

PROJECT DETAILS

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| Project title: | Institutional Transformation for Effecting Gender Equality in Research |
| Project acronym: | INTEGER |
| Project URL: | www.integer-tools-for-action.eu |
| Project coordinator: | Dr. Anne Pépin (CNRS, France) |
| Project contact: | anne.pepin@cnsr-dir.fr |
| Project duration: | 03/2011 - 06/2015 |
| EU contribution: | 2 247 705 EUR |
| No. of partners: | 4 |
| Type of activity: | Coordination and Support Actions |
| Programme: | Science in Society, Seventh EU Framework Programme for Research (FP7) |
| Area: | Gender Equality |



INTEGER website (integer-tools-for-action.eu)
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The INTEGER Project: Changing the institution, not the women scientists

The INTEGER project (INstitutional Transformation for Effecting Gender Equality in Research) aimed to foster gender equality in research institutions through so-called “Transformational-Gender Action Plans” (T-GAPs) which functioned as drivers for systemic structural change.

At three institutions - a large research organisation, the National Center for Scientific Research (CNRS, France), and two universities, Trinity College Dublin (Ireland) and Šiauliai University (Lithuania) - an institutional transformation was initiated through the **INTEGER** project to improve the career progression of the institutions' women scientific researchers.

Each implementing partner institution established its own T-GAP, tailored specifically to its needs and specific context, since a “one size fits all”-approach will not achieve real and sustainable institutional change. Another important factor for success was the continuous monitoring and comprehensive evaluation of the implementation of the T-GAPs. This task was taken over by the fourth project

partner, GESIS - Leibniz Institute for the Social Sciences (Germany).

INTEGER was one of the very first projects to be funded by the Science in Society (SiS) Programme of the 7th Research Framework Programme to promote institutional change in research organisations and universities in order to strengthen gender equality. It signified a new approach and a rethinking of what is needed to achieve gender equality in research and innovation. Due to its particular importance, funding for this approach to structural change – first introduced in the SiS programme in 2010 - has become part and parcel of the Science with and for Society Programme in Horizon 2020. More than a dozen “sister projects” of **INTEGER** have received funding so far and the demand for such projects remains high.

Fostering gender equality through the institutional change approach

The still unequal situation between women and men in research and innovation has been documented impressively, e.g., in the extensive data collection “She Figures (2015)” which is updated every three years

and funded by the Science with and for Society programme.

But why is institutional change fundamental when it comes to strengthening gender equality in research and innovation on an institutional level? A number of initiatives to promote gender equality had been developed over the years. But often they focused mainly on “helping” or “fixing” individual women scientists to fit the predominant structures without any real effect on the institutional processes and structures that contribute essentially to inequality. It became clear that in order to foster gender equality a comprehensive and sustainable systemic approach was needed which allowed to identify and adapt deeply embedded structures that lead to gender inequality in institutions. This is how the institutional change approach was born. A major cornerstone of this development at EU level has been the report “Structural change in research institutions: Enhancing excellence, gender equality and efficiency in research and innovation” (2011). The importance of the institutional change approach has also been recognised in the context of the European Research Area (ERA). “Gender equality and

Get more information about the Horizon 2020 programme part Science with and for Society [here](#).

Read further Success Stories [here](#).

Find more projects on the different SwafS areas such as RRI, gender equality or science education on [Cordis](#).

gender mainstreaming in research” is in fact a key priority of the ERA and fostering institutional change to increase gender equality constitutes an inherent part of this priority.

Four key areas of intervention and analysis

In order to develop gender-sensitive organisational practices and culture the [INTEGER](#) project based their gender equality plans, the T-GAPS, on four key areas of analysis and intervention:

- engagement of decision-makers,
- improvement of organisational structures,
- career progression, development and support,
- work-life balance.

indicators. The evaluation of the project proved that substantial progress had been made at each partner institution. Ongoing commitment of senior management within these organisations, which is a prerequisite for sustainable change, was stated as one of the major results¹.

Embedding change into your institution: Use the [INTEGER](#) toolkit

Even though the runtime of [INTEGER](#) has ended, its impact has not. The implementation of the T-GAPs has triggered a process of change in the participating institutions that continued after the final day of the project. The consortium has worked on embedding gender good

institutions seeking to improve the position and progression of women researchers through the implementation of gender action plans in a well-reasoned process. The toolkit is based on good practices identified within the project. At its core are the four main steps “Plan”, “Do”, “Check” and “Act”, which build on one another. Templates and how-to guides for specific actions are provided for every step.

The project consortium’s commitment to gender equality in research and innovation is still strong. [INTEGER](#) partner Trinity College Dublin is currently coordinating the structural change project SAGE in which they share their knowledge of gender equality plans with partners who are at a starting stage of setting up gender equality plans. [GESIS - Leibniz Institute for Social Sciences](#) will monitor the implementation progress in the institutional change project [GEECCO](#). And the [INTEGER](#) coordinator [CNRS](#) also coordinated the [GENDER-NET ERA-NET](#) which has recently published the [IGAR](#) online tool to assist organisations in the integration of sex and gender analysis into research policies, programmes and projects.

The annual Science with and for Society call always includes a topic that supports research organisations in implementing gender equality plans to stimulate institutional change. If you are looking for funding to follow the path of [INTEGER](#) and similar projects – examples of current projects are [GENERA](#), [LIBRA](#), [BALTIC GENDER](#), [EQUAL-IST](#) – check out the call information on Science with and for Society in the Participant Portal. Work on change!



INTEGER team, © CNRS

The implementation of the T-GAPs allowed flexible adjustment whenever needed. A simultaneous top-down and bottom-up approach was utilized. Additional support came from the specifically established network of [INTEGER](#) ambassadors to benefit from practices tested in other institutions. Implementation was monitored through a set of key performance

practice to step up sustainability.

Furthermore, the project’s impact is not reduced to the consortium. One of the main achievements of [INTEGER](#) is the development of a toolkit (<http://www.integer-tools-for-action.eu>) which provides guidelines to peer research and higher education

¹ More concrete project results are available in the final report