementation
4. Key messages for evaluation

The Policy Cycle

1. The Policy Cycle



Source: Evaluation Standards in Research and Technology Policy. Plattform fteval (www.fteval.at)

Design

2. Key Messages for Design

To obtain the ERA targets, a comprehensive legislation and structures for gender equality in RTDI are necessary

Requirements:

- Clear responsibilities
- Effective implementation mechanisms
- Sanctions
- Knowledge regarding evaluation methodologies, tools & statistics
- Balance of individual and structural measures
- Sufficient resources
- All stakeholders supporting GE in organisations and in integration of gender dimension in research and teaching

2. Key Messages for Design

- Develop a highly **tailor-made** design involving all relevant **stakeholders**
- Formulate the overall **objectives** publicly – thereby promoting transparency
- **Monitor** recruitment and promotion issues to ensure transparency, awareness and accountability
- Monitoring and **reporting** duties on GE make this even more binding and effective
- Interventions aiming for a greater gender balance higher up the career ladder need to be combined with more **structural change** interventions or initiatives
- Reflect organizational and cultural change and how they interact with the intervention
- Take the **societal impact** of GE interventions into consideration from the outset
- Linking gender equality to **research excellence** prevents resistance
- Embed relevant monitoring and **evaluation** processes and procedures

Implementation

3. Key Messages Implementation



- The **governance framework** is a key in facilitating or hindering GE interventions
- **Top-management commitment**, for changing the management culture and to develop gender competence
- **Target values** and a clear strategy enhance the obligation to actively promote GE
- **Suitable communication** and promotion of GE - interventions should not be seen as funding women or men but about creating innovative and inclusive work life realities
- **Participation** of all employees raises awareness for the topic, gains more acceptance for measures and increases the motivation, while decreasing resistance
- The **willingness** and **interest** of staff members and the target group to participate is a decisive factor.
- **Bottom-up buy-in**: the responsibility for what is done should lie within the organization themselves, whilst the intervention is tailored to their needs
- **Resources** are the major facilitating factor for a successful GE intervention
- Ensure **gender expertise** and awareness in your organization

Evaluation

4. Key Messages for Evaluation

- Evaluation is always a **unique process**, a one-size-fits-all approach is not suitable.
- Evaluation can foster structural and cultural change by delivering empirical evidence for **different kinds of benefits** (scientific, economic, societal etc.)
- The direct attribution of a long-term impact to specific intervention is not possible: Evaluators should rather speak about **contributions** given the complex and dynamic environments
- Thus: In relation to the very slow pace of structural change, **the most ill-placed assumption** regarding the intervention is that its' impacts can and should be observed in a short period of time and its success is directly measurable.
- The often observed **lack of information and indicators** regarding the intervention hinders effective monitoring and evaluation.
- The intensity and quality of programme evaluations is highly dependent on the national **evaluation cultures**, too.

4. Key Messages for Evaluation

■ I-O-O-I approach

- is useful to **structure thinking** in the evaluation logic
- supports and **guides choices of relevant indicators** identified through the EFFORTI toolbox, relevant indicators could be easily identified
- But it is important to emphasise the **non-linearity** of inputs from an intervention over processes to actual and measurable types of RTDI effects.

■ Theory of change approach

- helps to mitigate the risks related to **complexity** in **dynamic contexts**.
- allows to open the **black box** - how and why a policy works, and in which context and how to assess it
- has proved to be a valuable tool to think about how different factors may contribute to the impact
- was deemed useful to **identify possible R&I outcomes** and impacts of GE interventions

4. Key Messages for Evaluation

Context sensitivity

- Not only the measure itself, but also its context is decisive for its impact
- Context sensitivity and methodological pluralism is a quality criterion for evaluations

DILEMMA

Reduction of complexity

- Evaluation is a complex concept itself implemented in complex systems – design & instrumentation must consider the complex systems (= context) in which the interventions operate in
- We cannot present reality as a simple causal model - the models we use should address the complexity of systems
- Complex systems involve multiple variables interacting in non-linear ways to produce outcomes and impacts. Linear causal relations between interventions and impacts are challenging to establish

4. Key Messages for Evaluation



Adopt a holistic approach that considers the constantly emerging issues created by team, organizational and system dynamics

Incorporate evaluation from the beginning in the design of intervention

Start from theory in your assumptions and not from your instrument / methodologies

Be prepared: Assessing GE programmes also in terms of their R&I impacts can enrich evaluations, but may not always be feasible

Thank you very much
for your attention!

www.efforti.eu