

Version n. 2

Linking Research & Innovation for Gender Equality

Monitoring & Evaluation Plan

December 2022

Table of contents

[1 Introduction 3](#_Toc123211186)

[2 Periodic monitoring activities 5](#_Toc123211187)

[2.1 Human Resources 5](#_Toc123211188)

[2.1.1 Recruitment and Selection 5](#_Toc123211189)

[2.1.2. Working Conditions and Work-life Balance - Informative kit for employees returning from parental leave 7](#_Toc123211190)

[2.1.3. Career Progression - Training to recognize unconscious biases 8](#_Toc123211191)

[2.2 Sexual and Moral Harassment 9](#_Toc123211192)

[2.2.1 Informative kit regarding sexual and moral harassment 9](#_Toc123211193)

[2.3 Institutional Governance 10](#_Toc123211194)

[2.3.1 Establishing a Gender Equality Body (GEB) 10](#_Toc123211195)

[2.4 Research Funding 11](#_Toc123211196)

[2.4.1 Analysis of women participation in research projects 11](#_Toc123211197)

[2.4.2 Training on gender equality addressed to research projects evaluators 12](#_Toc123211198)

[3 Evaluation activities 13](#_Toc123211199)

[3.1 Evaluating the actions 13](#_Toc123211200)

[3.1.1 Human resources 13](#_Toc123211201)

[3.1.2 Sexual and moral harassment 14](#_Toc123211202)

[3.1.3 Institutional Governance 14](#_Toc123211203)

[3.1.4 Research funding 14](#_Toc123211204)

[3.2 Evaluating the whole implementation process 15](#_Toc123211205)

[4 Timeline/Gantt chart 16](#_Toc123211206)

# Introduction

*This document describes the monitoring and evaluation plan for the implementation of the Gender Equality Plan of the* ***Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI)*** *for the second iteration (M31-M44).*

*The document reflects the changes and updates in UEFISCDI’s Gender Equality Plan. The activities included in the most recent version of the Gender Equality Plan (October 2022) are:*

|  |  |  |  |
| --- | --- | --- | --- |
| Topic | Actions | Started in 1st iteration / Planned for 2nd iteration | Timeframe |
| 1. Human resources | 1.1 Recruitment and selection - Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process | Started in 1st iteration | Sept. 2021 – Dec. 2022 |
| 1.2. Working conditions and work-life balance - Informative kit for employees returning from parental leave | Planned for the 2nd iteration | Jan. 2023-Feb. 2023 |
| 1.3. Career progression - Training to recognize unconscious biases | Planned for the 2nd iteration | Feb. 2023 – June 2023 |
| 2. Sexual and moral harassment | 2.1 Development of an informative kit regarding sexual and moral harassment | Started in 1st iteration | Sept. 2021 – Jan. 2023 |
| 3. Institutional governance | 3.1 Establishing a Gender Equality Body | Started in 1st iteration | July 2021 – June 2022 |
| 4. Institutional communication | 4.1 Developing an informative gender sensitive communication kit | Completed and evaluated in the first iteration (current M&E Plan not applicable) | |
| 5. Research funding | 5.1. Analysis of women participation in research projects | Planned for the 2nd iteration | Sept. 2021 – June 2023 |
| 5.2. Training for research evaluators regarding the gender dimension | Planned for the 2nd iteration | Sept. 2021 – June 2023 |
| 6. Innovation ecosystems | 6.1 Transfer to market - Implementing quotas/targets for women participation in events | Completed and evaluated in the first iteration (current M&E Plan not applicable) | |

*Similar to the previous monitoring and evaluation plan, the document is based on the methodology elaborated by the experts of Smart Venice (SV) and Foundation Open University of Catalonia (FUOC). Methods used for monitoring and evaluation include: desk research, document analysis, interviews, focus groups and surveys/questionnaires.*

*A monitoring plan is proposed for each activity, laying out specific outputs, outcomes and indicators.*

*The plan targets both activities already started but not finalized in the first iteration, as well as activities planned for the second iteration only:*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Action Number** | **Title** | **Area of intervention** | **Other relevant Area** | **Structural /soft** | **Timeframe** |
| 1.1 | Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process | Human resources | Recruitment and selection | Soft | Sept. 2021 – Dec. 2022 |
| 1.2 | Informative kit for employees returning from parental leave | Human resources | Working conditions and work-life balance | Soft | Jan. 2023-Feb. 2023 |
| 1.3 | Training to recognize unconscious biases | Human resources | Career progression | Soft | Feb. 2023 – June 2023 |
| 2.1 | Development of an informative kit regarding sexual and moral harassment | Sexual and moral harassment | N/A | Soft | Sept. 2021 – Jan. 2023 |
| 3.1 | Establishing a Gender Equality Body | Institutional governance | N/A | Structural | July 2021 – June 2022 |
| 5.1 | 5.1. Analysis of women participation in research projects | Research funding | N/A | Soft | Sept. 2021 – June 2023 |
| 5.2 | 5.2. Training for research evaluators regarding the gender dimension | Research funding | N/A | Soft | Sept. 2021 – June 2023 |

# Periodic monitoring activities

## Human Resources

### Recruitment and Selection

**Context**

The results of an internal survey showed that most employees in UEFISCDI are not aware of gender sensitive recruitment protocols/policies already in place (internal procedures state that all selection activities take into account the non-discrimination principle – i.e. *“the selection process will not allow / encourage discrimination of sex, nationality, ethnicity or religion”.* The problem seems to be that there is a lack of information on sensitive gender recruitment policies. The most probable cause in the inefficient communication between the HR and Communication departments, as there are no specific strategies regarding these protocols.

UEFISCDI should better communicate the existing recruitment policies regarding gender sensitive protocols and develop an informative kit regarding gender discrimination and stereotypes identification for the hiring and evaluation committees prior to the evaluation of the candidates.

**Timeframe:**

* Implementation: Sept. 2021 – Dec. 2022
* Short-term indicators expected from Dec. 2022 onwards
* Medium-term indicators expected by June 2023

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | **Methods** |
| **Short-term** | **medium-term** |
| Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process | Internal research for best practices regarding recruitment gender sensitive protocols | Research report |  |  | Documents analysis |
| Developing a first draft of the informative kit | Informative kit – draft version |  |  | N/A |
| Gathering feedback from stakeholders regarding the informative kit | Feedback report |  |  | Interviews with recruitment experts and management representatives |
| Finalizing the informative kit | Informative kit – final version |  | Improved recruitment procedures | Documents analysis |
| Organizing a training with all the recruitment experts and HR department and presenting the document | One training organized | Increased knowledge on gender-sensitive recruitment protocols | Medium term: when evaluated >80% of the recruitment experts should be able to tackle any kind of situation that can lead to any form of discrimination | Questionnaires addressed to recruitment experts |
| Informing all UEFISCDI staff about the updates on the recruitment protocols | Informative kit sent to all UEFISCDI staff | Increased awareness regarding gender sensitive recruitment protocols  Short term: >90% of all staff should be aware of the existence of gender sensitive recruitment protocols |  | Questionnaires addressed to UEFISCDI staff |
| Evaluating the level of knowledge acquisition of the recruitment experts | Evaluation report based on questionnaire results |  |  | N/A |

### Working Conditions and Work-life Balance - Informative kit for employees returning from parental leave

**Context**

The goal is to maximize the work efficiency of employees returning from parental leave by helping them to get accustomed to the recent developments in the institution and the projects they were previously working on.

The informative kit, targeting the development of soft skills, will be structured in two parts – one dedicated to department managers where we will present a series of tools and instructions to help them better understand the newly-returned employees’ needs. The second part will be dedicated to the employees returning from parental leave and will contain advice, suggestions that will ease their transition to working life.

The kit will also contain a set of suggestions that will help the manager allocate a dedicated colleague who will provide support and guidance for the returning employee.

**Timeframe:**

* Implementation: January 2023 – February 2023
* Short-term indicators expected from Jun 2023 onwards
* Medium-term indicators expected by the end of 2023

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | **Methods** |
| **Short-term** | **medium-term** |  |
| Developing an informative kit for employees returning from parental leave | Research for support materials | Research report |  |  | Documents analysis |
| Developing a first draft of the informative kit | Informative kit – draft version |  |  | Interviews with recruitment experts and management representatives to collect feedback on the draft document |
| Finalizing the informative kit | Informative kit – final version |  |  |  |
| Making the kit available to all interested persons | Informative kit sent to UEFISCDI staff | Awareness raised about the importance of work life balance | Medium term: employees’ work efficiency and professional satisfaction increased by 50% in the first 3 months after their return from parental leave  Long term: more than 70% of UEFISCDI’s employees see an improvement in their work-life balance | Interviews with employees returning from parental leave  Questionnaires addressed to UEFISCDI staff |

### Career Progression - Training to recognize unconscious biases

**Context**

The goal is to investigate and better use employees’ skills in order to maximize their work efficiency.

By implementing this training we expect to help managers recognize their own unconscious biases and the way that these are affecting the career progression of women. On the other hand we expect female employees to become more confident, recognize the prejudices and be able to fight against them in order to achieve a higher professional success. In this regards we ensure that all employees are treated equally and career progression for women is becoming less discordant.

**Timeframe:**

* Implementation: February 2023 – June 2023
* Short-term indicators expected from Jun 2023 onwards
* Medium-term indicators expected by the end of 2023

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | **Methods** |
| **Short-term** | **Medium-term** |  |
| Training to recognize unconscious biases | Research for similar trainings (online materials) | Research report |  |  | Documents analysis |
| Identifying experts to conduct training (expertise on the subject is a must) | Selection report |  |  | Process analysis |
| Organize the training | One training session organized | Awareness raised about the importance of unconscious biases | Increase in the number of female employees acceding to leadership positions | Questionnaires |
| Develop support material following the training | Support material | Awareness raised about the importance of unconscious biases | Increase in the number of female employees acceding to leadership positions | Questionnaires |
| Conduct internal analysis to evaluate the impact of the training | Analysis report |  |  | Documents analysis |

## Sexual and Moral Harassment

### Informative kit regarding sexual and moral harassment

**Context**

UEFISCDI acts according to the law and to the Code of conduct/ethics, sanctioning any attempt of sexual harassment. No cases of gender/sexual harassment have been reported, and thus no counselling for gender-based offences and harassment has been conducted.

Even if the internal analysis showed that no cases of harassment (sexual or other type) were ever recorded in the organization, it is very important to clearly define the concept, its limitations and national legal framework around it.

**Timeframe:**

* Implementation: Sept 2021 – Jan. 2023
* Short-term indicators expected from Jan 2023 onwards
* Medium-term indicators expected by the end of 2023

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | | **Methods** | |
| **Short-term** | **Medium-term** |  | |
| **Informative kit regarding sexual and moral harassment** | Internal research for best practices and case studies regarding sexual or moral harassment informative kits | Research report |  |  | Documents analysis | |
| Developing the informative kit | Informative kit developed  >90% employees informed on the informative kit | when evaluated more than 80% of the employees should be able to identify different types of harassment and indicate what further actions should be taken | More than 80% of the employees are familiar with the sexual/moral harassment concept and know what action to take in case of any kind of sexual or moral harassment | Questionnaires | |
| Organizing a training on the content of the informative kit | One training session organized |  | More than 80% of the employees should be able to recognize and understand any type of moral or sexual harassment | Questionnaires | |
| Evaluate the knowledge gained by employees following the training session | Evaluation report |  |  | N/A | |

## Institutional Governance

### Establishing a Gender Equality Body (GEB)

**Context**

In order to implement and supervise the Gender Equality Plan, UEFISCDI needed to establish a new internal organism: the Gender Equality Body (GEB), composed of 5-7 employees from both executive and management positions.

**Timeframe:**

* Implementation: July 2021-December 2022 (GEB was established in September 2022)
* Short-term indicators expected from December 2022 onwards
* Medium-term indicators expected by the end of June 2022

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | | **Methods** | |
| **Short-term** | **Medium-term** |  | |
| **Establishing a Gender Equality Body (GEB)** | Conducting discussions with top management in order to identify the most appropriate internal and external candidates | A list of possible candidates | +10 potential candidates for the GEB |  | Process analysis | |
| The actual selection of candidates | Interviews conducted with potential candidates | 5 employees + 1 external stakeholder selected to be part of GEB | Establishing a GEB | Process analysis | |
| Developing mechanisms to ensure the operationalization of the body and its investment with institutional authority | Document uploaded on repository | Awareness of responsibilities and duties among GEB members | Successful implementation of the GEP - more than 75% of the existing measures in the GEP should be implemented successfully | Focus group | |
| Developing protocols for the supervision of the GEP’s implementation | Document uploaded on repository |  | GEB to remain operational after the GEP’s implementation | Focus group | |

## Research Funding

UEFISCDI manages 20% of the national funds for research through the roll-out of calls for projects under the National Plan for RDI. UEFISCDI has a large database of evaluators (Romanian and foreign) which is used when implementing various projects. In the next period, it is expected that gender balance will play a more important role in the development, implementation and evaluation of the projects (according to European Commission Gender Equality Strategy for 2020-2025 and ERA priorities).

In order to improve the gender dimension in research funding two measures are proposed: to carry out an analysis in order to understand the reasons why women participate in smaller numbers in research programs and how the content of research is affected by this small participation (in order to identify ways in which women researchers can be encouraged to join research areas dominated by men); and to train evaluators to be able to better understand gender dimension when evaluating the relevance of the research content (2).

### Analysis of women participation in research projects

**Timeframe:**

* Implementation: Sept. 2022 – June 2023
* Short-term indicators expected from December 2022 onwards
* Medium-term indicators expected by the end of 2023

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | **Methods** |
| **Short-term** | **medium-term** |
| **Analysis of women participation in research projects** | Identify the pool of projects to be analyzed | Number of financed projects to be analyzed | More than 50% of projects funded via UEFISCDI analyzed |  | Documents analysis |
| Conducting the analysis | Analysis report | Knowledge improved on GE in research  Awareness raised about GE in research |  | Focus group |
| Draw conclusions following the analysis | Policy recommendation drafted |  |  | Focus group |
| Promoting the results and recommendations | Policy recommendation uploaded on repository | Increased awareness on how RDI projects can better integrate the gender dimension | Improving calls for projects by including the gender dimension | Focus group |

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### Training on gender equality addressed to research projects evaluators

* Implementation: Sept. 2022 – June 2023
* Short-term indicators expected from June 2023 onwards
* Medium-term indicators expected by the end of 2024

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Measure** | **Activity** | **Output** | **Outcome Indicator** | | **Methods** |
| **Short-term** | **medium-term** |
| **Training on gender equality addressed to research projects evaluators** | Research on examples and best practices on gender-sensitive project evaluation | Research report | Increased awareness on the importance of unbiased evaluation. |  | Document analysis |
| Drafting of informative kit on gender equality in project evaluation | Informative kit on gender equality in project evaluation | Awareness raised about existing issues regarding the gender dimension in the evaluation process | Improving the evaluation process | Documents analysis  Ex-post questionnaires |
| Organizing training session | One training session organized | Awareness raised on the integration of the gender dimension in the evaluation process | Unbiased evaluation process | Ex-post questionnaires |

# Evaluation activities

## Evaluating the actions

### Human resources

|  |  |  |  |
| --- | --- | --- | --- |
| **N.** | **Name of the action** | **Method** | **Target** |
| *1* | *Recruitment and selection -* *Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process* | *Document analysis* | *N/A* |
| *Interviews* | *Recruitment experts (from the HR department) and management representatives (middle managers)* |
| *Questionnaires (to evaluate knowledge on gender-sensitive recruitment protocols)* | *Recruitment experts* |
| *Questionnaires (to evaluate awareness regarding gender sensitive recruitment protocols)* | *Wider UEFISCDI staff* |
| *2* | *Working Conditions and Work-life Balance - Informative kit for employees returning from parental leave* | *Document analysis* | *N/A* |
| *Interviews to collect feedback on the draft document* | *Recruitment experts (from the HR department) and management representatives (middle managers)* |
| *Interviews (to evaluate efficiency and satisfaction after returning from parental leave)* | *Employees returning from parental leave* |
| *Questionnaires (to evaluate improvements in work-life balance)* | *Wider UEFISCDI staff* |
| *3* | *Career Progression - Training to recognize unconscious biases* | *Document analysis* | *N/A* |
| *Process analysis* | *N/A* |
| *Questionnaires (to evaluate awareness of unconscious biases)* | *Wider UEFISCDI staff* |

### Sexual and moral harassment

|  |  |  |  |
| --- | --- | --- | --- |
| **N.** | **Name of the action** | **Method** | **Target** |
| *1* | *Informative kit regarding sexual and moral harassment* | *Document analysis* | *N/A* |
| *Questionnaires (to evaluate capacity to recognize and understand any type of moral or sexual harassment)* | *Wider UEFISCDI staff* |

### Institutional Governance

|  |  |  |  |
| --- | --- | --- | --- |
| **N.** | **Name of the action** | **Method** | **Target** |
| *1* | *Establishing a Gender Equality Body (GEB)* | *Document analysis* | *N/A* |
| *Focus group* | *GEB members, UEFISCDI management representatives* |

### Research funding

|  |  |  |  |
| --- | --- | --- | --- |
| **N.** | **Name of the action** | **Method** | **Target** |
| *1* | *Analysis of women participation in research projects* | *Document analysis* | *N/A* |
| *Focus group (to analyze awareness and knowledge on GE in research, awareness on how RDI projects can better integrate the gender dimension)* | *Experts involved in the design and roll-out of calls for projects* |
| *2* | *Training on gender equality addressed to research projects evaluators* | *Document analysis* | *N/A* |
| *Ex-post questionnaires (to evaluate capacity to carry out unbiased evaluation and integrate gender dimension in the evaluation process)* | *Project evaluators* |

## Evaluating the whole implementation process

|  |  |  |  |
| --- | --- | --- | --- |
| **N.** | **Evaluation activity** | **Target** | **When** |
| *1* | *Focus group* | *General Director, Deputy General Director, HR Department, Communication Department, GEB members, project evaluators (2 persons)* | *M42* |
| *2* | *Interview* | *Interview with General Director* | *M42* |
| *3* | *Interview* | *Interview with Head of Communication* | *M42* |
| *4* | *Interview* | *Interview with Head of Innovation* | *M42* |
| *5* | *Interview* | *Interview Head of Human Resources* | *M42* |

*Interviews will target both the whole process as well as individual actions. Both the interviews and the focus group will address the level of impact of the measures/actions on the organizational structure and how the actions will be integrated in the structure of the organization.*

*The specific content of the focus group and the interviews will be defined at a later stage, with the support of Smart Venice if needed.*

# Timeline/Gantt chart

|  |  |
| --- | --- |
| Legend: | |
| Implementation |  |
| Evaluation |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Activity** | **1st implementation phase** | | | | | | | | | | | | **2nd implementation phase** | | | | | | | | | | | | | |  |
|  |
| **19** | **20** | **21** | **22** | **23** | **24** | **25** | **26** | **27** | **28** | **29** | **30** | **31** | **32** | **33** | **34** | **35** | **36** | **37** | **38** | **39** | **40** | **41** | **42** | **43** | **44** |  | |
| 1. Human resources | *Recruitment and selection -* *Developing an informative kit with specific instructions regarding gender discrimination and stereotypes identification in the recruiting process* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| *Working Conditions and Work-life Balance - Informative kit for employees returning from parental leave* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| *Career Progression - Training to recognize unconscious biases* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| 2. Sexual and moral harassment | *Informative kit regarding sexual and moral harassment* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| 3. Institutional Governance | *Establishing a Gender Equality Body (GEB)* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| 4.Research funding | *Analysis of women participation in research projects* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| *Training on gender equality addressed to research projects evaluators* |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |