

Evaluation concept report

Deliverable D3.1

29 February 2016

Florian Holzinger – Task responsible

Helene Schiffbänker – Workpackage 3 leader

Thomas Berghöfer – Coordinator

Content

- Introduction & Approach 3
- Scope of GENERA and Evaluation..... 4
- Evaluative questions 5
- Evaluation concept..... 7
 - A Concept & Design Analysis 8
 - B Implementation Analysis..... 9
 - C Outputs and achievements analysis 10
- Designing a Monitoring Tool 11
- Process of Evaluation 12
 - Logic Model 13
 - Desk research 14
 - Self-reporting tools and implementation reports 14
 - Online-Surveys..... 14
 - Semi-structured Interviews & content analysis..... 14
 - Secondary data sources & analysis..... 15
- Output of GENERA Evaluation..... 15
 - Workshops 15
 - Final evaluation report..... 16
- Coordination and Proposed Timeline of the Evaluation 17

Introduction & Approach

Implementations of gender equality measures in research performing organizations are interventions in complex systems as they involve a variety of stakeholders, interact with other processes and strategies and have to become engaged on different organizational levels. Accompanying evaluations can help to support these complex implementation processes as they provide up to date information and knowledge about the status of implementation processes and enable reflection on actual implementation practices. This will enable to recognise implementation practices which are not feasible or successful and to identify actors which are inhibiting progress and success. On the other hand it also makes evident which implementation practices are achieving their objectives. Evaluation in this sense is conceptualized as a learning process which reflects implementation practices against the backdrop of specific cultural and structural contexts and provides important information for adapting implementation practices.

The overall objective of this accompanying evaluation is the assessment of the implementation process and the applied practices of the GENERA team members. Furthermore we will extend our evaluation to the institutional progress and structural changes caused by implemented measures. The evaluation seeks to facilitate a learning process of and between implementing actors. It will mainly focus on the following overall objectives:

- Identify and compare implementation practices between different organizations and their achievements
- Assessment of implemented activities and measures through combining an ex ante and an ex post perspective
- identify organizational changes, institutional progress & benefits
- contribute to the GENERA learning environment

To achieve this goals we have develop an evaluation concept that will be refined in the course of the GENERA project and aligned with its research and implementing activities. This living character of the evaluation concept is a necessity as the implementing GENERA partner organizations will develop their self-tailored Gender Equality Plans in the first half of the project. The evaluation concept will be adapted to these plans but its overall objectives and approaches will not be changed.

Scope of GENERA and Evaluation

The GENERA project is focused on structural changes to improve the working conditions, the career trajectories of female researchers and the organizational culture of research performing organizations in the fields of Physics. These objectives will be achieved through the development and implementation of self-tailored Gender Equality plans (GEPs).

Preliminary the GENERA project has defined 6 fields of action which will guide the analysis of existing policy measures in each organization and the formulation of self-tailored GEPs. The action fields are further divided into sub-fields of actions and examples for actions and measures. The following action fields and sub-fields will guide the implementation process:

1. Structural integration of gender equality
 - a. Policies
 - b. Monitoring
 - c. Sustainability
 - d. Gender composition
2. Engaging leadership
 - a. Leadership accountability
 - b. Stakeholder engagement
3. Flexibility, time and work life
 - a. Work-life balance
 - b. Care and family life
4. Recruitment and visibility of female researchers
 - a. Recruitment
 - b. Retention
 - c. Visibility
5. Gender inclusive/ gender sensitive organisational culture
 - a. Gender awareness and implicit bias
 - b. Non-discrimination
 - c. Deconstructing excellence
6. Gender dimension in research and education
 - a. Knowledge
 - b. Research
 - c. Funding

The evaluation will follow this conceptual framework of fields of actions to promote structural change in research performing organizations. But as the GEPs will be self-tailored and defined in the course of the GENERA project by each implementing partner the evaluation activities and approaches will have to be aligned with these plans and concrete actions.

In general terms the evaluation will focus on implementation practices in each organization, on the implemented measures and actions and on their achievements and benefits. It will not evaluate the research oriented tasks (like quality of research and results) to assess the status quo of gender equality in each organization. But we will look whether the research activities and results contribute to problem and awareness raising within the participating research performing organizations.

The main focus of the evaluation will be on implementation practices in each implementing organization of the GENERA project. We will analyse the implementation processes and the applied practices to reach objectives set in the self-tailored GEPs. The focus on implementation processes and practices provides insights into the micro-politics of organizational change processes and allows us to identify challenges and resistances but also weaknesses and strengths. This will facilitate the learning environment within the GENERA project consortium (implementation partners as well as observing partners) but will also lead to a better understanding of implementation processes and practices and will therefore be of considerable value for other research performing organizations which are striving to implement GEPs and promote gender equality.

On the other hand we will focus our evaluation on outputs and achievements of the implementation process in each organization and level. We aim at identifying short term benefits of the implementation process like for instance changes in recruitment and selection procedures and criteria, rules for committee selection/composition, changes of awareness of senior managers for gender equality etc. We will not evaluate mid-term and long-term impacts as this would require a mid- or long-term ex post perspective which cannot be done within the project runtime. But we propose to develop indicators and tools enabling organizations to monitor progress towards mid- and long-term impacts.

Evaluative questions

The evaluation is concerned with four main evaluative questions which are guiding principles and therefore structure the evaluation process and design. Each evaluative question will be answered in the course of the evaluation process.

The first evaluative question is concerned with **coherence** of GENERA activities with strategic objectives of implementing organizations: The evaluation will analyse if the objectives and measures of GENERA are fitting to the objectives and activities of each participating research performing organization. This perspective is important because it allows us to assess how GENERA actions are aligned with overall gender mainstreaming activities and strategic plans or whether they build up parallel activities and resources. The latter one can be understood as inefficiencies of GENERA activities.

- Interrelation and coordination of GENERA gender equality plans and interventions with already existing actions at the participating research institutions?
- What kind of policies and measures to promote gender equality are already in place in each participating organization?
- How does GENERA action plans fit to gender equality strategies and to overall strategic development plans of participating research performing institutions?
- Is there any knowledge transfer and spill over effects of GENERA to other (administrative) units and support services of participating research institutions identifiable?

The second evaluative question is also focused on the implementation process and practices applied by GENERA team members. This focal point tries to provide answers on the question how

implementation of measures for structural change in research performing organizations to promote gender equality were facilitated. This focus on the micro-level politics provides insights into **challenges, resistances and conflicts** arising in the course of implementation processes and which might inhibit expected outputs and achievements. This question does not only focus on deficiencies of implementation processes but also tries to highlight how challenges and resistances could be resolved and which practices proved to be successful. This would be a significant insight of this evaluation and could be reflected and discussed in the GENERA learning environment. Therefore this evaluative question opens up the following more specific questions:

- What kind of implementation practices and approaches can be identified in each organization?
- How do these practices reflect and respond to the structural and cultural context in each organization?
- Were the implementation practices confronted with resistances?
- What is the background to and what are the reasons for resistances?
- Which practices were successful in overcoming resistances?
- Why was it not possible to overcome resistances?

The third evaluative question is focused on the **implementation processes and practices of GENERA measures and actions**. This question is concerned with the assessment of measures and actions implemented and whether they were **successful in achieving their goals**. It tries to answer which measures were implemented and if they have been able to achieve their short term objectives. So this question focuses very much on outputs and achievements. These assessments will apply a short term perspective and will very much rely on data collected through surveying the GENERA target groups and interviewing GENERA team members. So the more specific questions are:

- What actions and measures were implemented in each organization?
- What was their concrete output of these actions? And what kind of achievements can be identified?
- Were the target groups of the different measures and activities reached and adequately addressed?
- Are there any support services in place to facilitate the implementation of GENERA measures and activities? Which?

The fourth evaluative question is concerned with the **sustainability** of GENERA measures and actions:

- Are these measures designed and implemented sustainably?
- Are the measures sustainably implemented and structurally grounded?
- What practices are applied to enable sustainability?

The GENERA evaluation design does not include an impact analysis as the evaluation team considers this as not feasible within the project runtime of three years. An impact assessment only makes sense to perform if measures are implemented for a longer period of time and data can be collected for the same period. As the implementation of GENERA measures in each organization will not start right at the beginning of the project the measures will only run for one to one and a half year. This will not be sufficient to measure outcomes or impacts. Nevertheless the evaluation team will develop

a monitoring tool which will allow to collect data to be able to measure outcomes and impacts of the GENERA project and its actions within each institution even after the runtime of GENERA has ended. For a short description on the development of the monitoring tool see the chapter below.

Evaluation concept

The aim of the evaluation is to assess the overall performance of practices, activities and measures implemented in the course of the GENERA project, their success in relation to its specified objectives, and how they interact and link with existing measures and activities, in particular those that address gender mainstreaming related issues. Due to the nature of the underlying project, the evaluation is designed to be participatory and involves the project team and relevant stakeholder in developing and adjusting the evaluation design, data collection and analysis, while attention is drawn to structural changes and initiated dynamics caused by implemented GENERA measures. This approach helps to develop a better understanding of constraints and opportunities that shape gender mainstreaming activities in general and women's prospects for scientific careers in particular.

The proposed evaluation concept rests on two pillars: First, each measure and activity that has been implemented in the course of the GENERA project will be analysed in terms of objectives, design, coherence, implementation and (potential) outputs and achievements/benefits on the basis of available data and information. Second, the whole set of measures will be analysed how it addresses different weaknesses and bottlenecks of gender equality in each organization and how it fits to the organizational context and to the measures already in place. In this light, the analysis combines a vertical perspective that assesses objectives against output (internal coherence) with a horizontal perspective that focuses on synergies, interdependencies or (potential) conflicts between existing and newly implemented measures and activities. It is not foreseen to conduct an efficiency analysis within this evaluation project.

The assessment draws on a concept- and design analysis as well as an implementation analysis. The analyses are structured around evaluative questions, which will be answered via use of distinct data sources and methods. The figure below illustrates the interrelation between the methodological concept and the empirical work planned for the evaluation study.

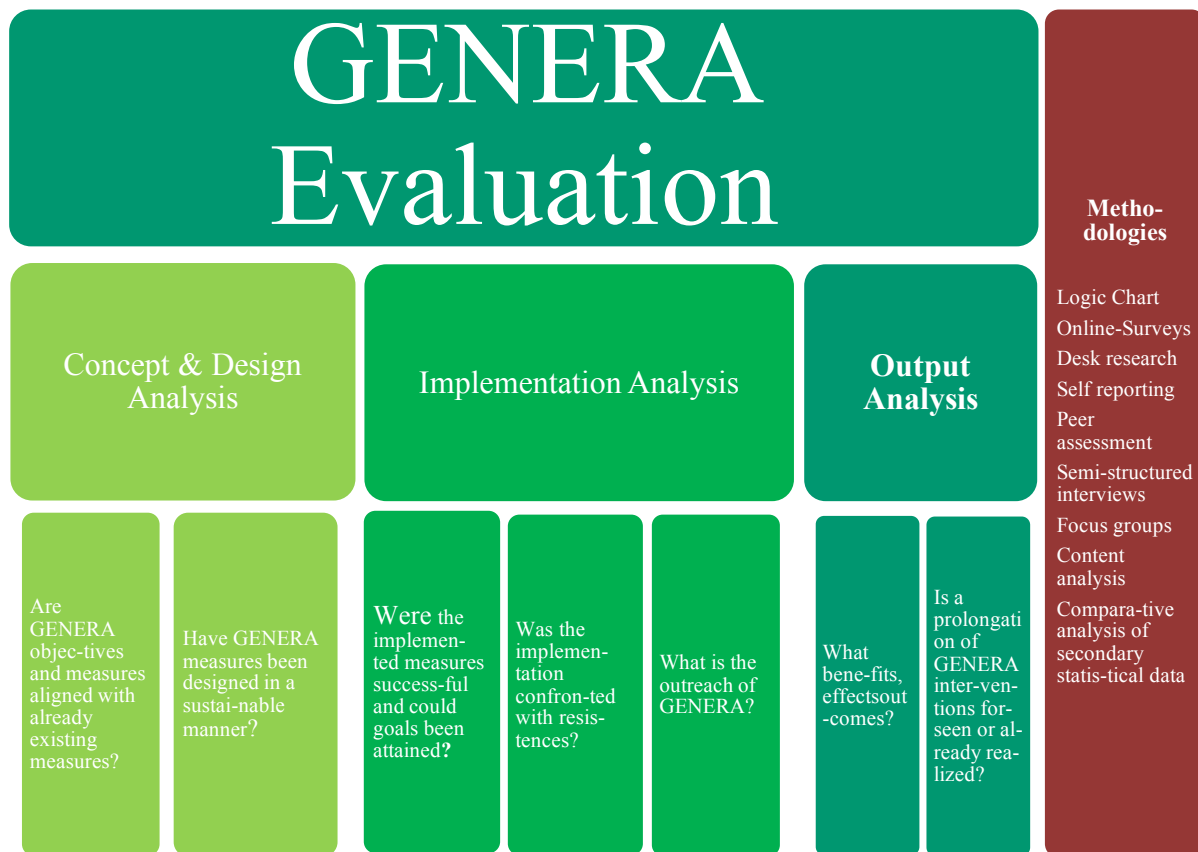


Figure 1: Overview on GENERA evaluation concept

A Concept & Design Analysis

The aim of the concept- and design analysis is to assess the coherence between goals, strategic objectives and activities or measures that are implemented by the GENERA project. It will be evaluated how goals, objectives and activities were formed and developed, how they fit and work together alongside existing measures, and how they are administered.

In a first step, a vertical perspective is adopted that aims to assess the objectives of individual GENERA measures for their internal coherence, clarity and relevance. In this light, the following questions are addressed for internal coherence:

Internal coherence – Research questions

What are the overarching objectives and the specific priorities of the measure/activity?
Who participated in formulating the mission and goals of the measure/activity? Are there any trade-offs?
Is the mission – goal – activities – impact nexus consistent?
Are the measures foreseen for implementation based on empirical evidence coming from the status quo assessment?
Have measures/activities been developed and designed in a sustainable manner? Are there enough resources foreseen for implementation? Who is responsible for implementation?
Are there changes to the mission and goals necessary to improve the (potential) benefit and impacts?

Secondly, the concept- and design analysis follows a horizontal perspective, from which GENERA measures and activities are assessed for their external coherence (within each implementing organization). In this way, the issue of how well individual measures are adjusted to i) other newly developed measures and ii) to the existing policy mix for equal opportunities or HR development is addressed. The following questions constitute the focal point of the analysis:

External coherence – Research questions

Is there a conceptual fit between the (new) GENERA measures and the existing policy mix?

How did the existing policy system respond to the GENERA measures?

Have there been activities by e.g. the university to connect/link those measures?

Have measures/activities been integrated in a sustainable manner?

What barriers, difficulties or resistances are already foreseeable, and how will they be managed?

The results of the concept and design analysis will be presented and discussed at the interims workshop and will enable a learning process between GENERA partners and involved university personnel from research organisations.

B Implementation Analysis

The implementation analysis provides insights into the performance of the measures and activities that are implemented in the course of the GENERA project. The overall aim is the assessment of the implementation process and the related practices of each implementation team within each organization. In this evaluation step we will therefore investigate whether the way a measure is implemented corresponds to the respective goals and objectives, which factors promote or constrain its implementation, which practices contribute to successfully implemented measures and actions, what benefits they might provide for the participating universities and the influence they may have on other (local, regional or national) universities and scientific institutions.

First, the implementation analysis draws attention to the implemented GENERA measures and activities in the context of the existing policy mix at the participating universities. Of particular interest are policy cooperation and coordination, how vertical interests of GENERA measures may cut across horizontal interests, and (possible) improvement opportunities. The following questions will form the main body of the analysis:

Implementation: Research questions

Which measures are implemented by the GENERA project at the participating universities? How were they implemented? What kind of practices were deployed to carry through implementation of measures and actions?

How do GENERA measures link with other policies and policy actors to promote gender equality within each organization? Are there (potential) synergies and alliances?

How was the introduction of the measures (e.g. officially, formally) communicated (e.g. to staff, administration)? Was the communication process appropriate? How were these stakeholders

addressed?

Were there any quality assurance mechanisms implemented? Which ones?

To what extent were the measures/activities implemented? What were the facilitators and barriers? Was the implementation confronted with resistances? If so, by whom? What kind of strategies and argumentations were helpful to overcome those barriers and/or resistances?

Where there any additional issues encountered during the implementation?

What could have been improved about the implementation process?

What are the results (i.e. outputs) and benefits of the implemented policies so far? Are the measures on track to reach their objectives as envisaged?

In addition, the analysis provides an assessment of the outreach of GENERA activities, discussing the benefits for the participating universities and the (possible) direct or indirect influence on other units or departments of the same university/RPO or on other universities and RPOs. Particular attention will be paid to the involvement of the physics community in Europe and potential knowledge transfers between GENERA and other physics organizations. The following questions will be explored in this study:

Outreach and results – Research questions

What are the goals for the outreach of GENERA related measures and/or activities? Are they met?

Did the stakeholders understand what GENERA was intending to achieve?

How are the measures/activities perceived by relevant stakeholders?

Which GENERA activities and measures were perceived as relevant and inspiring by other stakeholders?

Has there been an exchange of knowledge between GENERA and other universities/RPOs?

Has the implementation of GENERA measures and/or activities influenced other stakeholders within the physics community?

The analyses will be based on personal interviews with members of GENERA implementation teams and other policy actors, stakeholders and research staff within each institution on the one hand and an online survey with stakeholders of the physics community addressed by GENERA outreach activities (before and after the implementation phase). Furthermore the implementation analysis will make use of the information provided by the implementation reports produced in WP4 and self reporting forms filled out by each implementing partner.

C Outputs and achievements analysis

This analysis will assess the outputs and achievements of implemented measures and actions as well as of the whole GENERA project within each implementing organization. It therefore tries to evaluate the changes within each organization that can be attributed to a specific GENERA measure and activity.

In contrast to an outcome and impact assessment this analysis looks at short term results of the GENERA project. In this short term perspective it will be much easier to answer cause and effect

relations which is a key instrument for evidence based policy making as it provides empirical evidence about what kind of policy intervention are working and what kind of short term outputs and changes are to be expected. A further aim of this analysis is to assess the sustainability of implemented measures, activities and their results.

Similar to an impact assessment we will compare the status quo before (ex-ante) and after (ex-post) the interventions have taken place. This will allow us to determine the outputs and achievements of GENERA measures and activities. Furthermore this short term perspective allows us to directly ask different stakeholders about the results and achievements of GENERA within each organization and is therefore not so much depending on valid and profound ex ante data. The following questions will form the main body of the outputs and achievements analysis:

Outputs and achievements analysis: Research questions

Which outputs and achievements did the implemented intervention produce? Do these contribute to structural and organizational changes? In which way? How was it possible to achieve these outputs?

Have the GENERA interventions contributed to a higher awareness of different target groups for gender (in) equality?

Are the GENERA interventions sustainability implemented? Is it foreseen to continue these interventions after the end of the GENERA project? How are these measures prolonged and made sustainable?

Did GENERA enable learning effects between GENERA partners on the one hand and other involved personnel of participating research organizations?

The outputs and achievements analysis will mainly rely on semi-structured interviews with GENERA team members, other involved personnel like department chairs, gender equality officers or human resource managers. Furthermore we will involve the target group of measures and actions in the evaluation by means of interviews as well as online surveys. For a more detailed description of the applied methods see the chapter on evaluation methods.

Designing a Monitoring Tool

For the assessment of long term benefits and impacts we will develop a monitoring tool which will allow each organization measuring its progress towards structural and organizational change. The monitoring tool will on the one hand be closely related to the objectives and measures implemented in the course of the GENERA project and their respective outcomes but on the other hand will reach beyond those objectives to measure structural and organizational change in research performing organizations. Therefore it will be applicable in different contexts and research organizations.

The monitoring tool will build on various sources like the GENERA status quo assessment conducted in WP2. It will make use of these indicators to measure progress and change. But it will also rely on the results of the concept analysis and the especially the logic chart model as this will allow us to identify fields of interventions and their long term impact. The monitoring tool will be oriented

around following questions summarizing different aspects of structural and organizational change in research performing organizations.

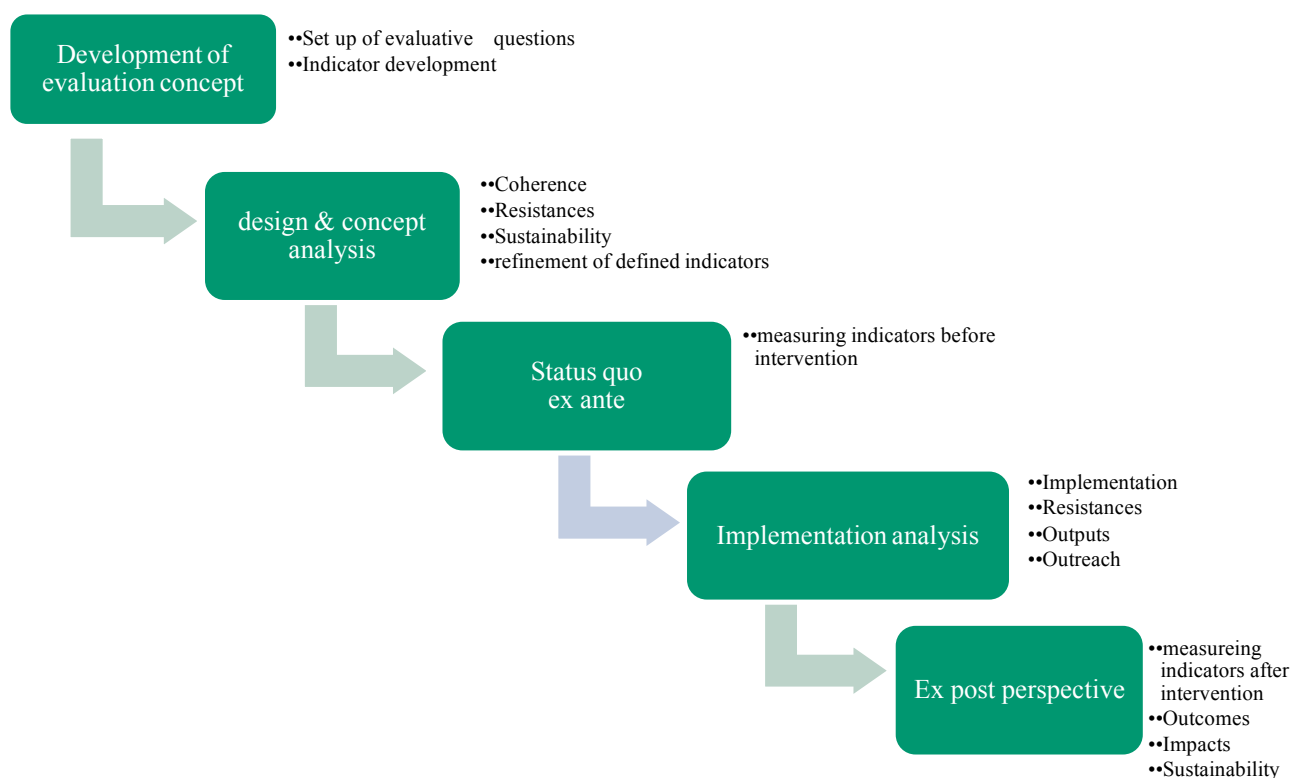
-
- Have the structural and working conditions for the advancement of women scientists especially for non-tenured scientists improved?
-
- Did the number of women scientists at different hierarchical levels/career stages increase?
-
- Was the gender dimension in research content integrated in research and teaching activities like Bachelor, Master or PhDs curricula?
-
- Did the gender models in research organisations, both at structural and cultural levels, change?
-
- Did the proposed actions lead to changes of selection processes and of the deployed criteria of excellence? Did the chances of women scientists to succeed in selection panels or committees improve?
-

The monitoring tool will be developed throughout the GENERA project and will consolidate experiences and expertise acquired throughout the project runtime.

Process of Evaluation

The evaluation process is therefore structured along the main analysis described above. The following figure summarizes the main stages of the evaluation process and the related activities the relevant evaluative questions.

Figure 1: Main work steps of GENERA evaluation and relevant evaluative questions



Evaluation Methods

Logic Model

The development of a logic model provides the starting point for structuring the concept- and design and the implementation analysis as well as the basis for possible future impact assessments. It is a systematic and visual way to present and share the understanding of the relationships among the resources available to operate a policy, the activities planned, and the results that should be achieved (e.g. Kellogs Foundation 2002). The measures and activities as well as (in WPs 4 to 7) developed indicators are incorporated into a logic model to display the links between inputs, activities, outputs and outcomes, i.e. the benefits of the measures. Logic models will be set up for each participating university aiming to delineate the individual goals, resources and activities of the implemented measures. With regards to the horizontal perspective, the logic model will pay attention to linkages between the already existing activities and instruments, i.e. the policy mix, to assess how they may interact and link with each other. A major advantage arising from using logic modelling is its ability to produce a graphical representation of the crucial components for e.g. a single activity or a set of activities. It shows how all relevant factors interplay in one single easy-to-understand flowchart.

Table 1 provides an overview of possible stages in the modelling process. Based on a situational analysis, the collected data will be attributed to the respective stages. A crucial issue in this regard will be a clear understanding of the context and related aspects as well as facilitating and inhibiting factors. In the implementation analysis (see above), the logic model will be expanded and fine-tuned to better understand the performance and (possible) benefit of GENERA measures, also in relation to other activities and in relation to the global mission of the GENERA project.

Table 1: Overview on the Logic Modelling Process

Stages	Description	Examples
Context	Setting, external factors	Social context; structure, organisation and history of university;
Inputs, factors	Resources and/or barriers	Human and financial resources
Activities, Measures	Processes, techniques, tools, events, and actions.	GENERA related measures, activities and instruments
Outputs	Direct results/effects of activities/measures	Dissemination of guidelines or toolkits, involvement of critical actors, satisfaction of beneficiaries
Outcome	Specific changes in attitudes, behaviours, knowledge, skills, status	Increased gender awareness, higher success or retention rates of women scientists
Impact	Organizational, community, and/or system level changes	Improved working conditions, cultural change (e.g. gender models etc.), change of gender equality policy

Desk research

Desk research refers to the systematic analysis of already existing data e.g. documents related to the topic of this evaluation. With desk research the evaluators seek to cover the present situation like the background and the development of the phenomena under investigation, different policies and action and possible already evaluations of these policies or actions, different similar studies, existing initiatives etc. (This is linked to WP2 also).

The purpose of the desk research in the GENERA evaluation is to systematically screen and collect information from various official documents on gender equality, human resource development and overall strategic objectives of each participating universities. A list of relevant documents will be provided by the JOANNEUM RESEARCH. All other GENERA partners will be asked to provide these documents for their research institutions. We will only screen documents which are available in English. The analysis of these documents will contribute to the concept and design analysis.

Self-reporting tools and implementation reports

To get a better overview on the status quo of implementation activities we will ask partners to provide us with self reporting sheets every 6 months. These sheets will summarize the main activities and events during the last 6 months of implementation. These reporting sheets will be aligned with the implementation reports in WP4 on the one hand and will support writing the progress reports for the EC on the other hand. Therefore these reporting sheets should not be an extra burden for implementing partners as it is coordinated with other activities.

Online-Surveys

Surveys are a widely used technique in evaluations of policies and programmers, especially in collecting contemporary data, whether qualitative or quantitative, on variables not provided for in existing data sets. They are typically used to collect data on: characteristics of participants, satisfaction, reasons for participation, success factors and barriers. We will also use surveys to get a first overview of gender equality policies and strategies in each participating research performing organization. This will give us a first insight in the different starting points and development stages of gender equality policies and practices and enable us to better focus the semi structured interviews with GENERA partners and other involved personnel. It is foreseen to make use of online surveys for the design and concept analysis but also for the implementation analysis at the end of the project.

We are planning Online Surveys with following target groups:

- beneficiaries of GENERA measures and activities
- Gender equality officers and/or human resource managers in each participating research institution (on gender equality policies in their organization)
- Stakeholders within the physics community in Europe

Semi-structured Interviews & content analysis

To collect information and data on qualitative indicators we will conduct semi-structured interviews with GENERA partners and other involved or affiliated university personnel like department chairs, gender equality officers etc. before the start and at the end of implemented interventions in each

participating research organization. A list of relevant persons (including contact details) who are involved in or affiliated to GENERA interventions has to be provided by each GENERA partner. Based on this list we will select interview partners and arrange dates for interviews. The interviews will be conducted during site visits of JOANNEUM RESEARCH team members at each participating research institution. Two site visits are foreseen at each institution - before the start and at the end of implemented interventions. For all potential interviewees an informed consent form will be provided which details the purpose of the interview and data protection issues. The informed consent form will be sent prior to the interview appointment and signed by interviewees right before the interview.

All interviews will be audiotaped and transcribed or protocolled along specific dimensions and categories - depending on the available information content in each interview. Categories and dimensions for content analysis will be developed on the basis of the evaluative questions and of the final set of indicators but will be also open to topics and dimensions emerging during the interviews and the analysis. These categories will be developed for the analysis of the ex-ante status quo and also applied to the ex-post analysis. To facilitate the content analysis we will use a special software tool (MAXqda).

In the course of the project it might turn out that interviews are not an efficient way to collect information on specific evaluative questions and indicators because of the number of involved or affiliated personnel. Limitation here: availability at the same time. In this case we will conduct focus groups to collect data and information. This will be decided either when the final set of indicators or the list of involved and affiliated personnel is available.

Secondary data sources & analysis

Data on the representation of women in each organization will be collected in WP2. The evaluation will make use of these data to get an overview on the status quo of gender equality. The data will only be used by the evaluation team in an aggregated form. No individual data will be needed.

Furthermore the evaluation will build on the interviews with female scientists conducted in WP2. Again no individual data will be used by the evaluation team, we will only use the report provided by the WP2 leader on the results of these interviews.

Output of GENERA Evaluation

The GENERA evaluation and self-assessment will provide the following output:

Workshops

Interim workshop together with a project meeting will be held in February or March 2017. We will present and discuss the main results of the concept and design analysis as well as of the ex-ante status quo description. We will also discuss methodological problems encountered during the ex-ante data collection. We would encourage all GENERA partners to also invite collaborators from their institutions like gender equality officers to this workshop.

At the final workshop which will presumably take place in May 2018, we will discuss the results of the implementation analysis and ex-post perspective.

Final evaluation report

This report will summarize the evaluation results and will draw conclusion and recommendations for a better implementation of gender equality interventions on the one hand and for their evaluation on the other hand. The evaluation report will comprise following assessments and comparisons:

- An overall assessment of GENERA activities differentiated for
 - different fields of intervention & related measures
 - dimensions and questions guiding the evaluation
- Comparison/additionality between research performing and funding institutions
To better explain possible differences in starting points and results we will draw on analysis' of national contexts and status quo documented in WP 2 (gender-in-physics-days). But we will also take into account how measures implemented in research performing organisations fit together with change intended in research funding organisations.

The final evaluation report will also comprise a final evaluation concept with detailed description of indicators and measurements which should enable each implementing institution to apply this evaluation concept for measuring progress and impacts of gender equality interventions in the future and provide support for transferring GENERA experiences to other subfields of science.

Coordination and Proposed Timeline of the Evaluation

Table 2: Overall Workplan and -flow of GENERA evaluation

	Year	2015				2016								2017								2018																
Tasks/ Steps	Months (Cal.)	1	1	1								1	1	1				1	1	1																		
	Project	9	0	1	2	1	2	3	4	5	6	7	8	9	0	1	2	1	2	3	4	5	6	7	8	9	0	1	2	1	2	3	4	5	6	7	8	
	Runtime	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	36	
Evaluation questions																																						
Develop indicators																																						
Evaluation concept D3.1																																						
refinement of defined indicators																																						
design and concept analysis																																						
Status quo ex ante																																						
Workshop on ex ante results																																						
Ex-ante report D3.2																																						
implementation analysis																																						
ex post analysis																																						
Final Evaluation Workshop																																						
Final Report D3.3																																						
Monitoring manual D3.4																																						

X* due to collaboration with data gathering in other Workpackages, D3.2 is intended to be submitted in M18 instead of M12.

Table 3: Detailed work plan with Deadlines and responsibilities

Nr.	Work Step (WS)	Comments	Deadline	Responsibility
2016				
1	Presentation and discussion of proposed indicators and measurements at 3 rd project meeting in Amsterdam		01.03.2016	JR
2	Feedback on evaluation concept and proposed indicators		31.03.2016	All partners
3	Request to postpone D3.2 to M18		31.03.2016	Desy
4	Prepare instruments for data collection: a) questionnaire for monitoring existing gender activities in GENERA partners b) guideline for interviews in GENERA institutions/context	Where final versions are not available: drafted versions	30.06.2016	JR
5	Preliminary set of indicators		05.07.2016	JR
6	Feedback on final indicator set		10.07.2016	All Partners
7	Final set of indicators, discussed in Hamburg		14.07.2016	JR
8	List of relevant documents for concept and design analysis		14.07.2016	JR
9	Provision of relevant documents according to step 8		31.07.2015	All partners
10	Analysis of documents		31.08.2016	JR
11	Data collection sheet for ex-ante status quo		15.09.2016	JR
12	List of people involved in or supporting implementation activities within each research institution		15.09.2016	All Partners
13	Online-Surveys targeting GENERA members and other involved personnel	On aims and implemented measures	30.09.2016	JR (supported by all partners to fill in online surveys)
14	Completed ex-ante data collection sheets		15.10.2016	All partners especially Leaders of WPs (3), 4, 5, 6, 7
15	Developing and testing interview guides for ex-ante site visits for different target groups		15.10.2016	JR
16	Ex-ante site visits for interviews on ex ante status quo with GENERA team members and other involved personnel	To conduct interviews and to collect missing data	Oct.- November 2016	JR
17	Missing interviews by skype	December 2016	22.12.2016	JR
2017				
18	Compiling an evaluation data set		31.01.2017	JR
19	Results of concept and design analysis		31.01.2017	JR
	Results of ex ante data analysis and description of status quo		31.01.2017	JR
20	Feedback of partners on preliminary findings		10.02.2017	all partners

21	Interim Workshop on concept and design analysis and ex ante status quo		February mid 2017	JR (all partners participate)
22	Submission D3.2		February end 2017	JR
IMPLEMENTATION				
23	Data collection sheet for ex-post status quo	Sent to all partners	31.08.2017	JR
24	List of participants of GENERA measures and activities		31.08.2017	JR
25	Developing, testing and programming an online survey targeting participants/beneficiaries of GENERA measures and other involved personnel		30.09.2017	JR
26	Online Surveys with participants/beneficiaries of GENERA measures and other involved personnel		November 2016	JR
27	Developing and testing interview guides for ex post site visits for different target groups	based on interview guide for interviews on ex ante status quo (WS 14)	30.11.2017	JR
28	Ex-post site visits for interviews on ex post status quo with GENERA team members and other involved personnel	To conduct interviews	December-February 2018	JR
29	List of cooperation partners within other institutions who were involved in or targeted by GENERA activities		14.12.2017	All partners
2018				
30	Developing and testing guide for interviews for peer assessment of GENERA activities and outreach		31.1.2018	JR
31	(Telephone)interviews for peer assessment of GENERA activities and outreach		15.2.2018	JR
32	Ex-post survey		28.2.2018	All partners
33	Completed ex-post data collection sheets		28.2.2018	JR
34	Compiling a final evaluation data set	Including ex-ante and ex-post data	31.3.2018	JR
35	Implementation analysis		31.3.2018	JR
36	Ex post analysis		30.4.2018	JR
37	Final evaluation workshop		May 2018	JR
38	Develop Monitoring and evaluation tool/manual		May/June 2018	JR
39	Pre-test Monitoring and evaluation tool		June 2018	All partners
40	Final evaluation report		July 2018	JR
41	Final Monitoring and evaluation tool/manual		August 2018	JR

The following list summarizes where we will need input from all partners to conduct our evaluation:

- **Lists and contact details of**
 - people involved in or supporting implementation activities
 - beneficiaries of GENERA measures and activities (participants of workshops, mentoring programs etc.)
 - other relevant stakeholder and actors within participating institutions
 - cooperation partners within other institutions who were involved in or targeted by GENERA activities (for peer assessment and assessment of outreach of GENERA)
 - JR will provide a template to collect contact details and other important information (e.g. function etc.)
- **Information about applied research methodologies** to further develop our set of indicators and to align our data collection approach
- **Provision of relevant documents** on gender mainstreaming, human resource development, overall development strategies etc. for each participating research institution (a detailed list of documents will be specified by Joanneum Research)
- **Data for evaluation**
 - A set of indicators will be specified in the course of the project and a data collection sheet will be provided to collect comparable dataRelevant questions in this context are:
 - What is the most recent data available at departmental and university level which can be provided by a central statistical unit? For example on the number of researchers by sex and career stage?
 - What reporting or monitoring periods at departmental and university level do we have to take into account for our evaluation?
- **Meeting rooms/work places** during site visits to conduct interviews or focus groups
- **Support for interview arrangements**