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List of Acronyms

GE	Gender Equality
GEP	Gender Equality Plan
IP	Impact Pathway
ISAS	Institute of Sociology of the Academy of Sciences of the Czech Republic (CR)
M&E	Monitoring and Evaluation
RFO	Research Funding Organization
RPO	Research Performing Organization
WP	Work Package

About Gender-SMART

Gender-SMART is a community of seven European Research Performing Organizations (RPOs) and Research Funding Organizations (RFOs), operating in the broadly framed field of research in food, agricultural and life sciences, supported by two technical partners. This community has committed to the three following operational objectives:

- 1) Seven gender Equality Plans (GEPs) are actively implemented, tackling the following areas of actions: a) building a Gender Equality Culture; b) Developing equal career support measures; c) Reshaping decision-making and governance; d) Integrating gender in funding, research and teaching
- 2) Change is steered beyond the project timeline, as GEPs are co-designed with relevant stakeholders, made visible and accessible to targeted audiences and the broader community, continuously supported by the top management, fully integrated and institutionalized, and adopted by target groups into their daily practices
- 3) Lessons are learnt and good practices are disseminated within and beyond the academia, through engaging stakeholders beyond Europe and designing tools “open to the world”.

Gender-SMART adopts a holistic approach combined with a field-specific dimension, the articulation of a sound theoretical framework with more practical knowledge, addressing gender equality as a matter of scientific excellence, as well as a strong commitment to sustainability and openness.

I. Introduction

In order to present the overarching logic of the change process, the Gender-SMART project has chosen to visualize it as an impact pathway, which walks the reader from major project outputs to their appropriation by intended users leading to changes in practices, behaviors and interactions, which ultimately lead to long-term impacts. Building an impact pathway of a project allows the partners to reflect and communicate upon the logic of their intervention and to build a shared vision of the changes the project aims to achieve. It can serve as a planning tool that allows project partners to have a common compass showing where the intervention aims to go and that can be monitored and adjusted during its implementation.

II. The Gender-SMART Impact Pathway process

An impact pathway describes an intervention logic highlighting the causal relationships between the means (inputs) mobilized by the intervention, the products (outputs) of the intervention, the changes in individual or collective practices and behaviors (outcomes) linked to the appropriation of outputs by different actors, and the medium and long-term impacts resulting from these changes. Depending on how it is built and for what purpose, it can help visualize feedback loops, external factors and influences and the assumptions behind the causal links. For Gender-SMART, the purpose is to provide a simple visualization of the overall logic of the intervention, given the complexity of the intervention and the fact that each partner institution will follow its own pathway towards impact based on its own GEP and its evolution.

The assumption underlying the Gender-SMART project is that change is more likely to occur through **changes to the governance structures, processes and procedures, and interactions rather than focusing on individual actions**. The Gender-SMART partner institutions have therefore engaged in a transformative process that aims to remove obstacles to gender equality inherent to their own functioning and culture, including formal and informal rules, values and norms. This change process is based on engaging the institution's stakeholders from the beginning.

- ***First version of the Gender-SMART Impact Pathway at proposal writing stage***

In the proposal writing phase, the Gender-SMART coordination team drafted a first version of the Impact pathway of the project at consortium level to start a dialogue and to generate ownership of the process and its transformative outcomes. For this, targeted focus groups in dedicated workshops were mobilized, with the aim to rework it with the different partners during the project inception phase (Figure 1).

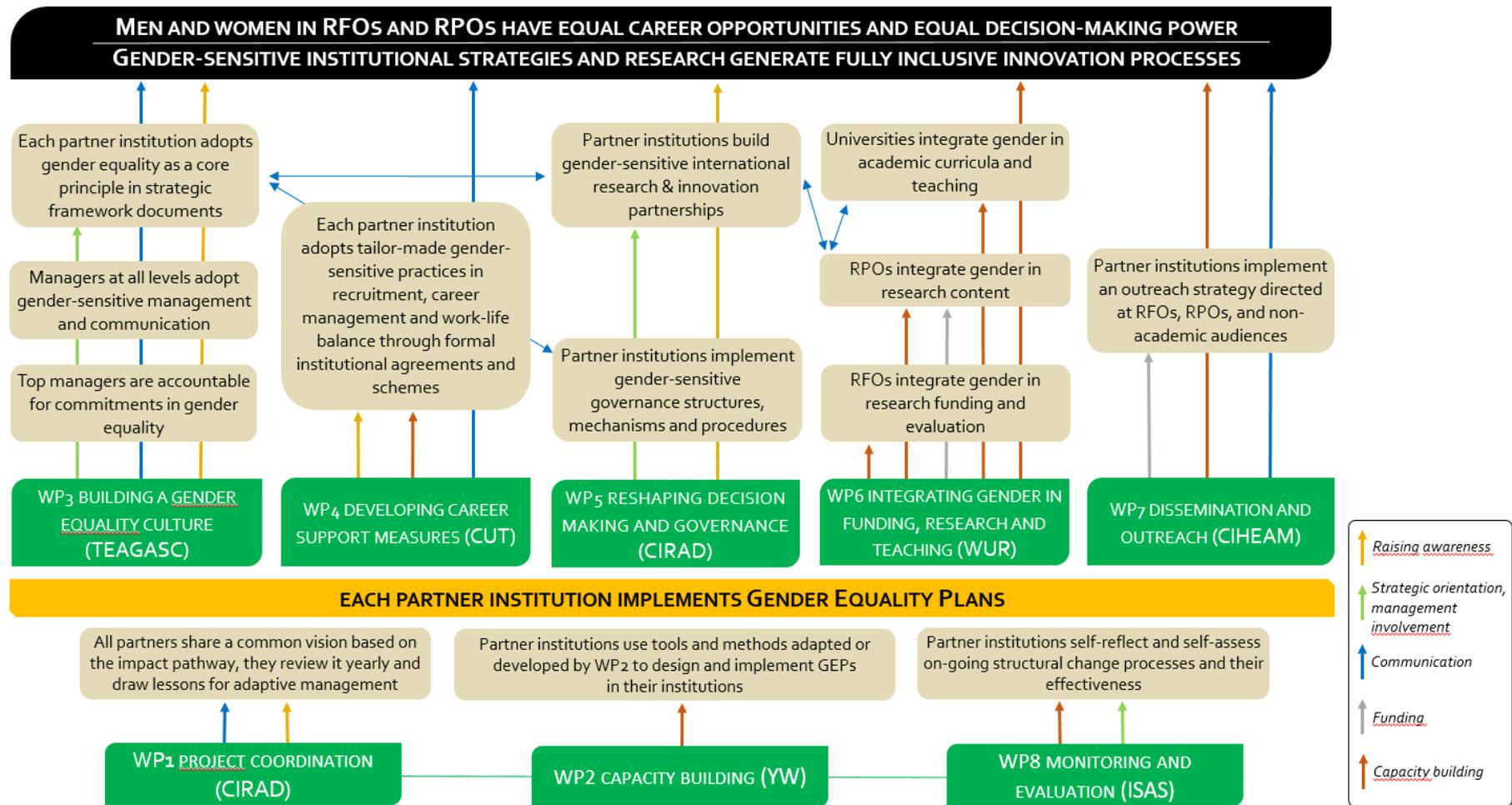


Figure 1 : The Gender-SMART Impact Pathway defined at the project proposal stage

- ***Revised version of the Gender-SMART Impact Pathway following the Kick-Off Meeting***

At the kick-off meeting, all partners discussed the proposed impact pathway, and after a process of review from Yellow Window and ISAS, the final impact pathway was defined, as shown in Figure 2.

This exercise allowed to reformulate the overall impact pathway of the project and agree on what was missing and should be reworked in order to achieve a common vision of change.

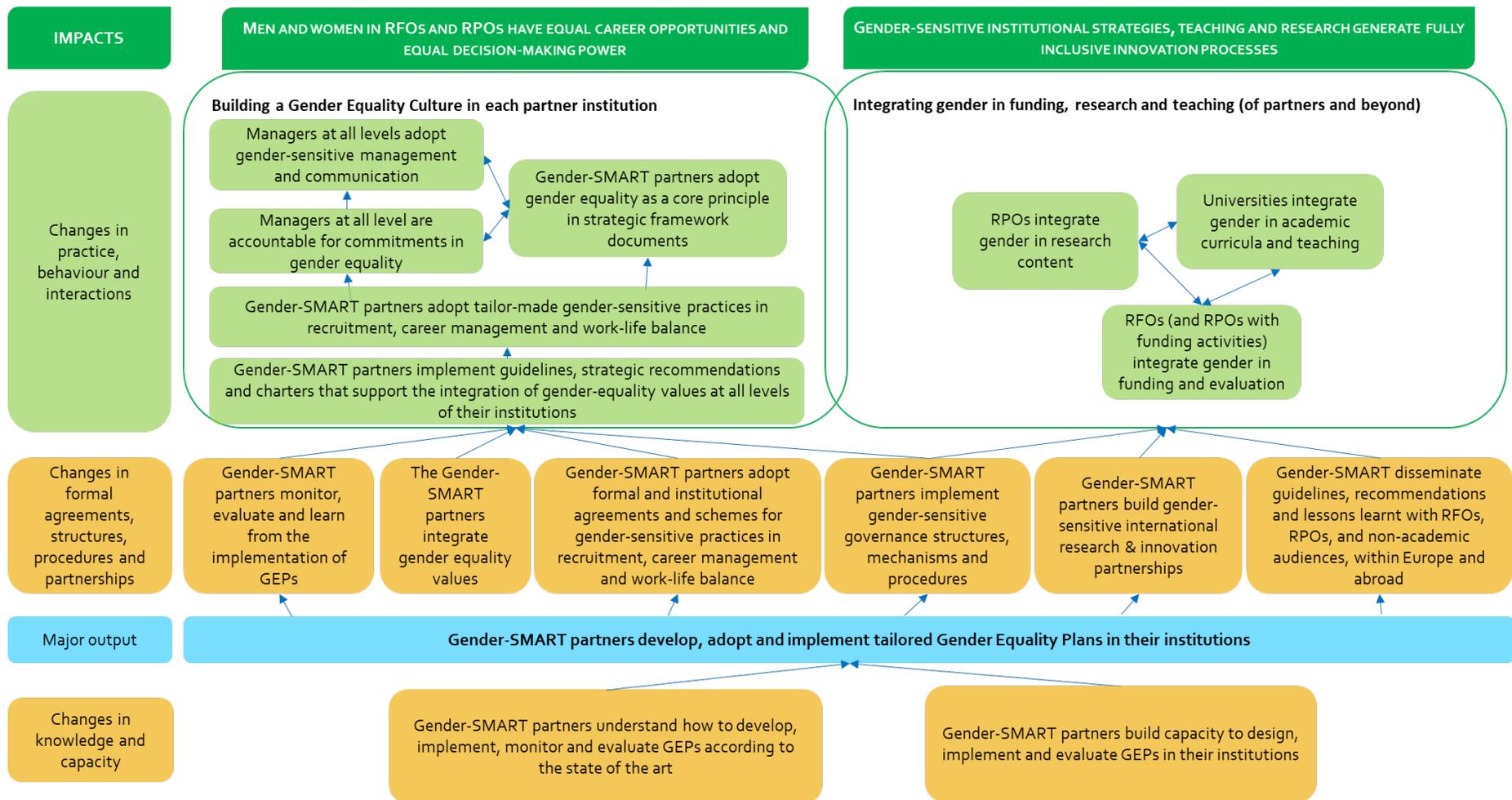


Figure 2 : The final Gender-SMART Impact Pathway

III. The Gender-SMART Impact Pathway overarching logic

Here we depict the overarching logic of the Gender-SMART project, as depicted in the revised impact pathway (Figure 2). The idea is that changes in knowledge and capacity are needed to develop and implement the GEPs, which will then entail changes in formal agreements, structures, procedures and partnerships, which are the basis for concrete changes in practices, behaviours and interactions.

The whole architecture of the project relies on the development, uptake and **implementation by each partner institution of a major output, the Gender Equality Plans** (Figure 3). Engaging in the development of this major output is in and of itself the first step of the transformative process that the institutions will undertake. The development of GEPs requires, in fact, a deep understanding of how to develop, implement, monitor and evaluate GEPs, but also specific capacity to do so according to the specificities of each institution. Institution-level coaching and support will draw upon experience-based techniques and methods inspired from transformation design with a proven record of success, as developed by Yellow Window, which will have a pivotal role in the GEP design phase.

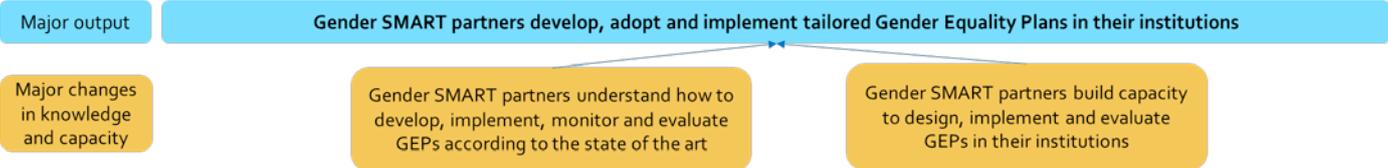


Figure 3 : Section of the Gender-SMART impact pathway: GEP uptake

First, the Gender-SMART partners will focus on **developing and adopting gender equality values through identification of unwritten rules, mind-sets and behaviours, actions against bias and prejudice, stereotypes, harassment, and gender-sensitive communication**. This will lead to the creation of guidelines, strategic recommendations and charters that will support the integration of gender-equality values at all levels of the institution.

Once the tailor-made GEPs are adopted, the implementing teams will be able to launch working toward changes in structures, processes and procedures. The GEPs will support the **adoption of formal and institutional agreements and schemes for gender-sensitive practices in recruitment, career management and work-life balance** that address current barriers and horizontal and vertical segregation and stereotyping.

Second, they will allow the implementation of **gender-sensitive governance structures, mechanisms and procedures** to remove barriers and biases that prevent women from fully participating in decision-making, and to promote transparency and accountability (Figure 4).

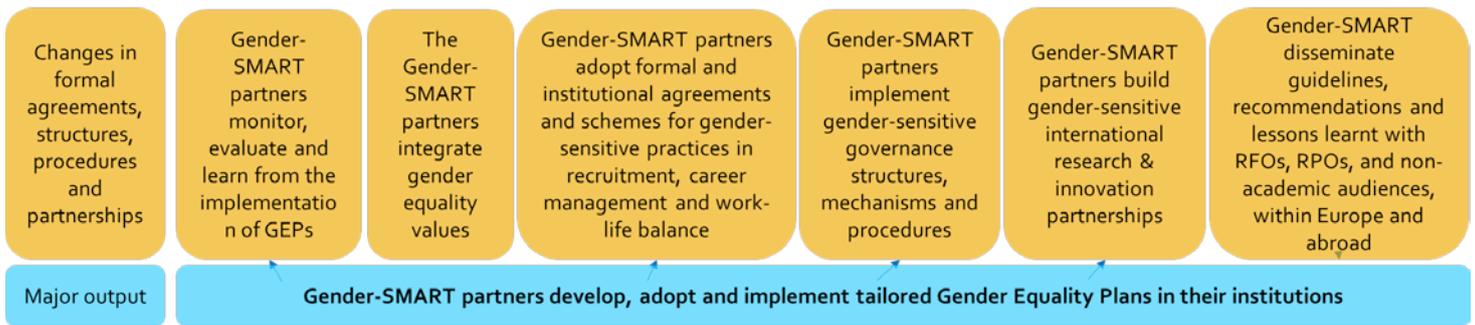


Figure 4: Section of the Gender-SMART Impact Pathway: changes in formal agreements, structures, procedures and partnerships

These changes, as highlighted in bold in the previous sentences, will be the basis for concrete changes in recruitment, career management and work-life balance and the adoption of gender equality as a core principle in strategic framework documents (Figure 5). Targeted actions (training, awareness raising, coaching) for management representatives at all levels will support this process. Managers at all levels will then be accountable for commitments in gender equality and able to implement gender-sensitive management and communication. Managers are key to identifying and alerting about resistances and to support the appropriation of exemplary practices and behaviors.

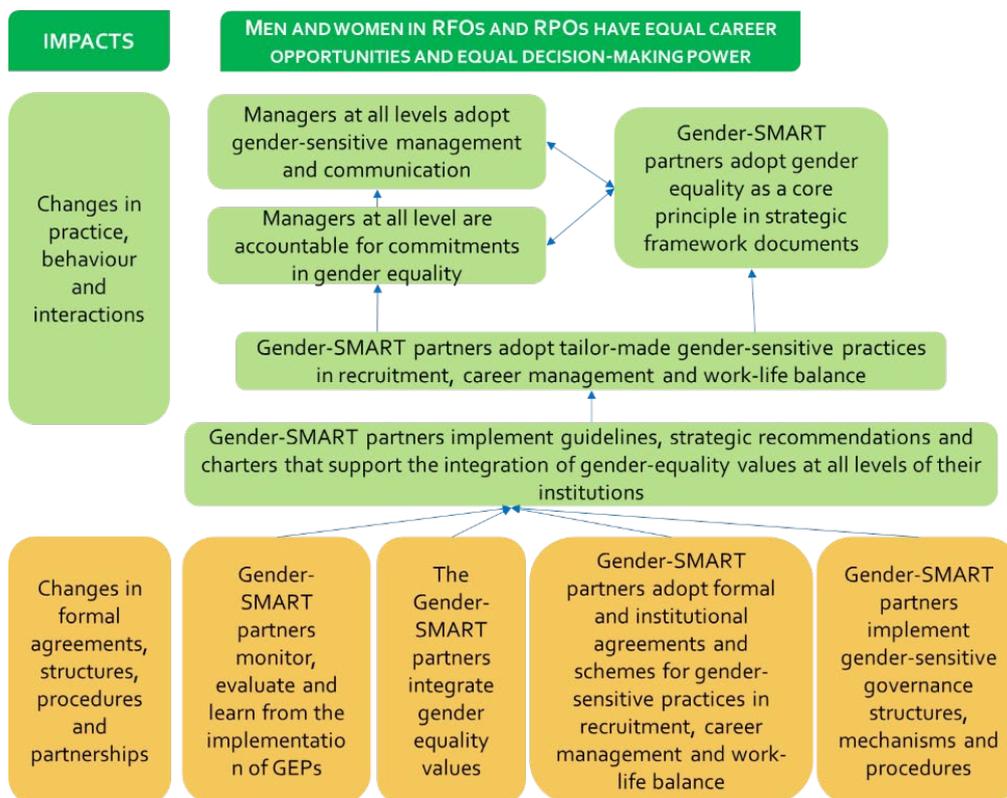


Figure 5: Section of the Gender-SMART Impact Pathway: changes in recruitment, career management and work-life balance

At the same time, recommendations for building gender-sensitive international research and innovation partnerships will be defined. This aims to generate a positive feedback loop (Figure 6) in which Research Funding Organizations (RFOs) and Research Performing Organizations (RPOs) with funding activities integrate gender in funding and evaluation. This enables RPOs to integrate gender in research content, while incentivizing universities to integrate gender in academic curricula and teaching. This positive feedback loop aims to improve how research is being planned, delivered and disseminated, how it is funded and how the knowledge produced is being transferred through academic teaching and gender-sensitive academic writing.

**GENDER-SENSITIVE INSTITUTIONAL STRATEGIES, TEACHING AND RESEARCH
GENERATE FULLY INCLUSIVE INNOVATION PROCESSES**

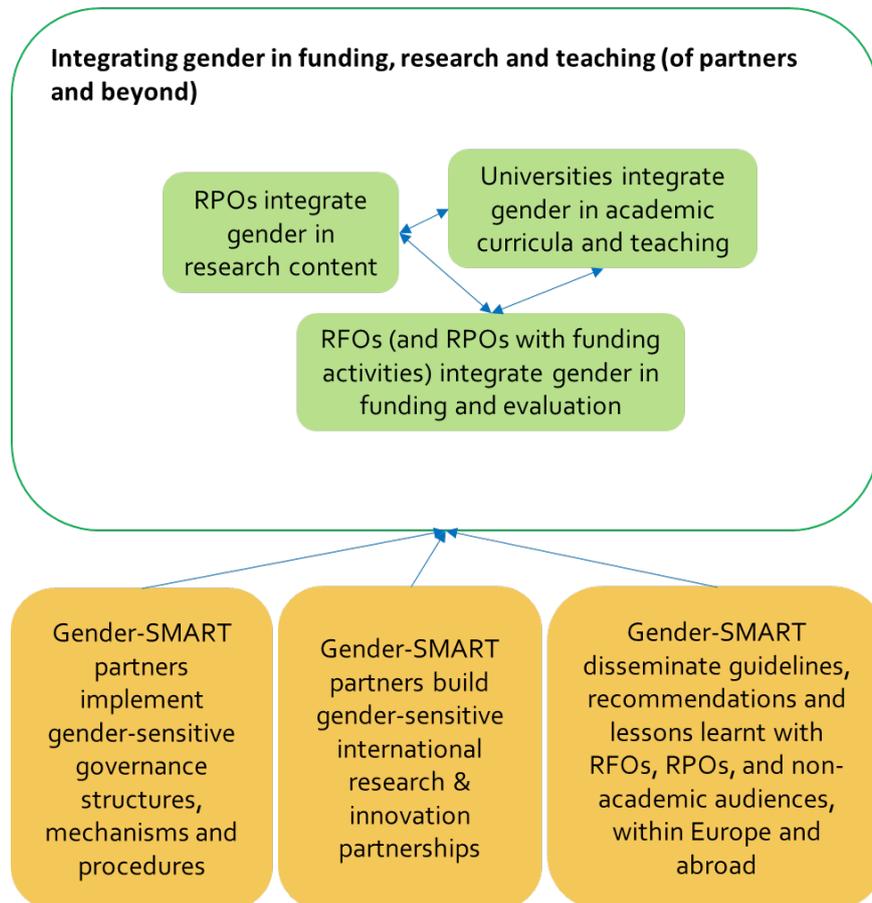


Figure 6: Section of the Gender-SMART Impact Pathway: positive feedback loop in international research and innovation

These complementary processes (changes in values, structures, procedures, formal agreements and mechanisms along with changes in research content and partnerships) will lead to the adoption of new practices, behaviors and interactions (Figure 7). They will be supported by learning-oriented monitoring and evaluation, led by ISAS, which will enable partner institutions to build their capacity, self-reflect and adapt. Wide dissemination of guidelines, recommendations and lessons learnt will also support this process of change. Formal relations established already during the proposal stage with “sister projects” and a professional association, and the mobilization by all partners of their respective networks operating at the local, regional, national and EU levels, and active contribution to communities of practice, will support this dissemination.

The impact pathway shows how the Gender-SMART architecture aims to ultimately achieve two **major impacts**: that **men and women in RFOs and RPOs have equal career opportunities and equal decision-making power** and that **gender-sensitive institutional strategies, teaching and research generate fully inclusive innovation processes**. In the long term, the

Gender-SMART project will also contribute to improve the attractiveness of Life Science Research for women. It will improve their visibility, their access to management positions and their career trajectories through the promotion of gender-sensitive governance, effective participation and equal opportunities for leadership at all levels of implementing partners.

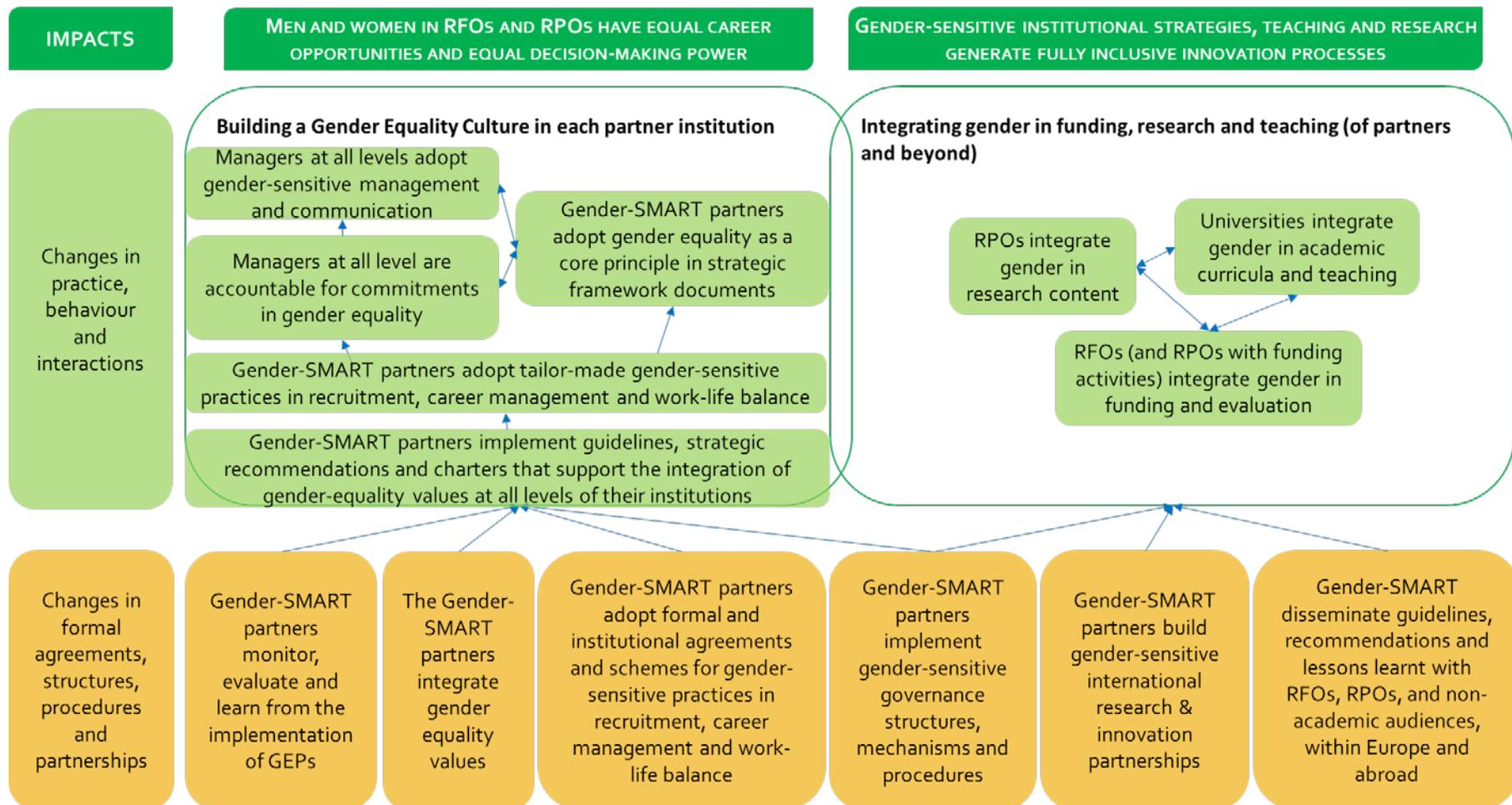


Figure 7: Changes in practices, behaviour and interaction