



**‘Science Management of Agriculture and Life Sciences, including Research and Teaching -  
‘Gender-SMART’**

**[Agreement n° 824546]**

**D.7.2. (M36) Guidelines and Selection of Good Practices for  
dissemination**

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**Contributing authors:** Maroun El Moujabber, Elvira Lapedota, Marina Marini (CIHEAM Bari).

**Reviewing partners:** ANR

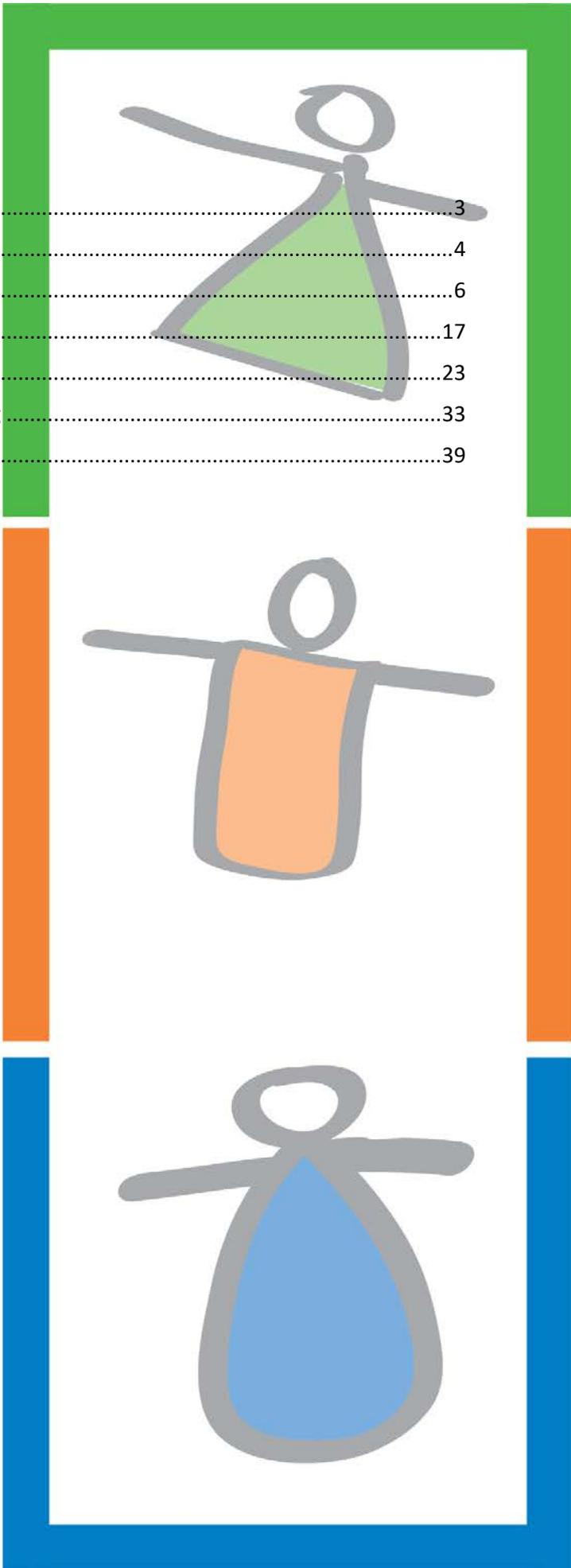
**Contact Person:** Maroun El Moujabber (CIHEAM Bari)



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## EXECUTIVE SUMMARY

The [Gender-SMART project](#) is a community composed of seven European Research Performing & Funding Organizations operating in the broadly framed field of research in food, agricultural and life sciences, and two supporting technical partners, that are committed to advance gender equality. The present deliverable collects and disseminates illustrative experience-based practices that encourage and steer change in Gender-SMART Partner Institutions. Twelve practices were collected that have produced meaningful results in the mid-term and that deserve scale-up to reach a larger number of beneficiaries.





# 1. RATIONALE

This deliverable draws on the collection of good practices which, following the FAO's definition, *'are not only practices that are good, but practices that have been proven to work well and produce good results, and are therefore recommended as a model. A successful experience, which has been tested and validated, in the broad sense, which has been repeated and deserves to be shared so that a greater number of people can adopt it.'*

More specifically, the aim of this activity is to lead the way in helping other organisations in the field of Agriculture and Life Sciences replicate good practices by incorporating/internalizing them into policies to attain greater gender equality in the workplace. This will ensure the project sustainability even after the project end.

The target beneficiaries are staff of such organisations including permanent and non-permanent admin personnel, researchers, and academics. The geographical coverage is planned to go even beyond the Euro-Mediterranean region.

Prior to dissemination, practices were assessed building on the lessons learned i.e., what had worked and what had not worked along the way to allow recipients to benefit from these experiences.

A template with its guidelines (**Annex 1**) was discussed and distributed to all implementing Partners providing a clear timeframe to prioritize activities required for collection and dissemination, setting the goals, and providing a checklist for further M&E.

The criteria for identifying good practices were: effectiveness, efficiency, relevance, ethical soundness, sustainability and possibility of duplication, the involvement of Partners and the community.

After collecting the feedback from all the Partners, the appropriate format was selected to re-elaborate the content into a narrative version.

The **12 good practices** collected were broken down into **4 main thematic areas**:

## Gender Equality Culture

- Participatory approach for defining Gender Equality Corporate values and inclusive behaviours (**CIRAD**)
- A radio show aiming to create awareness for gender equality and create the critical mass of change-makers in students' community (**CUT**)
- Inclusive communication (**CICYTEX**)
- Developing Gender Values for TEAGASC (**TEAGASC**)



## Developing equal career support measures

- Salary remuneration analysis (**CICYTEX**)
- Empowering Leadership Skills training for Female Staff (**TEAGASC**)

## Re-shaping gender in decision making

- Leveraging GEP to encourage a Gender Policy at Corporate level (**CIHEAM BARI**)
- Scouting, inspiring and motivating stakeholders for successful GEP implementation (**CIHEAM BARI**)
- Collection and integration of Sex-disaggregated data in the ANR Social Report (**ANR**)
- Collaborative design of the GEP with the Executive Committee (**ANR**)

## Integrating Gender in funding, research, and teaching

- The Gender-SMART CIRAD community of practices for integrating the gender+ perspective (**CIRAD**)
- Online conference: Cultivating Equality: Advancing gender research in agriculture and food systems (**WUR**)





## GENDER EQUALITY CULTURE

### 1. PARTICIPATORY APPROACH FOR DEFINING GENDER EQUALITY CORPORATE VALUES AND INCLUSIVE BEHAVIOURS

**Area:**

Gender Equality Culture

**Category:**

Cultural Advocacy

**Partner:**

CIRAD, France

**Focal persons:****Cindy Van Hyfte**

[cindy.van\\_hyfte@CIRAD.fr](mailto:cindy.van_hyfte@CIRAD.fr)

(Gender-SMART project manager);

**Céline Cardi** [celine.cardi@CIRAD.fr](mailto:celine.cardi@CIRAD.fr)

(in charge of transversal animation activities for Gender-SMART)

**Key stakeholders:**

Gender-SMART Core Team members

**Main Description**

Gender Equality (GE) values are important to change the corporate culture of the Organisation as they provide guidance (by setting objectives) and shape operational behaviours.

CIRAD did not have a set of GE values, nor more general corporate values.

For the first time ever, a significant participatory dynamic was launched within CIRAD, characterized by a large mobilisation of its personnel in numbers and a high diversity of profiles (sex, age, hierarchical positions, geographic locations, researchers, and support staff).

CIRAD staff was invited to participate in workshops (#25) and/or to submit their insights to an online survey with a view to developing a gender friendly corporate culture. Each GE value was selected through an inclusive and participatory approach and translated into 2 to 3 inclusive behavioural statements. The participatory approach adopted was highly appreciated by participants.

The GE values and inclusive behaviours are now part of an institutional document that provides guidance to advance a gender sensitive corporate culture at CIRAD, using a common language and encouraging inclusiveness in different initiatives (e.g., trainings, welcome days for newly recruited staff, etc...).

**Background**

CIRAD is the French agricultural research and cooperation organisation working for the sustainable development of tropical and Mediterranean regions.

CIRAD (French Agricultural Research Centre for International Development) works with its partners to build knowledge and solutions and invent resilient farming systems for a more sustainable, inclusive world. It mobilises science, innovation and training in order to achieve the Sustainable Development Goals. Its expertise supports the entire range of stakeholders, from producers to public policymakers, to foster biodiversity protection, agroecological transitions, food system sustainability, health (of plants, animals and ecosystems), sustainable development of rural territories, and their resilience to climate change.



CIRAD was founded in 1984 as a public establishment (EPIC), following a merger of French tropical agricultural research organisations, and is under the joint authority of the Ministry of Higher Education, Research and Innovation and the Ministry for Europe and Foreign Affairs. As such, it supports French science diplomacy operations.

CIRAD works in some fifty countries on every continent, thanks to the expertise of its 1650 staff members, including 1140 scientists, backed by a global network of some 200 partners.

As of January 2020, CIRAD has a [Gender Equality Plan](#) that runs until 2023.

### **Specifics of the measure**

CIRAD Core Team developed a concept for the organisation of workshops to define GE values and inclusive behaviours. Twenty-five workshops were organised in different geographical sites (Montpellier, Reunion Island, Martinique, Guadeloupe where CIRAD staff are also present).

Furthermore, an online questionnaire was developed to give the opportunity to all staff to contribute (e.g., expats in other regions).

The collected information was analysed and summarised in a “Guide for Inclusive Behaviours”. This guide is an institutional document that is available both in a static PDF and an animated version (motion design).

The guide was launched through a written message by the CEO to all CIRAD staff (due to COVID constraints the in-person launch event could not be held), as well as 2 video interviews of top management members.

To further the dissemination and operationalisation of the guide, a 7-month communication campaign dedicated to the 7 identified pillars (one value, also named pillar, per month) was run publishing monthly videos containing testimonies of CIRAD personnel. Moreover, tailored dialogue sessions were prepared in close collaboration with CIRAD’s occupational psychologist. Every month, CIRAD staff were invited to discuss together on inclusive and non-inclusive behaviours. These sessions focused on a particular value (the value addressed each month was the same as the one covered by the communication campaign).

At present, the guide is included/mentioned in the diversity and inclusion training that CIRAD has been providing in its training offer since September 2019. It is also presented (interactive format) to newly recruited personnel on the welcome days.

The mid-term reboot event for the core team was focused on inclusive behaviours. With the help of an external expert in improvisation, team members were asked to reflect on their inclusiveness in their daily actions/work environment. Core Team members need to be an example with their behaviour. Role plays on inclusive behaviours are due to be organised in July 2022 during CIRAD staff’s annual gathering event.

Awareness on what inclusive behaviours are and how to react when confronted with non-inclusive attitudes (moving from bystander to actor position) is expected to be heightened along with a deeper understanding of what gender equality is and how it is addressed within the Gender-SMART project.

As relates to monitoring, in January 2021 a questionnaire was administered to evaluate behaviour inclusiveness. All staff were invited to self-evaluate their inclusiveness for each of the behaviours linked to the 7 Pillars (Values). Answers were analysed and communicated in November 2021.

Inclusiveness of individual behaviours was rated on a 5-point scale (from never to always).

It is now foreseen to further develop and adapt the guide to meet the specific needs of teams, such as research units. Closer collaboration with middle management is also envisaged to see how they can use it on a daily basis and/or what they need in terms of additional tools for its relevant improvement. Management trainings now also incorporate aspects linked to inclusiveness.



## Lessons learned

Overall, the participatory approach was appreciated as CIRAD staff could express themselves through various means: workshops & questionnaire to define the values; dialogue sessions to further discuss the values.

Success factors were the:

- levers put in place to induce a positive atmosphere in the workshop: e.g., participants were asked to introduce themselves focusing on their personality and not on their position/job at CIRAD;
- dynamic and innovative way of working: participatory approach applied for the first time to such an initiative. The use of participatory techniques and tools to stimulate creativity and collective thinking;
- launch of the workshops in different geographic locations. Indeed, staff in the outermost regions often feel excluded from institutional events.

In contrast, self-evaluation through the questionnaire was judged to be biased by many participants (“we tend to evaluate ourselves more positively”). Similarly, attendance at dialogue sessions (via Teams) was not very high, even though the feedback from participants was always very positive. Moreover, Covid constraints limited physical presence and greater engagement.



## 2. INCLUSIVE COMMUNICATION



**Area:**  
Gender Equality Culture



**Category:**  
Social and Cultural Advocacy



**Partner:**  
CICYTEX, SPAIN



**Focal persons:**  
**Francisco Hinojal Juan**  
[francisco.hinojalj@juntaex.es](mailto:francisco.hinojalj@juntaex.es)  
(Gender-SMART project leader);

**Myriam Nieto**  
[myriam.nieto@juntaex.es](mailto:myriam.nieto@juntaex.es)

**Agustín Aramillo**  
[agustin.jaramillo@juntaex.es](mailto:agustin.jaramillo@juntaex.es)

**Key stakeholders:**  
Communication Area

### Main Description

The language and images used in the internal and external communication of an Organisation speak volumes about the Organisation itself. Still before the image conveyed by the professional activity, what is shown and what is said impacts the public space that understands as “real” what it perceives because, as Wittgenstein said, “what is not named does not exist”.

All that is not named by the Organisation, does not count, does not show, does not exist. Hence, the use of an inclusive communication system (language, images, icons ...) is key. For this reason, at CICYTEX, the communication area adopts a *modus operandi* aiming to:

- Show an image consistent with the Organisation’s commitment to Gender Equality.
- Make visible the presence and participation of women at CICYTEX through the publication of images, oral and written testimonies of the tasks shared by men and women, both in the area of agri-food research, laboratory, and field activities.
- Use a language with more inclusive terms or expressions, in accordance with the rules of journalist and informative texts, and in line with social networks language for brevity and clarity. That is, use of language and resources respecting grammar rules and the principle of the economy of language, to encourage reflection and provide a model for verbal and written expressions.

Such an approach mainly benefits people who feel more represented and more included by the use of this type of communication. In this way, the Organisation contributes to reducing gender bias, and to increasing women’s visibility thereby countering persisting stereotypes.

Starting from the firm belief that it is the right track to go, with training and observation further milestones may be progressively achieved.

### Background

The Centre for Scientific and Technological Research of Extremadura (CICYTEX) is a Spanish Public Body Entity under the regional government of Extremadura. Created in 2010 by the Law of Science, Technology and Innovation of Extremadura, its mission is the generation of Research & Innovation (R&I) in Agriculture and Food Sciences through four institutes: the Agriculture and Livestock research Institute Finca La Orden – Valdesequera, the Agrifood Technological Institute - INTAEX, the Institute of Cork, Wood and



Vegetable Coal – ICMC, and the Centre of Organic and Mountain Agriculture – CAEM). CICYTEX contributes to the advancement of knowledge and economic, social, and cultural development and provides training of personnel and advice to public and private entities in R&I.

The overall objective of CICYTEX is to support the business sector through assistance for R&I incorporation in production processes. At present, CICYTEX has around 350 people staff. (<http://cicytex.juntaex.es/plan-igualdad-cicytex>)

### **Specifics of the measure**

CICYTEX Communication area works to promote the visibility of activities and actions outside of the Organisation through various media, mainly social networks and the press, and other channels used to disseminate the research results.

The concept of inclusiveness applies to all external communication activities. It is a principle that informs daily work i.e., how naming people, with feminine and masculine designations or with the first and/or last name; type of images on the website and in the social networks; planning of informative content to gain real knowledge of the protagonists of each story. In this way, inclusivity is incorporated into the design, planning and programming of the information generated by CICYTEX.

Implementers of this practice are two people (one man and one woman) from CICYTEX's Communication area whose main activity is content generation and dissemination. The main communication channels used include:

-Regional media: digital media, newspapers, radio stations, regional television, and territorial services of Extremadura from TVE, in addition to programmes dedicated to field information.

-National media: web portals and specialised publications in paper and digital edition (scientific-technical dissemination and agricultural and agro-industrial information).

-Social networks: Twitter, Instagram, Facebook, YouTube.

One more step towards advancing gender-sensitive communication at CICYTEX is a programme on agricultural issues broadcasted by a public radio station (Canal Extremadura), with a weekly interview on its projects, activities, and research lines. Inclusiveness has been emphasized since the start of this collaboration and, to the extent possible, equal representation of invitees has been ensured.

CICYTEX's target audience is very broad and diverse: farm workers, cooperatives, companies and industries in the agricultural and agro-industrial sector, technology companies associated with this sector, technical and field staff, trainees from higher and university cycles. In some of these areas, men prevail in number since the primary sector is male dominated. CICYTEX reflects this reality: field support personnel are mostly men. Therefore, women's visibility not only in science but also in the rural areas and in the countryside, and the promotion of gender equality, are a challenge that must transcend women to achieve a real change in society. Communication is a tool to transform thinking and highlight that reality.

As to monitoring and evaluation, before launching any communication or creating a content, "inclusivity" is taken into account. The number of publications is quantified with sex-disaggregated data. The information published is monitored, and results are included in CICYTEX annual report and in the press yearbooks. The number of subscribers to the newsletter may be verified on the website internally. CICYTEX social networks data are also monitored.

For a successful gendered communication, the following criteria are considered by CICYTEX.

1. Avoid the use of the generic masculine in Spanish.



2. Personalize the message when the addressee is known.
3. Cite the position or profession instead of the person's name.
4. Limit the use of splits and bars (*a/o*) in Spanish.
5. Quote alternately women and men and change the order.
6. Talk about the Organisation, the site ... instead of talking about us, everyone ...
7. Modify the syntax of the sentence when the subject is a generic masculine.

Refer to “women” and not to “woman”.

### **Lessons learned**

The experience with the interviews to CICYTEX researchers in the Canal Extremadura Radio programme was a bench to test the Organisation's awareness about inclusive communication.

The radio trusted CICYTEX for the selection of the interviews' topics and for the first time ever inclusiveness was fully integrated in their content.

Monitoring and measurement tools, which are not available yet, should be set up to properly assess the effectiveness of inclusive communication.



### 3. DEVELOPING GENDER VALUES FOR TEAGASC

**Area:**

Gender Equality Culture

**Category:**

Leadership and Management

**Partner:**

TEAGASC, IRELAND

**Focal persons:**

Jane Kavanagh

[jane.kavanagh@teagasc.ie](mailto:jane.kavanagh@teagasc.ie)

(Gender-SMART project leader)

**Main Description**

Teagasc was the leader of Task 3.1 in the Gender-SMART project and led the development of a participatory approach to elaborate gender equality values. The most appropriate stakeholders were identified in advance and invited to attend the participatory workshops.

The outputs from these workshops helped guide the direction of the Teagasc gender equality plan which now includes a set of agreed gender values.

All staff and students at Teagasc can buy-in and benefit from them. Moreover, some project partners have adopted this approach and adapted it to best suit the culture within their organisations.

**Background**

Teagasc is the Irish agriculture and food development authority. It was established in September 1988 under the Agriculture (Research, Training and Advice) Act, 1988. It is a semi-state organisation with approximately 1,200 employees and an annual operating budget of approximately €160m. Teagasc provides integrated research, advisory and training services to the agriculture and food industry and rural communities.

Teagasc has a research portfolio of over 450 internally and externally funded research projects undertaking research in agriculture, food, environmental science, agri-food economics, rural development, horticulture and other related disciplines. Teagasc collaborates with stakeholders nationally and internationally in the conduct of its research.

Teagasc has approximately 42,000 farmer clients who pay an annual fee for advisory services. Teagasc also provides a range of agricultural education courses to approximately 3,500 students annually, delivered through agricultural colleges and in collaboration with Higher Education Institutes. Teagasc delivers its programmes and activities through its research, advisory, education and support staff and an infrastructure of seven research centres, seven agricultural colleges and 52 advisory offices across Ireland.

The Teagasc Gender Equality Plan is at the following link:

<https://www.teagasc.ie/media/website/publications/2022/Teagasc-Gender-Equality-Report-2021.pdf>

**Specifics of the measure**

Two participatory workshops were held to identify, define and develop the gender values for Teagasc.



Prior to the workshop, a brief stakeholder analysis was carried out to identify the key influencers and power holders within Teagasc and the senior and middle managers across the organisation to invite to the workshop.

The first gender equality values workshop was held in June 2019 at Teagasc Oak Park while the second values workshop took place in November 2019 to identify gender equality values for the organisation. At the first workshop, 8 values and associated behavioural statements were identified. The second workshop was designed to build on the outputs of the first workshop. The aim of the second workshop was to select three core gender values for Teagasc, to agree the wording of the values and behavioural statements and to identify appropriate actions to implement each value over the next three years.

The target group was initially the senior and middle managers at Teagasc. A representative group of senior and middle managers were invited and participated in the two workshops to develop the gender values. Their participation increased their commitment to achieving gender equality at Teagasc. Having developed and agreed the values the next step was to ensure that all staff at Teagasc could be aware of the gender values.

Using the approach described above, Teagasc identified three gender equality values and three associated behavioural statements:

1. **Equal Opportunities:** Teagasc will ensure that everyone in Teagasc will have equal opportunities to achieve their potential.
2. **No Barriers:** Teagasc will ensure that there are no barriers to achieving gender equality within the organisation.
3. **Active Inclusion:** Teagasc will actively ensure that all voices in the organisation are heard, and that staff are empowered to share their views and ideas.

In addition to senior and middle managers, the other key stakeholders were HR department staff. As described above, all of them actively participated in the workshops and the development of the gender values. The gender values were approved by the Teagasc senior management team. The HR staff were involved in promoting the values and increasing their awareness.

A logo was designed and is now included on the GEP and Teagasc website; it will appear in corporate documents, job descriptions and HR materials.



### Lessons learned

The main method for monitoring the implementation of the gender values is visibility and awareness: tracking and monitoring where the gender values logo is used/placed and monitoring staff awareness of the gender values.

However, no quantitative figures are available yet for Teagasc and no mechanisms are built in to review the gender values. As for the scaling-up, a detailed description and storyboard was developed to encourage the Gender-SMART project partners to use a participatory approach to develop their gender values.

This approach could be used by any organisation outside the project to develop suitable gender values. In particular, this approach might be written up as a toolkit that others can use to elaborate their values.



## 4. A RADIO SHOW AIMING TO CREATE AWARENESS FOR GENDER EQUALITY AND CREATE THE CRITICAL MASS OF CHANGE-MAKERS IN STUDENTS' COMMUNITY



### Area:

Gender Equality Culture



### Category:

Cultural Advocacy and Education



### Partner:

CUT, CYPRUS



### Focal persons:

**Panayiota Polykarpou**

[polykarpou.panagiota@cut.ac.cy](mailto:polykarpou.panagiota@cut.ac.cy)

(Gender-SMART project manager)

### Key stakeholders:

CUT staff members; Students; Local Community

### Main Description

The problem identified was the lack of awareness about gender equality issues within the community of students of CUT but also outside the university. So far, most of the activities and research carried out at the university in this area – including Gender-SMART and other projects promoting gender equality - have only been communicated to a small group of people.

Members of the staff (as well as external experts) were invited to the radio show to share their expertise on the topic, their experiences and the work done in order to boost the dynamic of gender equality expertise at CUT.

Gender equality topics have been set as a priority in the university's awareness practices and this is something that has been communicated well throughout the show. More staff members and students got acquainted with gender equality actions and activities run at CUT.

Staff and experts involved in gender equality have been promoted for their work and experience.

A shift towards awareness action has been made at the station as awareness days were dedicated to sexual harassment and a competition took place ending up with the awarding of a book on gender equality to a lucky student.

A channel that has, as target audience, the community of an organisation is an effective tool to communicate actions but also to boost awareness on a topic. Now, inclusive language is used during the shows and topics related to equality are promoted through other shows of the station.

The promotion of internal expertise coming from the staff of an organisation is an important action in order to create a critical mass of change makers in the students' community, raise awareness, motivate, inspire, and encourage actions for change.

### Background

Cyprus University of Technology (CUT) is one of three state universities in the Republic of Cyprus. CUT was founded by law in December 2003 and welcomed its first students in September 2007. Currently, 2051 undergraduate students, 545 Masters students and 184 PhD students are enrolled in the University, in 17 undergraduate and 32 postgraduate programmes, respectively. The University consists of six faculties among which the Faculty of



Geotechnical Sciences and Environmental Management, with the Department of Agricultural Sciences, Biotechnology and Food Science and the Department of Environmental Science and Technology. CUT is currently based in Limassol, and new campuses are now established in one other city.

CUT aspires to develop into a modern, pioneering and internationally recognized university, able to offer education and high-level research in leading fields of research that currently have a great impact on the economic, technological and scientific sectors. Focusing mainly on applied research, the University aspires to acquire a role in support of the nation and society (Cyprus, EU, and the world) in their efforts to deal with problems related to science and technology.

### **Specifics of the measure**

A new show was introduced in January 2021 at CUT's radio station. The show was named "CUT it out – how to cut out bias and stereotypes from your life". The show was presented by the Program Manager of Gender-SMART, Panayiota Polykarpou, who introduced a new topic every week, focusing on basic definitions and different challenges that everyone faces related to gender equality. In the second season of the show, members of the academic and administrative staff of CUT, as well as external experts, were invited for an interview by the radio producer to share their expertise and experience on gender equality issues. The topics were addressed in a form that everyone could understand but also aiming to inspire for actions and mobilisation. Each episode was recorded and uploaded to the show's channel on Spotify. More than 100 downloads took place in the last 11 months.

Key implementers were Gender-SMART Core team members, staff of CUT, and students working at CUT radio.

The main audience and target of CUT's radio shows were the students of CUT but also the locals in Limassol (the radio show is broadcasted in Limassol local channels). The show focused on various topics such as sexism, bias, sexism in the workplace, sexual harassment, femicides, equality and STEM, and more, aiming to transform the culture and behaviours and shift the attention to how everyone can contribute to equality.

Locals and students were expected to become aware of the different forms of inequalities related to gender. During the shows, tips were shared on how they could contribute as future professionals and include the gender dimension in their work.

Among the outcomes achieved, the number of invitees and members of staff mobilised and the attention to the show in social media and wider community – other local universities shared positive feedback and admiration of this awareness action. Also, the number of students interested in getting involved in the show as well as in the actions that are taking place at CUT.

The station can't measure the number of listeners, however the data used to monitor the results of the show is the number of invitees (6 member staff and external experts) and the number of unique listeners on Spotify (97), as well as the downloads (199) and shares in social media (54).

CUT wishes to make this show sustainable and to keep broadcasting with new producers who will take the place of the current producer in order to "transfer" the knowledge to the new generation of students who are interested to produce shows on this topic.

### **Lessons learned**

Mobilisation of staff and students worked very well. The content of the show was appropriate for the target audience and the reach of the show was beyond CUT's community. Attention was shifted to gender equality issues in other shows at the station. Success factors were the Gender-SMART Core Team consistency in actions and motivation; the informal engagement and approach to the content/topic; the promotion from the university's social media accounts; the promotion of the show by the speakers as well as the audience through their personal accounts.



The following practice has helped the reach of awareness about gender equality topics to be enlarged. The practice is transferable and has potential to scale up. And most importantly, the expertise of gender equality in CUT's staff members has been acknowledged.





## Developing Career Support Measures

### 1. PARTICIPATORY APPROACH FOR DEFINING GENDER EQUALITY CORPORATE VALUES AND INCLUSIVE BEHAVIOURS

**Area:**

Developing Equal Career Support Measures

**Category:**

Leadership Management and Governance

**Partner:**

CICYTEX, SPAIN



CENTRO DE INVESTIGACIONES  
CIENTÍFICAS Y TECNOLÓGICAS  
DE EXTREMADURA

**Focal persons:**

**Francisco Hinojal Juan**

[francisco.hinojalj@juntaex.es](mailto:francisco.hinojalj@juntaex.es)

(Gender-SMART project leader)

**Key stakeholders:**

Core Team (Gender-SMART project manager and Gender Officer) and Human Resources Area

**Main Description**

The Spanish Law 3/2007 on the effective equality of women and men sets out in Chapter III on Gender Equality Plans and specifically, Article 46, the obligation for private sector companies to carry out a salary audit in the processes of negotiation and design of their GEPs.

This obligation does not apply to Public Bodies like CICYTEX, where there is no sex-based salary discrimination meaning that remuneration is transparent and linked to the position, regardless of whether it is held by a man or a woman. However, indirect discrimination can occur and for some reasons, women may have less access to positions with a higher pay.

Despite the absence of salary discrimination at CICYTEX, during the GEP audit, some highly masculinized positions were identified, also with salary supplements. That is why, although not being mandatory, a detailed study was undertaken to bring out the problem, if any, and elaborate possible solutions or corrective measures to be integrated into the GEP.

This analytical exercise has proved to be very useful in the identification of gender inequalities across the Organisation. Starting from numerical deviations, such a study may be expanded to identify the root cause of the problem, even where it is not easy to find a solution and help formulate better-fit-to the scope corrective measures.

**Background**

The Centre for Scientific and Technological Research of Extremadura (CICYTEX) is a Spanish Public Body Entity under the regional government of Extremadura. Created in 2010 by the Law of Science, Technology and Innovation of Extremadura, its mission is the generation of Research & Innovation (R&I) in Agriculture and Food Sciences through four institutes: the Agriculture and Livestock research Institute Finca La Orden – Valdesequera, the Agrifood Technological Institute - INTAEX, the Institute of Cork, Wood, and



Vegetable Coal – ICMC, and the Centre of Organic and Mountain Agriculture – CAEM). CICYTEX contributes to the advancement of knowledge and economic, social, and cultural development and provides training of personnel and advice to public and private entities in R&I. The overall objective of CICYTEX is to support the business sector through assistance for R&I incorporation in production processes. At present, CICYTEX has around 350 people staff. (<http://cicytex.juntaex.es/plan-igualdad-cicytex>).

### **Specifics of the measure**

This study was conducted by the CICYTEX Equality Commission (including the Ministry in the Government of Extremadura with competencies in Human Resources and Trade Unions) and CICYTEX Directorate, Human Resources area, Gender Officer, and Gender-SMART project manager.

The equal pay tool for the private sector developed jointly by the Ministry of Labour and Social Economy, the Ministry of Equality, CCOO and UGT trade union organisations and CEOE and CEPYME business organisations was taken as a reference.

The variables analysed were: Base Salary, Specific Supplement, Destination Supplement, Additional Specific Supplements. Regarding the professional classification, the Staff were broken down into 5 groups or categories, corresponding to the different salary scales in the Public Administrations. The statistical analysis was based on sex-disaggregation of the averages and medians of each remuneration item.

The positions identified were the Scientific Directors of the CICYTEX institutes and those related to specialised agricultural work in support of research or maintenance in the different CICYTEX experimental infrastructure or farms such as First and Second Officer, Shepherd, Security Guard, Agricultural Labourer or Driver.

Additionally, structural management positions (Head of Units, Head of Sections and Head of Department, etc ...) were analysed in terms of remuneration to determine any underrepresentation of either sex.

The salary remuneration analysis revealed no sex discrimination at CICYTEX. Deviations proved to be not relevant except for Scientific Directorates. The conclusions drawn coincide with the evidence from other exercises carried out during the Gender Equality Plan audit, mainly those about female underrepresentation. As a result, some actions are recommended for incorporation in the GEP:

- Design measures that foster the presence of women in the Scientific Directorates of the CICYTEX Institutes.
- Introduce measures that help increase the presence of women in masculinized positions such as First and Second Officer, Shepherd, Security Guard, Agricultural Labourer, and Driver.

It is worth noting that, in addition to IT applications and SIRHUS used at CICYTEX for salary management, a remuneration register allows now annual monitoring of changes that may occur to avoid indirect sex discrimination or underrepresentation.

### **Lessons learned**

The analysis confirmed and quantified what had already been understood intuitively and results were in line with the body of evidence provided by the GEP audit. Having homogeneous contracts for all the staff facilitated the task.

However, the attempt to make an economic valuation of the jobs to identify gender inequalities in positions of equal pay and – in theory - equal performance, failed due to excess work needed and objectivity issues. Outsourcing might be a solution.

Although it may not be mandatory by law, this practice is highly recommended to visualize and quantify gender-related remuneration inequality.



## 2. EMPOWERING LEADERSHIP SKILLS TRAINING FOR FEMALE STAFF



### Area:

Developing Equal Career Support Measures

Re-Shaping Gender in Decision Making



### Category:

Empowering Leadership and Career supports for women



### Partner:

TEAGASC, IRELAND



### Focal persons:

Valerie Farrell

[valerie.farrell@teagasc.ie](mailto:valerie.farrell@teagasc.ie)

### Main Description

At the start of Gender SMART, Teagasc had poor representation of women in senior (12%) and/or high-profile positions and there has been low participation for female staff to apply for higher level positions. Research shows that women can have lower levels of confidence to put themselves forward; therefore, structures and supports are needed to empower women.

Arising from the inputs gained in a number of Teagasc and consortium led Gender-SMART workshops, Teagasc decided to launch a self-leadership development programme for female staff only. The Gender SMART Core Team designed the programme gaining support from the senior management as well as the Teagasc governing authority (board). Teagasc collaborated with the organisation *Kingston Training* who are reputable executive coaches and who focus in particular on female executive development.

## Design of Training Solution

### Be-spoke

- Programme completely tailored for Teagasc needs
- Focus was on self-leadership not strategic leadership

### Deal with specific challenges

- Reality of how women and men work and network differently within an organisation was dealt with.
- Participants given career strategies and tools

### Empowering

- A critical theme of the programme is empowering participants to act
- Set career goals and put plans in place

**Ethos** – everyone is a leader, no matter where they are in the organisation



The programme was titled Leading From Within. A picture of the programme brochure is below.

The main objectives of the programme were to:

- Create a network for female staff
- Build confidence
- Create awareness around career development goals
- Provide tools for female staff to develop their career journey

The overall expected outcome was to reach a higher number of female staff applying for roles, increase the number of female role models in Teagasc and ultimately to improve gender in decision making.

The programme has been a resounding success, with many staff quoted as saying ‘this personal development programme was a game changer for me’.

Since the programme was implemented, the ratio of females in mid to senior positions is incrementally improving. In 2018 only 12% of mid-senior level positions were held by women, in 2022 this now stands at 24%. This improvement is not just benefiting women, but it is also benefiting the whole organisation as there is now more diversity in decision making.

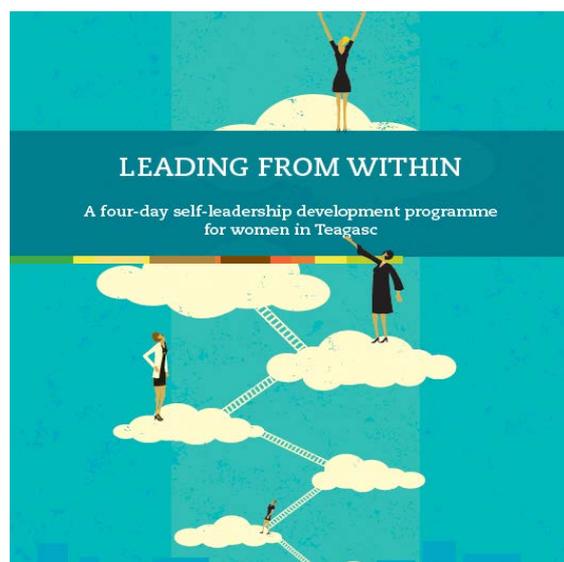
Participants reference the programme 24 months after attending it and publicly attribute their recent career success to the learnings, insights and supports they gained from the *Teagasc Leading from Within* programme.

### **Background**

Teagasc is the Irish agriculture and food development authority. It was established in September 1988 under the Agriculture (Research, Training and Advice) Act, 1988. It is a semi-state organisation with approximately 1,200 employees and an annual operating budget of approximately €160m. Teagasc provides integrated research, advisory and training services to the agriculture and food industry and rural communities.

Teagasc has a research portfolio of over 450 internally and externally funded research projects undertaking research in agriculture, food, environmental science, agri-food economics, rural development, horticulture and other related disciplines. Teagasc collaborates with stakeholders nationally and internationally in the conduct of its research.

Teagasc has approximately 42,000 farmer clients who pay an annual fee for advisory services. Teagasc also provides a range of agricultural education courses to approximately 3,500 students annually, delivered through agricultural colleges and in collaboration with Higher Education Institutes. Teagasc delivers its programmes and activities through its research, advisory, education and support staff and an infrastructure of seven research centres, seven agricultural colleges and 52 advisory offices across Ireland.



The Teagasc Gender Equality Plan is at the following link:

<https://www.teagasc.ie/media/website/publications/2022/Teagasc-Gender-Equality-Report-2021.pdf>

### **Specifics of the measure**

The requirement and training needs for such an initiative were identified as part of the Gender-SMART workshops in 2019. The training specification, content and learning outcomes led to the procurement of a suitable expert trainer. Learning and skills outcomes were agreed along with the title and brand for this four day face-to-face interactive training programme. Female staff at all levels were selected for attending the programme and over 80 women participated in the programme and networking events up to the point of the covid pandemic. The course was opened up for expressions of interest again in late 2021, and there are 50 more staff attending the programme in May and July of 2022.

Each of the 2019-2020 training cohorts set up a support circle after the programme and this led to a more formal **lean in circle** methodology being set up by the Gender SMART team in mid 2021. Through the Lean-in circles participants are now supporting each other through mentoring, supporting and peer to peer learning. Teagasc currently has three active lean-in circles of female colleagues, and this gender initiative was shared with all Teagasc staff as part of our International Women's Days event in 2022. Since 8<sup>th</sup> March 2022, a number of female staff have asked to attend the training programme and to join a lean in circle. A space on our learning management system has been designed to host all of the circle information and material to that each of the groups can share unique and insightful information that is pertinent to female colleagues.

The Gender SMART Core Team and task force has called on the participant network of the *Leading From Within Programme* to help input into our GEP, to help with running gender and diversity events and also to lead on some of the GEP actions.

As a consequence of this programme, female staff have been provided with skills and tools to set their career goals, identify their unique selling point, and operate successfully in a sector that is quite male oriented. As a result of this practice, a powerful network of female staff has been developed. It has and will continue to hugely influence career decisions made by the participants: a number of women have applied for and been successful at getting promoted since doing the programme.

The key stakeholders involved in this practice were the senior, middle and line managers at Teagasc who supported and encouraged staff to attend the programme. The staff training unit supported the running of the programme. The programme was critically assessed by the pilot participants and the career development/pathway of all participants is been tracked centrally by the HR department. The programme was edited after the pilot programme and some changes made to the duration and content.

Although during the pandemic it was decided not to run the programme through a virtual format as a huge part of the benefits is the person interactions, the programme has already been scaled up again, with 50 female staff due to attend the programme in mid-2022.

In 2020, Teagasc received an award for this programme from the Irish Institute of Training and Development in the category of *Best Diversity and Inclusion Participative Initiative*.



The approach and content of the Teagasc Leading from Within Programme and spin off networking events is very applicable to many beneficiaries and scalable for other Gender-SMART consortium organisations.



## Lessons learned

- It was critical to get good buy in from the start for the need for such a programme. The evidence and need identified at our workshops significantly helped in this regard.
- The potential trainers following our procurement process were interviewed/had to present before Teagasc selected them. It is critical that the style, the values and beliefs of the trainer from a gender equality perspective are aligned to the goals of the organisation.
- The programme encompassed pre-work including self-reflection and a discussion with a staff members line manager. The programme also included an assignment and presentation on the last day. These practical elements were very important to the learning.
- The follow up networking that was supported and nurtured by the Core Team ensured the longevity of the learning and future skills development.
- The programme was not run virtually as one of the benefits is the person interaction. We believe this was the correct decision.
- Line managers of the participants were supposed to have a conversation with their staff before and after attendance at the programme – this good practice was not consistently adopted by all managers. Greater communication is needed to get better buy in.
- For the adoption of this practice, it needs to be clearly understood within an organisation why this programme has been designed and offered to female staff (only). There needs to be understanding at top level management, and full support. Ideally some senior managers should open the programme on day one which endorses the commitment from the top of the organisation.
- A resource needs to be assigned to orchestrate the follow up, networking events etc.



*Picture of the first graduates of the programme with the Dean of University College Cork.*





## Reshaping Gender in Decision Making

### 1. LEVERAGING THE GEP TO ENCOURAGE A GENDER POLICY AT CORPORATE LEVEL

**Area:**

Re-shaping Gender in Decision Making

**Category:**

Management and Governance

**Partner:**

CIHEAM Bari, Italy



CIHEAM  
BARI

**Focal persons:**

**Maroun El Moujabber**

[elmoujabber@iamb.it](mailto:elmoujabber@iamb.it)

(Gender-SMART project leader)

**Key stakeholders:**

**Elvira Lapedota**

[lapedota@iamb.it](mailto:lapedota@iamb.it)

**Marina Marini**

[marini@iamb.it](mailto:marini@iamb.it)

(Gender-SMART Core Team at CIHEAM Bari)

**Main Description**

CIHEAM Bari is one of the four Mediterranean Agronomic Institutes of the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM), an intergovernmental organisation. Despite CIHEAM's engagement in research topics and cooperation activities dealing with women's empowerment, an internal overarching gender policy for CIHEAM is not available yet.

This practice on leveraging CIHEAM Bari's GEP has enabled to raise awareness around the Gender-SMART (GS) project within CIHEAM and emphasise the expertise developed by CIHEAM Bari on gender equality issues. By sharing the experience gained, the GS Core Team has reached out to staff members of other CIHEAM institutes to inspire a pathway towards change for a joint engagement in a flagship initiative.

As a result, a decision was made by CIHEAM's Governing Board to encourage all institutes to design tailored GEPs and further network towards a gender policy at corporate level. The adoption of a GEP has several benefits for the organisation since it creates an equality culture, promotes equality values and behaviours in everyday life and integrates an equality dimension in the workplace. To top it all, it allows eligibility for funding by Horizon Europe.

**Background**

Founded in 1962, the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM) is an intergovernmental organisation bringing together 13 Mediterranean member countries.

CIHEAM comprises four Mediterranean Agronomic Institutes located in Bari (Italy), Chania (Greece), Montpellier (France) and Zaragoza (Spain) and a General Secretariat headquartered in Paris. The main representative bodies at central level are the Governing Board and the Steering Committee, the Advisory Board, and the Board of Auditors.

The Mediterranean Agronomic Institute of Bari (CIHEAM Bari), staffed with 82 employees and 150 non-permanent consultants, is involved in post-graduate education, networked scientific research



and design of in-loco partnership actions within the framework of international cooperation programmes.

It pursues its three missions to provide tangible solutions to current issues across the Mediterranean region. The main thematic areas for research, education and training are 'Land and Water Resources Management' (L&W), 'Integrated Pest Management of Mediterranean Fruit Crops' (IPM), 'Mediterranean Organic Agriculture' (MOA), 'Sustainable Agro-ecosystems and Resilience' (SARe) and Open Innovation & Youth Entrepreneurship in the Mediterranean Agri-food Sector.

With Gender-SMART, CIHEAM Bari has committed to a four-year gender equality plan (GEP) ([www.iamb.it](http://www.iamb.it)) to advance gender equality and develop a genuinely inclusive community in its organisation in which all people can be appreciated for their merits and contributions.

"Championing change for more gender inclusiveness" is not only one of CIHEAM Bari's core values but also a way to establish a new culture that values excellence, encourages talents and promotes inspirational behaviours.

### **Specifics of the measure**

A participatory process was launched by the Gender-SMART Core Team involving staff members from CIHEAM headquarters and institutes. Activities were held remotely starting from November 2020 throughout January 2022.

At the first meeting with focal points from the Headquarters and the four institutes (Admin, HR, Communication, Research and Cooperation areas), the Gender-SMART Core Team shared a presentation on gender equality, research and innovation, European and national perspectives, GEP design, results of audit activities, and how to communicate GEP-related topics.

The second step was a blended capacity building session held by a Gender-SMART expert on "Advancing Gender Equality at CIHEAM".

These activities encouraged the Governing Board of CIHEAM to endorse a recommendation for all Institutes to create their own GEP.

A corporate working group on Gender Equality & Women Empowerment was created and a virtual meeting was organised to analyse and compare the actions included in the draft GEPs - developed meanwhile by the Institutes and Headquarters - and the actions proposed in a "State-of-Play Report on Gender at CIHEAM", mandated by the Headquarters to an external expert. The GS core team was also requested to provide feedback on the draft GEPs and suggest relevant improvements. Moreover, CIHEAM staff were invited to join several training and capacity building activities delivered as part of the Gender-SMART project also including a seminar held by a Gender-SMART partner's expert on "Gender and Research Design Cycle. Exploring key options for Gender+ integration in research in the agri-food sciences".

The practice implementers were the GS Core Team, CIHEAM Bari's GEP key stakeholders (Research and Cooperation, Education, Admin, HR, Communication) and the members of CIHEAM's working group on gender with the overall goal of promoting ownership of Gender Equality culture and needs.

Results to date are quite satisfactory as regards GEPs' elaboration and strengthening of capacity which proves the scalability of this practice. CIHEAM Bari's bottom-up (from middle management to executives) and participatory approach has triggered change. The four institutes and the Headquarters have now their custom GEPs elaborated and published in their websites and an enabling environment has been created around greater gender equality in the workplace. We are on the way towards fully achieving the expected outcome of a corporate gender policy that takes a longer time. To start with, some common actions have been identified that will be conducted jointly and will push the corporate process ahead:



- i. Elaborate a document to disseminate CIHEAM's gender-sensitive culture and commitment to gender equality.
- ii. Publish guidelines on the use of inclusive language (for English, French, Italian, Spanish).
- iii. Draw up an annual corporate gender report based on sex-disaggregated data collected across the organisation.
- iv. Run corporate communication campaigns on gender.
- v. Hold a series of seminars on gender mainstreaming at corporate level.
- vi. Share relevant indicators for monitoring and evaluation of GEP's actions in common areas of interest.

A similar approach can undoubtedly be replicated by other organisations which have multiple sites to integrate a gender perspective at corporate level.

### **Lessons learned**

The GS Core Team has played a catalyst role at CIHEAM level managing to actively involve all the colleagues. The experience acquired through the GS project and GEP elaboration and implementation has greatly facilitated this result. Capacity in communicating gender issues through discursive resources, sharing of results, awareness raising, building trust and empowering stakeholders as potential agents of change are the main assets.

Although the COVID-19 pandemic slowed down the activity for a short time, the process is now in full swing.



## 2. SCOUTING, INSPIRING AND MOTIVATING STAKEHOLDERS FOR SUCCESSFUL GEP IMPLEMENTATION



### Area:

Re-shaping Gender in Decision Making



### Category:

Management and Governance



### Partner:

CIHEAM Bari, Italy



### Focal persons:

**Maroun El Moujabber**

[elmoujabber@iamb.it](mailto:elmoujabber@iamb.it)

(Gender-SMART project leader)

### Key stakeholders:

**Elvira Lapedota**

[lapedota@iamb.it](mailto:lapedota@iamb.it)

**Marina Marini**

[marini@iamb.it](mailto:marini@iamb.it)

(Gender-SMART Core Team at CIHEAM Bari)

### Main Description

Institutional transformation means a profound change within an Organisation and entails changes in the basic values and beliefs as well as changes in the rules and regulations that lead to certain working results.

At the start of the GEP design, a Human Resources office was not in place yet at CIHEAM Bari. This practice was thus meant to identify and engage appropriate stakeholders and ensure that the voice, needs and priorities of all women and men in the Organisation could be heard and reflected in everyday life, policies, regulations, and budgets.

Therefore, the Gender-SMART Core Team undertook an inventory and mapping of critical stakeholders to be involved in the GEP actions based on their competence, position, area of work and availability.

By understanding stakeholders' interests and aspirations and motivating them, the likelihood of GEP success could be further increased.

### Background

Founded in 1962, the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM) is an intergovernmental organisation bringing together 13 Mediterranean member countries.

CIHEAM comprises four Mediterranean Agronomic Institutes located in Bari (Italy), Chania (Greece), Montpellier (France) and Zaragoza (Spain) and a General Secretariat headquartered in Paris. The main representative bodies at central level are the Governing Board and the Steering Committee, the Advisory Board, and the Board of Auditors.

The Mediterranean Agronomic Institute of Bari (CIHEAM Bari), staffed with 82 employees and 150 non-permanent consultants, is involved in post-graduate education, networked scientific research and design of in-loco partnership actions within the framework of international cooperation programmes. It pursues its three missions to provide tangible solutions to current issues across the Mediterranean region.

The main thematic areas for research, education and training are 'Land and Water Resources Management' (L&W), 'Integrated Pest Management of Mediterranean Fruit Crops' (IPM), 'Mediterranean



Organic Agriculture' (MOA), 'Sustainable Agro-ecosystems and Resilience' (SARe) and 'Open Innovation & Youth Entrepreneurship in the Mediterranean Agri-food Sector'.

With Gender-SMART, CIHEAM Bari has committed to a four-year gender equality plan (GEP) ([www.iamb.it](http://www.iamb.it)) to advance gender equality and develop a genuinely inclusive community in its Organisation in which all people can be appreciated for their merits and contributions.

"Championing change for more gender inclusiveness" is not only one of CIHEAM Bari's core values but also a way to establish a new culture that values excellence, encourages talents and promotes inspirational behaviours.

### **Specifics of the measure**

All activities under this practice were held both in person and remotely starting from June 2019 throughout December 2021.

A group of KEY STAKEHOLDERS (34 between top and middle management, administrative staff, students, researchers, education and support services) were selected and sorted into 5 working groups with their respective focal points: ADMINISTRATION, COMMUNICATION, EDUCATION, MANAGEMENT, RESEARCH. The selected stakeholders were forwarded an email shortly introducing Gender-SMART vision, acknowledging their role in the project implementation and announcing their involvement in audit activities.

Direct interviews were organised with key informants and data holders, within the stakeholder group, in order to check the availability of information and collect/retrieve data related to the audit.

The Core Team invited all stakeholders to participate in the Mirror kick-off meeting (June 2019) to officially present the project, facilitate working groups' activities, and gather information and perceptions towards the implementation of a GEP.

A follow-up meeting was organised (October 2019) with the 5 Focal points for an update about the project's activities and to stimulate their responsiveness and peer advocacy commitment. The Journey map was shared and fundamentals of GEP design were presented. The Focal points were also invited to attend the meeting with CIHEAM Bari's Director (December 2019) to present the framework GEP for validation.

Two meetings (February 2020) were held with the Focal points to take stock of their feedbacks on the GEP. The meeting with all stakeholders to present the validated GEP took place in June 2021.

Stakeholders were invited to participate in several training and capacity building activities. During the lockdown, webinars were offered to increase knowledge on gender mainstreaming, gender equality and gender inequalities in the workplace (see annex reporting the webinars held).

Stakeholders were kept constantly informed, also during the lockdown, on the progress of GEP development and implementation to create ownership, increase commitment and help ensure sustainability. Thus, an internal stakeholder network was built, facilitated by the Gender-SMART Core Team. An example of relationship strengthening is the stakeholders' involvement in the Survey about the impact of COVID-19 launched by the Gender-SMART Core Team in March 2020.

Furthermore, two key stakeholders from the Research area were invited to deliver a presentation in a round table led by CIHEAM Bari's Gender-SMART Core Team in the framework of the online Conference "Cultivating Equality 2021" co-organised by Wageningen University and CGIAR Gender Platform in October 2021 thus contributing to the project's outreach and dissemination.

In December 2021, the focal points were invited to attend a capacity building session held by a Gender-SMART technical partner expert.



The expected outcomes of the practice, namely, i. greater awareness about the need to have a GEP, ii. higher stakeholders' accountability on their role as agents of change, iii. widespread gender culture at CIHEAM Bari, iv. strengthened capacities in gender equality mainstreaming across the Organisation, were fully achieved through communication and participation in meetings and expert sessions.

Moreover, understanding where pockets of support and resistance lie and seeking personal advice for improvement/development were key to pursuing these results.

Monitoring was based on feedback provided to emails, questionnaires and online surveys, participation in meetings, trainings and capacity building sessions and specific indicators set in the GEP for stakeholders' assignments and actions.

Engaging stakeholders can increase the utilisation of results and validate the argument for support of gender equality initiatives. An internal stakeholder network helps build alliances inside the institution. An inclusive and transparent process is more likely to gain additional support, engage more people and reduce resistance, while having a greater number of individuals involved in the efforts creates more ownership, enhances commitment, and helps ensure sustainability.

### **Lessons learned**

Operating with an awareness of human feelings by being empathetic, showing care, listening to stakeholders, generating trust made it possible to create an enabling and finetuning environment and work across constraints. A variety of communication channels aimed at reaching the different stakeholders were proof-full (follow-up emails, status meeting, brainstorming, short reports, one-to-ones).

Experience acquired by the Gender-SMART Core Team on how to facilitate GEP-related activities and communicate gender issues through discursive resources was very useful although the COVID-19 pandemic slowed down the process for a certain period of time.

This good practice could be used for video-shooting to tell the story of stakeholders' synergies and alliances that can successfully improve gender equality in the workplace.



### 3. COLLECTION AND INTEGRATION OF SEX-DISAGGREGATED DATA IN THE ANR SOCIAL REPORT



#### Area:

Gender Balance in Decision-Making processes and bodies



#### Category:

Management Social and Cultural advocacy



#### Partner:

ANR, FRANCE



#### Focal persons:

**Laurence Guyard**

[laurence.guyard@agencerecherche.fr](mailto:laurence.guyard@agencerecherche.fr)

(Gender-SMART project leader)

**Angela Zeller**

[angela.zeller@agencerecherche.fr](mailto:angela.zeller@agencerecherche.fr)

(Gender-SMART project manager)

#### Key stakeholders:

Gender-SMART Core Team, Human Resources Department

#### Main Description

The systematic collection and reporting of sex-disaggregated data from all areas in the Social Report is capital to assess the gender state of play in an Organisation, highlight potential differences and identify vulnerable areas for action to develop appropriate, evidence-based activities, policies and practices.

At ANR, collection and reporting of sex-disaggregated data was only a specific chapter in the Social Report. HR data was very fragmented and not systematically gathered from all areas.

Therefore, the goal of this practice was to develop a critical evaluation of the work environment through sex-disaggregated and evidence-based data, identify and objectify potential gender inequalities to mainstream gender in all HR areas.

This process involved all ANR staff members. It is still ongoing and can be improved by adding further analytical elements. An actionable knowledge of reference documents and literature on gender inequalities in the field of Human Resources is essential.

A clear vision of the workplace situation offers to the staff greater transparency, which is one of the ANR's values.

#### Background

The French National Research Agency (ANR) is the main national research funding agency under the supervision of the Ministry of Higher Education, Research and Innovation. The Ministry allocates an annual budget dedicated to funding research projects. The agency employs about 300 people, the vast majority of whom has a scientific background.

ANR missions are defined in a decree of August 2006 amended in March 2014 :

- Funding and promoting basic and targeted research, technical innovation and technology transfer as well as public-private partnerships;
- Implementing the programme approved by the Ministry of Higher Education, Research and Innovation;
- Managing the State's major investment programmes in teaching and research fields;
- Strengthening scientific partnerships at European and International levels;



- Analysing the evolution of research opportunities and measuring the agency funding impact on the national scientific production.

Each year more than 8,000 peer reviewers assist ANR in the selection of projects of very high quality standard. The ANR teams finance, monitor and assist these projects. ANR prioritises the quality of service delivered to the scientists, speed of response, procedural simplification and constant adaptation to new challenges.

ANR's GEP was adopted in December 2019, presented to the administrative board and published on the website in July 2020. The Plan includes three main axes: culture and organisation, human resources, evaluation and selection process. 65 actions are planned for the four-year period 2020-2023.

<https://anr.fr/fileadmin/documents/2020/PA-Genre-ANR-en.pdf>

### **Specifics of the measure**

In 2019, ANR started an awareness-raising activity with the HR team on how to take into account the gender dimension and identify gender issues for the purpose of the Social Report. Working meetings were organised to discuss how to gather and report sex-disaggregated data.

The target group reached out with this practice was the HR team. The Gender-SMART Core Team worked in close collaboration with the HR head and team to collect, report, disseminate relevant data across the Organisation, and develop corrective actions.

As a result, a number of new indicators were integrated in the Social Report to give a more accurate view of the activities run in the Organisation, a step towards further transparency.

For monitoring, a quantitative method was applied based on the identification of statistical needs, collection of sex-disaggregated data, organisation of meetings to discuss data, and publication of the Social Report on annual basis.

The collection of sex-disaggregated data is becoming increasingly systematic; it is now conducted and enriched every year thereby showing how this practice can be sustainable also beyond the Gender Equality Plan. Moreover, the gender perspective is actively and visibly mainstreamed in Human Resources management; this contributes to a better understanding of gender as a concept and to encouraging a cultural and structural change inside the Organisation.

### **Lessons learned**

Working closely with the Human Resources team, and particularly, with the HR head was successful for the practice development. The HR head was involved throughout the GEP setting-up process, from assessment to design and implementation.

However, progress is still needed in order to track pay gaps between men and women holding top positions since it was not possible to elaborate more on this topic with the HR head.



## 4. COLLABORATIVE DESIGN OF THE GEP WITH THE EXECUTIVE COMMITTEE



### Area:

Gender Equality Culture  
and  
Gender Balance in Decision-  
Making processes and bodies



### Category:

Management Social and Cultural  
advocacy



### Partner:

ANR, FRANCE



### Focal persons:

**Laurence Guyard**

[laurence.guyard@agencerecherche.fr](mailto:laurence.guyard@agencerecherche.fr)

(Gender-SMART project leader)

**Angela Zeller**

[angela.zeller@agencerecherche.fr](mailto:angela.zeller@agencerecherche.fr)

(Gender-SMART project manager)

### Key stakeholders:

Gender-SMART project Core Team,  
Top management

### Main Description

The main objective of a Gender Equality Plan (through audit, planning, implementation, and monitoring & evaluation) is to achieve gender equality within an organisation.

At ANR, knowledge disparities on gender equality, on the vision and objectives to be achieved were the main problems identified.

Therefore, the Gender-SMART project Core Team (Steering Committee member, project manager and middle management) involved the Executive Committee (CEO and Heads of Departments) in the GEP design to share a common vision of the needs and objectives to be achieved, to collectively agree on specific actions and thus prevent and reduce potential resistances.

This collective approach and design of the GEP allowed all stakeholders to feel concerned and become “agents of change”.

### Background

The French National Research Agency (ANR) is the main national research funding agency under the supervision of the Ministry of Higher Education, Research and Innovation. The Ministry allocates an annual budget dedicated to funding research projects. The agency employs about 300 people, the vast majority of whom has a scientific background.

ANR missions are defined in a decree of August 2006 amended in March 2014;

- Funding and promoting basic and targeted research, technical innovation and technology transfer as well as public-private partnerships;
- Implementing the programme approved by the Ministry of Higher Education, Research and Innovation;
- Managing the State’s major investment programmes in teaching and research fields;
- Strengthening scientific partnerships at European and International levels;
- Analysing the evolution of research opportunities and measuring the agency funding impact on the national scientific production.

Each year more than 8,000 peer reviewers assist ANR in the selection of projects of very high-quality standard. The ANR teams finance, monitor and assist these projects. ANR prioritises the quality of service delivered to the scientists, speed of response, procedural simplification, and constant adaptation to new challenges.



ANR's GEP was adopted in December 2019, presented to the administrative board, and published on the website in July 2020. The Plan includes three main axes: culture and organisation, human resources, evaluation, and selection process. Sixty-five actions are planned for the four-year period 2020-2023.

<https://anr.fr/fileadmin/documents/2020/PA-Genre-ANR-en.pdf>

### **Specifics of the measure**

The aim of the practice was to fully involve the top management since the start of the project to show how everyone can and should foster change.

In January, June and November 2019, several participatory workshops were organised at ANR to design the GEP jointly with the executive committee.

A working core group was created including the Heads of Human Resources, Scientific Operations and Communication. This participatory approach allowed to raise awareness on gender equality in general and on more specific topics, create dialogue on gender issues and engage the responsibility of the staff.

ANR Gender Equality Plan, including three main axes i.e., Culture and organisation, Human resources, Funding research, and 65 actions, was adopted in December 2019. It was presented to the administrative board and to the staff and published on the Organisation's website in July 2020. It was then reported to the relevant Ministry (Ministry of Higher Education, Research, and Innovation) which congratulated the team on this achievement.

More than 60% of the planned actions have already been implemented and monitored with specific indicators.

Moreover, an annual review is conducted with the executive committee.

The participatory and collaborative approach of this practice proved to be a very effective working method since it enabled to include all the target stakeholders in the process. The involvement of the top management in the working sessions made it possible to avoid or reduce potential future resistances to change, gain their full support throughout the process and ensure the effectiveness and sustainability of actions. It also reflects an official commitment to gender equality.

### **Lessons learned**

The commitment and involvement of the CEO was an enabler of this positive and dynamic approach. Referring to national and international recommendations and legal framework on gender equality is highly recommended. Practices from organisations with a comparable profile, which have already set up GEPs, can be useful sources of inspiration to draw on.





## Gender in Funding, Research and Teaching

### 1. THE GENDER-SMART CIRAD COMMUNITY OF PRACTICE FOR INTEGRATING THE GENDER+ PERSPECTIVE

**Area:**

Integrating Gender in funding, research, and teaching

**Category:**

Governance and Research

**Partner:**

CIRAD, FRANCE

**Focal persons:**

**Emmanuel BOUQUET**

[emmanuelle.bouquet@CIRAD.fr](mailto:emmanuelle.bouquet@CIRAD.fr)

**Jean-Michel SOURISSEAU**

[Jean-michel.sourisseau@CIRAD.fr](mailto:Jean-michel.sourisseau@CIRAD.fr)

**Key stakeholders:**

Researchers and Gender-SMART CIRAD focal points for Gender in research content.

**Main Description**

The audit, carried out in the framework of the Gender-SMART project, revealed that there was room for progress for integrating gender in research. It was not clear whether the gender perspective was present or invisible.

A collective learning and appropriation process at institutional level was launched at CIRAD building on existing practices and experiences (case studies), involving staff interested in integrating gender in research.

A Community of Practice (CoP) was set up aiming to (i) make visible tools and methods already applied by CIRAD for integrating gender in content; (ii) improve existing practices and tools with new approaches tailored to specific needs (Agricultural Research for Development); (iii) design and promote a global gender perspective in content strategy at institutional level.

Sharing experiences and exchanging with peers led to the creation of a preliminary toolbox, offering a variety of tools and approaches rather than a one-size-fits-all solution. “*Share, learn, review, reflect, improve*” are the key objectives of the Community of Practice.

Key implementers were researchers, and projects support staff.

**Background**

[CIRAD](#) is the French agricultural research and cooperation organization working for the sustainable development of tropical and Mediterranean regions.

CIRAD (French Agricultural Research Centre for International Development) works with its partners to build knowledge and solutions and invent resilient farming systems for a more sustainable, inclusive world. It mobilizes science, innovation and training in order to achieve the Sustainable Development Goals. Its expertise supports the entire range of stakeholders, from producers to public policymakers, to foster biodiversity protection,



agroecological transitions, food system sustainability, health (of plants, animals and ecosystems), sustainable development of rural territories, and their resilience to climate change.

CIRAD was founded in 1984 as a public establishment (EPIC), following a merger of French tropical agricultural research organisations, and is under the joint authority of the Ministry of Higher Education, Research and Innovation and the Ministry for Europe and Foreign Affairs. As such, it supports French science diplomacy operations.

CIRAD works in some fifty countries on every continent, thanks to the expertise of its 1650 staff members, including 1140 scientists, backed by a global network of some 200 partners.

As of January 2020, CIRAD has a [Gender Equality Plan](#) that runs until 2023.

### **Specifics of the measure**

The CoP was set up launching an expression of interest to mobilise CIRAD staff interested in the topic and invite to submit case studies. At present, the Community includes 53 members (19 men) and 10 project case studies have been presented.

A resource centre (on Teams platform) was created for posting documents and organising trainings. Eight meetings and workshops were held in 2020-2021. A common framework was built to characterise the gender sensitivity of case studies, select pilots and discuss the diversity of tools, approaches, trainings available and/or to be developed. Gender sensitivity was evaluated based on several dimensions (gender accommodating, gender transformative, intersectionality) and the different steps of the project life cycle (following Yellow Window Gender Toolkit published by the EC).

The CoP scheduled a multiple day's training session in collaboration with GREAT project early in 2022 focused on data collection and analysis.

Furthermore, the CoP approach and the pilot case studies were disseminated at Gender-SMART project level (within CIRAD and consortium) and outside through international conferences (e.g., "Cultivating Equality" organised by WUR and CGIAR in October 2021).

A preliminary toolbox, containing a variety of tools and approaches, is now available. Researchers can use it according to the specific context of their project/research and how they wish to incorporate gender (step of the project life cycle; degree of integration; integration of gender or gender+ dimension, selection of appropriate tools and methods).

The toolbox is meant to be at the disposal of all the staff interested and offer a space for dialogue. CIRAD wish is to institutionalise the incorporation of gender in research and raise awareness on these practices when working with partners.

As relates to monitoring, the number of case studies, CoP members, and attendees at CoP activities were recorded. To date, 3 case studies have been screened, and, hopefully, this figure will be up to 10. CoP members represent 53 persons today, of which 19 are men. Attendees to CoP activities range from 10 to 15 per activity, a figure that is expected to increase.

### **Lessons learned**

This practice mobilised CIRAD staff successfully. It allowed to define and implement the common framework for case studies analysis. The increasing internal demand by researchers for support on how to integrate gender spurred this initiative. Indeed, donor requests to include gender in research, as well as researchers'



awareness that gender dimension is to be taken into account in research revealed the need for approaches, methods and tools.

The focus on gender shall be maintained in order to ensure that the gender dimension is considered.

Thanks to this approach, staff members, who felt isolated when considering gender issues in their work, feel now more confident with the relevant tools and methods developed for the integration of the gender dimension in research and projects.



## 2. THE ONLINE GLOBAL OPEN CONFERENCE ON 'CULTIVATING EQUALITY: ADVANCING GENDER RESEARCH IN AGRICULTURE AND FOOD SYSTEMS'



### Area:

Integrating Gender in funding, research, and teaching



### Category:

Research and Education



### Partner:

Wageningen University & Research, Netherlands



### Focal persons:

**Margreet van der Burg**

[Margreet.vanderBurg@wur.nl](mailto:Margreet.vanderBurg@wur.nl);  
[Gender.SMART@wur.nl](mailto:Gender.SMART@wur.nl)

### Main Description

The Online global open conference 'Cultivating Equality: Advancing gender research in agriculture and food systems', held on 12-15 Oct. 2021, was co-organized by WUR Gender-SMART and the CGIAR GENDER Platform.

The aim of the conference was to understand and advance positive synergies between sustainable agriculture, rural livelihoods, and food systems in their contribution to gender equality. It also intended to strengthen capacity, build and maintain wider collaboration and networks, and advance the scientific and social robustness within and beyond the field.

More than 1000 researchers of which over 300 presenters across all continents participated in 60 sessions of which 4 were plenaries and the other 56 were scheduled as 4 parallel sessions, serving various time zones between 9.30 and 20.00 CET. Researchers came from a wide range of engaged institutions from scientific ones to (inter) governmental agencies to (inter)national donors, NGOs and sectoral professional member associations. Most sessions were presenting and discussing new research findings, methodologies, approaches, and strategies to advance gender<sup>+</sup> research in contributing to more gender<sup>+</sup> equality in and through agriculture and food systems. Some sessions were devoted to capacity building. The conference exemplified and stressed the need to address many complexities involved, to build alliances across sectors and disciplines, to address biases and reflect on research practices, and advocate and engage for change.

The conference materials such as report, programme, abstracts, blogs, bulletins, session recordings, session materials, and conference report are all secured in an open access repository website under the responsibility of the CGIAR GENDER Platform.

See in more detail in the [conference report](#) which includes a content review, organisational choices, statistics and evaluations and the [Gender-SMART Brief Issue 1](#), with special focus on Europe. All conference materials are available open access at the [repository conference website](#) of the CGIAR GENDER Platform.

### Background

Wageningen University & Research is the name under which Wageningen University and the Wageningen Research Foundation formally collaborate. It has branches all over The Netherlands and abroad with about 6,500 staff and faculty members, and 10,000 students from over 100 countries. Most lecturers, researchers and other employees are



based at Wageningen Campus. Wageningen University can be traced back to the Dutch Agricultural College that in 1918 was upgraded to an institution for tertiary agricultural education with one faculty of agricultural sciences; its graduates became engineers or doctors after PhD graduation. It served Dutch and European agriculture and agriculture in first colonial and later tropical and non-western or developing countries.

In the 1980s, it was officially named 'agricultural university', the only one of the Netherlands. In the 1990s, it was formally associated with Dutch agriculture-oriented research institutes of which most were formerly linked to the Ministry of Agriculture & Fishery (also Food Supply/Quality and Nature Conservation in various periods).

Nowadays, Wageningen University and Wageningen Research are formally and financially still two institutions but they closely cooperate and share one Executive Board with staff departments such as one corporate HRM, and one overall service department.

Wageningen University is still the only Dutch faculty of agricultural sciences and does not fall directly under the Ministry of Education as the other Dutch universities do. At the decentral level there are five Sciences Groups, comparable with faculties at other universities. These five are: Social Sciences (SSG), Environmental Sciences (ESG), Plant Sciences (PSG), Animal Sciences (ASG), Agrotechnology and Food Sciences (AFSG).

Each one is aligned with research institutes of Wageningen Research that are operating in the same domain. SSG also has a postgraduate education unit, especially oriented on developing countries.

Wageningen University has chair groups they closely cooperate with the research institutes.

The organisation of such a conference was included in the WUR GEP to strengthen and build out WUR / Gender-SMART liaisons with the main international players in the field of gender\* integration in agriculture and food systems to facilitate better access to and exchange with existing expertise. It also opted to exemplify the global community of practice to the WUR and other Gender-SMART partners to learn from. As collaborator CGIAR GENDER Platform was invited to extend the institutional cooperation, especially since the GENDER Platform had a tradition of internal annual gender conferences - but on the global South only. Through the combined efforts the conference extended from the Global South to include Europe, USA, Canada and Australia into a world-wide perspective.

### **Specifics of the measure**

Practical preparations started in March 2021. Considering the Covid-19 situation, it was decided to have it online, covering all time zones and orchestrated from Wageningen with an on-site conference hub including coordination, studio, communication officers, conference platform management, and a technical team. A coordinator from each collaborating institution and several committees with specific tasks had two-weekly meetings to coordinate overall organization and planning, selection of submitted proposals for contributions, communications, and poster awarding. Support in online platform management and technical support staff was hired to facilitate the preparations and the conference itself technically (see more details in the [conference report](#)).

Various decisions were taken to ensure equity or equality as much as possible:

- To optimize equitable participation access to the conference
- To cater for all independent from connectivity quality
- Open call widely spread to maximize access to presenters
- The principle of inclusivity indicated was upheld for the selection of committee members, submitted proposals for the final conference programme, winners for poster awarding, and panellists, keynote speakers and moderators
- The principle of inclusivity indicated was upheld for the selection imaginary and language in communication materials and on the conference platform.

This principle of inclusivity mainly covered:

- Regional inclusivity, especially beyond privileged positions of white men and women



- Inclusivity of multiple career stages and ages, especially beyond seasoned scholars
- Multiple disciplinary background
- Multiple organizational background, especially beyond WUR and CGIAR.

For more details, see the [conference report](#).

### **Lessons learned**

The conference was very well received, and we were proudly surprised about the great amount of individual presentation and session proposal that were admitted. Contributions for plenaries and welcoming words of highly esteemed managers and researchers were warmly agreed to and well delivered. The open access repository website of all conference materials including session recordings has required extra time but is considered very valuable to use in educational settings and to build on in future research.

Also, the organizing committee learned several lessons from the experience of organizing this conference. These include organisational issues like clarity in roles and responsibilities, regular meetings, and shared online working space. It also included clarity towards proposal submissions.

New was to anticipate on working through a virtual online platform and persisting on conditions to reflect inclusiveness and participatory sharing in its operational functioning, and at the same time guarantee optimum support for audiences with diverse connectivity and experience with online meetings. The practicalities can be read in the conference report. Here we entered difficulties to keep up our principle of equal access, representation, and participation, but also co-learned with the technical support how to arrange for the best. During the conference, being on-site with the production team at a technical hub, even for a fully virtual event, appeared to be very helpful; maybe even essential.

Engaging the audience did work out less than expected; this might need more input from communication specialist in advance and during the conference. This was the same for conference asset management and post-conference exposure which was not thoroughly anticipated.

For more details, see the [conference report](#).

### **Main referencing resources**

- [Gender-SMART Brief Issue 1](#): the global online Conference ‘Cultivating Equality. Advancing Gender Research in Agriculture and Food Systems,’ 12-15 Oct. 2021.
- CGIAR GENDER Platform and Wageningen University & Research as EU Gender-SMART partner. (2021). [Conference Report. ‘Cultivating Equality: Advancing Gender Research in Agriculture and Food Systems,’ 12-15 Oct 2021](#) Nairobi, Kenya: CGIAR GENDER Platform
- [Repository conference website](#) Cultivating Equality 2021 conference, including conference report, conference programme, book of session descriptions and abstracts, session recordings, session materials and poster pitches, blogs, bulletins, and announcements





# ANNEX 1

## TEMPLATE FOR THE COLLECTION OF GOOD PRACTICES





# Guidelines for the Selection of Good Practices for dissemination

Prepared by CIHEAM Bari Gender-SMART CORE TEAM

Gender-SMART project is committed to advancing gender equality also by encouraging and generating relevant best practices which may steer the change. The present guidelines are therefore intended to collect and disseminate those illustrative experience-based practices that Partner Institutions have found to produce meaningful results in the mid-term and that deserve scale-up to reach a larger number of beneficiaries.

More specifically, the aim is to lead the way in helping other organizations in the field of Agriculture and Life Science replicate best practices by incorporating/internalizing them into policies to attain greater gender equality in the workplace. This will ensure the project sustainability even after the project end.

The target beneficiaries are staff of such organizations including permanent and non-permanent admin personnel, researchers, and academics. The geographical coverage is planned to go even beyond the Euro-Mediterranean region.

Prior to dissemination, emphasis shall be laid on assessment of practices drawing on lessons learnt i.e., what has worked and what has not worked along the way to allow recipients to avoid making the same mistakes and wasting time.

The guidelines will provide a clear timeframe to prioritize activities required for collection and dissemination, will set the goals, and provide a checklist for further M&E.

The following template contains all useful information for a short but detailed description of the selected best practice.

The criteria for identifying best practices will be: effectiveness, efficiency, relevance, ethical soundness, sustainability and possibility of duplication, the involvement of partners and the community.

Summary submission form/General information
Partner:
Email address:
Focal person (if any)
Key stakeholder(s)/Position
<b>Title of best practice</b>
<b>Why is this a best practice?</b>



<b>Section 1 – Description of the practice</b>	
	Provide the background and justification for the practice: <ul style="list-style-type: none"> <li>• problem identified (provide figures, data or other evidence)</li> <li>• staff concerned</li> <li>• impact on the staff</li> <li>• overall goal(s)</li> <li>• objectives</li> <li>• other (please specify)</li> </ul>
	<b>1.1 Indicate the appropriate area(s)</b> <ul style="list-style-type: none"> <li>• Gender Equality Culture</li> <li>• Recruitment, Career management and Work-life balance</li> <li>• Gender Balance in Decision-Making processes and bodies</li> <li>• Integrating Gender in funding, research, and teaching</li> </ul>
	<b>1.2 Please report where the best practice falls in the project implementation</b> <ul style="list-style-type: none"> <li>• Audit for GEP preparation</li> <li>• GEP measures/actions</li> <li>• Tasks implementation</li> </ul>
	<b>1.3 Please select the categories the best practice refers to</b> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Management</li> <li>• Governance</li> <li>• Social/Cultural advocacy</li> <li>• Research</li> <li>• Education</li> <li>• Other (please specify)</li> </ul>

<b>Section 2 – Implementation of the practice</b>	
	<b>2.1 Please answer the following questions:</b> <ul style="list-style-type: none"> <li>• What were the main activities carried out?</li> <li>• When and where were the activities carried out?</li> <li>• Who were the key implementers and collaborators?</li> </ul>
	<b>2.2 Are special target groups reached with this practice to ensure that equity is considered?</b>
	<b>2.3 Describe the expected outcomes of implementing the practice. What is supposed to change? (provide indicators, data)</b>
	<b>2.4 Who are the key local/national implementers/collaborators specifically working on implementing this practice and their involvement? What are their roles? In which activities mentioned above are they specifically involved?</b>

<b>Section 3 – Monitoring and Evaluation</b>	
	<b>3.1 Which methods are used for monitoring and evaluating results of implementing the practice? (provide figures, data or other evidence.)</b>
	<b>3.2 Please list and explain success indicators.</b>



**3.3 Does the best practice include mechanisms to review, share progress, and incorporate new learning into the implementation process?**

## Section 4 - Considerations for scaling up

**4.1 Based on the main criteria for scalability/replicability, i.e.:**

- Effectiveness
- Efficiency
- Relevance
- Sustainability

**Would you consider scaling up the practice?**

Yes /No

If Yes, explain why

If No, explain why

## Section 5 - Results to date

**5.1 What were the concrete results achieved regarding outputs and outcomes?**

**5.2 List the expected outcomes of the practice.**

**5.3 Have the expected outcomes of the practice been met?**

Yes/ No

If Yes, explain how they were achieved and provide evidence (provide figures, data, or other evidence)

If No, explain why.

## Section 6 - Lessons learnt

**6.1 What worked really well?**

**6.2 What facilitated this?**

**6.3 What did not work?**

**6.4 Why did it not work?**



## Section 7 - Conclusions

**7.1 How have the results benefited the staff and/or students?**

**7.2 Why was that intervention considered as a “best practice”?**

**7.3 What are the key recommendations/conclusions you would make for others who intend to adopt the best practice?**

