Gender Equality Plan Capacity Assessment tool

Impact Drivers	Nb	Indicators	Starting Point - 0	Project - 1	Inception - 2	Growth - 3	Integration - 4	Institutionalisation - 5
		Rubrics for the indicators						
1. CORE TEAM OF CHANGE AGENTS	1.1	A core team of change agents exists the size and composition of which are commensurate with the size and complexity of the organisation	There is no core team	An individual or small group has started working on GE, not yet in a very coordinated way	The core team, as a driver of the institutional change work, takes shape and there is some internal coordination	There is a coordinated core team and its composition starts to reflect the features and needs of the organisation	There is a coordinated core team that is not yet fully adequate in view of the organisational structure and size	The core team's size and composition are commensurate with the size and complexity of the organisation
	1.2	The core team of change agents has a formal mandate and ownership over the endeavour	Nobody has a mandate for GE	With or without a mandate, there is a person that started working on GE within the organisation	A small group of people is working on GE	A core group of people is steering the GE work and is internally recognised as 'in charge'	A core group of people has a formal mandate to work on GE, but does not have full ownership over the process	A gender equality unit, with a formal mandate and control over the process, oversees the institutional GE work and has direct links to the leadership
	1.3	The core team of change agents has access to an extended group of change agents	There is no core team	There is minimal engagement with other people in the organisation regarding GE work	The change agent network consists of the core team and a limited number of supportive individuals	The change agent network grows beyond the core team, to include other allies, ambassadors and supporters who are willing to contribute with skills, expertise and public support	Beyond the core team and its circle of supporters, there are formally appointed representatives of immediately related units	The formally appointed change agent team works with officially appointed representatives of research and administrative units and leadership
2. CAPACITY/SKILLS OF THE CHANGE AGENTS FOR DRIVING INSTITUTIONAL CHANGE FOR GE	2.1	Proficiency in the use of participatory approaches and co-creation techniques	No experience with participatory approaches and co-creation techniques in change processes	Weak experience with participatory approaches and co-creation techniques in change processes	Emerging experience with participatory approaches and co-creation techniques in change processes	Growing experience with participatory approaches and co-creation techniques in change processes	Good mastery of participatory approaches and co-creation techniques in change processes	Proficiency in the use of participatory approaches and co-creation techniques in change processes embedded in the organisation
	2.2	Active understanding of strategic framing and of the political nature of change processes	No experience with strategic framing	Weak experience with strategic framing	Emerging experience with strategic framing and understanding of the political nature of the change process	Growing experience with strategic framing and understanding of the political nature of the change process	Good mastery of strategic framing and ability to deal with the political nature of the change process	Proficiency in the use of strategic framing and in navigating the political aspects of the change process
	2.3	Capacity to deal with resistances	No capacity to deal with resistances that seriously hinder the change process	Weak capacity to deal with resistances, without consistent and agreed approaches to counter them	Emerging capacity to deal with resistances and first consistent and agreed approaches to counter them	Growing capacity to deal with resistances through consistent and agreed approaches to counter them	Good capacity to deal with resistances, which are addressed as an integral part of the change process	Resistances are addressed as an integral part of the change process, but their occurrence decreases
	2.4	Institutional learning about GEP implementation	Capacity for GM/GEP implementation is absent or weak in the core team	Capacity for GM/GEP implementation is emerging in the core team but absent or weak in the extended change agent network	Capacity for GM/GEP implementation is growing in the core team but still weak to emerging in the extended change agent network	Capacity for GM/GEP implementation is good in the core team but emerging in the extended change agent network	Capacity for GM/GEP implementation is good in the core team and in the extended change agent network	There is established proficiency for GM/GEP implementation embedded in the organisation

	2.5	Ability to mobilise and engage stakeholders	No attempts have been undertaken yet	Ability to mobilise and engage stakeholders is weak	Ability to mobilise and engage stakeholders is emerging	Ability to mobilise and engage stakeholders is growing	Ability to mobilise and engage stakeholders is stable and good	There is established proficiency for mobilising and engaging stakeholders, embedded in the organisation
3. LEADERSHIP ACTIVELY COMMITTED TO GE/GM	3.1	GE is a priority in the strategic documents of the organisation	GE is not present in the strategic documents of the organisation	GE features only in a dedicated document (such as gender equality plan)of the organisation	Beyond the gender equality plan, GE starts to feature in other strategic documents of the organisation but not as a priority	GE features in several strategic documents of the organisation but not consistently as a priority	GE is a priority consistently included in the strategic documents of the organisation	GE is a high priority consistently and prominently included in all the strategic documents of the organisation
	3.2	Leaders explicitly and publicly express support and commitment to GE	GE is not present in the public discourse of the leaders of the organisation or in internal authoritative messages; leaders express no commitment to GM	GE occasionally features in the public discourse or internal authoritative messages of (one or a few) leaders of the institution; commitment to GM is only rarely and informally expressed	GE starts to feature more regularly in the public discourse of (one or a few) leaders of the institution and/or internal authoritative messages but the formal expression of commitment to GM is still seldom	The leaders of the organisation frequently refer to GE in their public discourse and internal authoritative messages, but the formal expression of commitment to GM is inconsistent	GE is present and visible in the public discourse and internal authoritative messages of the leaders of the organisation and there is an explicit and formal commitment to GM	GE is coherently and systematically present in the public discourse of the leaders of the organisation and in their authoritative internal messages; there is an explicit and visible commitment to GM
4. AVAILABILITY OF RESOURCES	4.1	Gender knowledge and internal expertise are available and used	Gender knowledge is not available	Gender knowledge is insufficiently reflected in the design of actions; internal expertise is not acknowledged	Gender knowledge has been considered sometimes, and internal expertise is employed on an ad-hoc basis	Gender knowledge is considered, and internal expertise is systematically used in the design, implementation or evaluation of GE activities	Gender knowledge is considered in the governance cycle and/or internal expertise is structurally embedded in the design, implementation and evaluation of GE activities	Gender knowledge is structurally embedded in the whole governance cycle, and internal expertise is structurally embedded in all stages of the GEP / GE work (planning, implementation, evaluation)
	4.2	There are internal funds dedicated to GE	No funds specifically dedicated to GE	There might be limited funds dedicated to isolated GE actions	There are limited, 'ad hoc'-assigned funds specifically dedicated to GE objectives	There are institutional funds specifically dedicated to GE objectives, but these are mostly allocated based on negotiation	There is a budget line for GE work in the structural budget allocations of the organisation	Multi-annual funding plans specifically for GE work are part of budget priorities, including budget allocations for monitoring and evaluation
	4.3	There are capacity-building initiatives on GE issues	There is no capacity-building for GE although there may be some awareness-raising efforts.	Capacity-building initiatives that focus on gender issues hardly exist and with no clear purpose	GE capacity-building initiatives exist on an ad-hoc basis according to the needs (i.e., limited to staff with a gender mandate)	Tailor-made GE capacity-building initiatives are foreseen either on a systematic or on ad-hoc basis according to the needs	Tailor-made, needs-oriented GE capacity-building initiatives are foreseen on a regular basis	Tailor-made GE capacity-building initiatives are foreseen on a systematic basis for defined groups of staff and/or students, as relevant
	4.4	Support materials (guidelines, toolkits, directory of resources etc.) are available	Making support materials on GE available is not a concern	Support materials hardly exist	Limited support materials are available	Support materials are available, covering basic topics	Support materials are available, covering all the GE thematic areas addressed	Support materials are available and easily accessible, covering all the GE thematic areas addressed, as well as discipline-specific materials

5. DATA COLLECTION AND STATISTICAL ANALYSIS	5.1	Institutional gender disaggregated data are collected	Gender-disaggregated data are not collected	Gender-disaggregated data are collected manually, quality is low and data are stored unsystematically across disconnected databases	Some limited gender-disaggregated data are available but not for all groups (staff / students); data quality is reliable only for basic indicators and data are stored unsystematically across disconnected databases but the problem is recognised and some remedial efforts are made	Gender-disaggregated data are available across most groups on a variety of indicators; data quality is reliable for more than basic indicators and gender-disaggregated data are stored systematically in some databases; linkages among databases are still weak	Gender-disaggregated data are available across all groups on a robust set of indicators; data quality is reliable for more complex indicators; there is a reasonable level of linkages among different databases but not full integration	Any emerging data gaps are addressed; data quality is high; there are well functioning linkages among databases that allow the integration of datasets
	5.2	Institutional gender disaggregated data and statistics are public and accessible	Data is not accessible to gender experts in the institution	Gender experts have no access or severe technical or legal difficulties in accessing data	Gender experts have some access to data but only second-hand (it has been already processed by someone else, it is not raw but aggregated)	Gender experts have direct access to some raw data, not to all	Gender experts in the institution have direct access to the data, but some delays or technical problems might arise	Gender expert(s) in the institution have prompt and direct access to data both from a technical and a legal perspective; anonymised data is accessible to the wider community
	5.3	Intersectional gender disaggregated statistics are collected and published	There is no intersectional data available	Only one intersectional type of data is collected (for example, disability), or a couple but unsystematically; no analysis made	One type of intersectional data is consistently collected, and analysed on an ad-hoc basis	More than one type of intersectional data is consistently collected and there is a regular analysis in place of at least one	Many types of intersectional data are collected, most of them consistently, and regular analysis of some of them is done	Data on several intersectional variables (race/ethnicity, disability, sexual orientation, socioeconomic background, parental status) is collected and analysed systematically, and it is of high quality
6. INVOLVEMENT OF INTERNAL STAKEHOLDERS	6.1	Leadership engagement with the core team of change agents and with GE work	No leadership engagement with the core team of change agents and GE work	The leadership has minimal engagement with the core team of change agents and with GE work, mainly to be kept informed	The leadership has limited/irregular engagement with the core team of change agents and is consulted in GE work on an ad hoc basis	The leadership engagement with the core team of change agents is more frequent but the involvement in GE work is irregular	The leadership is regularly engaged with the core team of change agents and with GE work	The leadership is structurally and institutionally engaged with the core team of change agents/GE unit and with GE work and regular meetings are held with the core team
	6.2	The variety and number of internal stakeholder groups (coverage) engaged by the core team	No internal stakeholder engagement	A small number of individuals representing a few stakeholder groups are consulted or involved in some actions	Consultation and/or involvement of a broader representation of different internal stakeholder groups occurs, but still on an ad-hoc basis	Consultation and/or involvement of a broader representation of different internal stakeholder groups occurs irregularly and the core group gets traction among larger numbers of people	Active involvement of a broad representation of different internal stakeholder groups is actively pursued and occurs for the main steps in the process (design, implementation, monitoring, evaluation)	Active involvement of a broad representation of different internal stakeholder groups occurs systematically and is embedded in the process
		Internal stakeholders show	No internal stakeholder	Certain internal stakeholders	Internal stakeholders demonstrate awareness about GE efforts of the core	Internal stakeholders start to engage with the core team	There is broad engagement among internal stakeholders	There is broad engagement among internal stakeholders in

	6.3	engagement and start initiatives in cooperation with the core team	No internal stakeholder awareness, engagement or initiatives	Certain internal stakeholders show some interest in GE and launch isolated initiatives	team, show engagement on an ad-hoc basis even if the bottom-up initiatives are not coordinated with the core team	and express interest in initiating GE efforts in coordination with the core team	in GE efforts and internal stakeholders run GE efforts in coordination with the core team	among internal stakeholders in GE efforts and several groups run GE efforts in coordination with the core team
7. INVOLVEMENT OF EXTERNAL STAKEHOLDERS AND EXPERTS	7.1	NGOs/CSOs are involved in the institutional gender equality work	No contacts with NGOs/CSOs	Some contacts with NGOs/CSOs, on an ad hoc basis and/or limited to the core team	NGOs/CSOs are regularly consulted by the core team and exceptionally by organisational units	NGOs/CSOs are consulted regularly by some organisational units	NGOs/CSOs are effective members of a (advisory) committee of a gender equality structure and systematically contribute their expertise	NGOs/CSOs are systematically involved in the institutional work through a specific advisory committee/working group under a GE structure and through their participation in mainstreamed consultative structures where these exist
	7.2	The gender dimension is addressed in events	There is not any record in the past five years of an event that was gender focused or where gender was addressed	At least one ad-hoc gender-focused event has been organised in the past two years	Ad-hoc gender-focused events have been organised in the past two years, and exceptionally gender has been a topic in other events	Gender-focused events are planned and organised on a regular basis and a limited number of organisational units start to address the gender dimension in their events	Gender-focused events are planned and organised on a regular basis and the gender dimension is more widely recognised as a relevant topic of events	Gender-focused events are planned and organised on a regular basis and the gender dimension is recognised as a relevant topic to be addressed across the organisation
	7.3	External partnerships with relevant institutions and bodies have been established for gender equality work	External partnerships with relevant institutions and bodies have not been established	There are initial contacts with relevant institutions and bodies, but solidified external partnerships have not been established yet or the plans to establish them are not clear	There exists an external partnership with at least one relevant institution or body	External partnerships with relevant institutions and bodies have been established although the cooperation is rarely recognised by the leadership	External partnerships with relevant institutions have been established and the cooperation is recognised by the leadership	External partnerships with relevant institutions are strategically established and their cooperation has a significant impact in promoting gender equality
	7.4	External gender expertise (experts) is available and used	External gender expertise is not sought or used	External gender expertise is rarely used	External gender expertise is employed on an ad-hoc basis	External gender expertise is systematically used in the design, implementation, monitoring or evaluation of GE activities	External gender expertise is structurally embedded in at least one phase of the governance cycle (planning, implementation, monitoring, assessment/evaluation) or in the design, implementation and evaluation of GE activities	External gender expertise is structurally embedded in the whole governance cycle (planning, implementation, monitoring, assessment/evaluation) and in the design and implementation of GE activities
8. COVERAGE OF THE DIFFERENT DIMENSIONS / AREAS OF GE INSTITUTIONAL CHANGE	8.1	Comprehensiveness of the GEP/GM work in terms of areas addressed	Institutional GE efforts are ad hoc and fragmented	Institutional GE work addresses at least 3 different thematic areas to some degree	Institutional GE work addresses at least 4 different thematic areas to some degree	Institutional GE work addresses at least 5 thematic areas to some degree and the sophistication of work on some areas is deepening	Institutional GE work addresses at least 5 thematic areas with deepening sophistication of work in all areas	Institutional GE work addresses at least 5 thematic areas with deepening sophistication of work in all areas, accompanied by adequate monitoring and evaluation
	8.2	Comprehensiveness and sophistication of the work within addressed areas						

9. TRANSPARENCY AND ACCOUNTABILITY	9.1	Some GM elements are mandatory (self-imposed)	No GE/GM elements are mandatory	Some mandatory GE/GM measures are introduced in response to ad hoc identification of needs, but staff are not held accountable	Some mandatory GE/GM elements are part of the institutional procedures (e.g., hiring, promotion, WLB, composition of governing boards), but staff are seldomly held accountable	Mandatory GE/GM elements, in relation to most addressed thematic areas, are part of the institutional procedures and mechanisms are put in place to check compliance	Mandatory GE/GM elements, in relation to all addressed thematic areas, are part of the institutional procedures and mechanisms are put in place to check compliance	Mandatory GE/GM elements, in relation to all addressed thematic areas, are part of the institutional procedures and are part of the internal monitoring and evaluation
	9.2	Incentives and/or sanctions are in place	There are no incentives and/or sanctions in place to enhance people's motivation to take up their responsibilities on GE	Initiatives start to be considered/taken to set in place incentives and/or sanctions to enhance people's motivation to take up their responsibilities on GE	There is at least some form of incentive and/or sanction in place to enhance people's motivation to take up their responsibilities on GE, although it is not considered as relevant (it is not applied or it is not foreseen in a duty-bound document)	There are incentives and/or sanctions in place to enhance people's motivation to take up their responsibilities on GE (foreseen in a duty-bound document)	People with responsibilities for GE get incentives for performance. The incentives are visible (e.g., part of criteria for assessment etc.)	Strong visibility and reporting of the incentive regarding responsibility for GE (such as an element for promotion)
	9.3	GE is included in reports and assessment for internal monitoring	GE is not part of institutional reports or assessments	GE may feature occasionally and disparately across the institution in reports or assessments	Reporting on a limited number of GE indicators (e.g., on proportions of women among staff) is part of institutional reports but is not part of assessments	Reporting on GE indicators for some thematic GE areas is part of institutional reports but is not systematically integrated in assessments	Reporting on GE indicators covering all addressed GE thematic areas is part of institutional reports and feeds into performance assessments (of the institution, departments, units or individuals)	Systematic GE reporting covering all GE thematic areas is institutionally required, is made public (e.g., on website or in annual reports) and is part of the mainstream assessment system
	9.4	GE reporting is done and is publicly available	GE reporting does not happen	GE reporting is conducted upon request	Limited GE reporting (e.g., on proportions of women among staff) is included voluntarily in annual reports	GE reporting on various aspects of GE is included voluntarily in annual reports	GE reporting is systematically done on a number of indicators (e.g., proportion of women among staff, in Grade A, among students, as grant recipients and applicants, as relevant) and may be made public	Systematic GE reporting is institutionally required and is made public (e.g., on website)
10. INSTITUTIONAL POLICY-MAKING BASED ON A ROBUST UNDERSTANDING OF GE, EMBEDDED IN UNEQUAL POWER RELATIONS	10.1	Structured understanding of gender issues: differences versus inequalities, mechanisms, structures & systems	There is no institutional attention for gender issues	Institutional gender issues are considered in terms of 'differences', and underlying mechanisms are ignored	The institutional attention for gender inequalities and underlying mechanisms is awakening	The institutional attention for and understanding of gender inequalities and how these can be addressed is growing	There is considerable, but not full understanding of how gendered structures and systems affect the organisation	There is a robust understanding of how gendered mechanisms and structures operate and play out within the institution, and intersect with other inequality profiles
	10.2	Based on data analysis, consistent policies are designed	There is no institutional attention for gender issues	There is scattered evidence that gender disaggregated data influence(d) policy design	There is emerging interest for gender disaggregated data to feed institutional policy-making	There is growing interest to integrate institutional gender knowledge in policy-making, evidenced by some institutional policies	Gender inequalities and gendered mechanisms are tackled by institutional policies, based on data, but not yet consistently and coherently	Gender inequalities and gendered mechanisms are consistently and coherently tackled by institutional policies, based on data
	10.3	Contextualised GE and GM goals exist	There is no institutional attention for gender issues	There is no institutional vision yet in terms of GE goals for the organisation	Emerging understanding and initial formulation of (some) gender-related goals for the organisation	Maturing understanding and formulation of GE and GM goals for the organisation	GE and GM goals for the organisation are context-specific and address some of the organisation's needs	GE and GM goals for the organisation are context-specific and comprehensively address the organisation's needs

11. ORGANISATIONAL CULTURE	11.1	GE is expressed as an organisational value, both formally and informally	Gender equality is not expressed as a value for the organisation	There are one or more 'islands' in the organisation pushing to express GE as an organisational value	Gender equality is subtly or implicitly expressed as an organisational value (e.g., in a legal document or in the organisation's mission statement) but is not a 'lived experience'	Gender equality is expressed as an organisational value (e.g., in a legal document or in the organisation's mission statement) and starts to become a 'lived experience' for some (occasionally)	Gender equality is expressed as an organisational value (e.g., in a legal document or in the organisation's mission statement) and becomes a 'lived experience' on a more regular basis or for more (groups of) staff	Gender+ equality is expressed as a value for the organisation (e.g., in a legal document or in the organisation's mission statement) and is also a 'lived experience' for wider groups of people
	11.2	The existence of gender inequality is acknowledged	The existence of gender inequality is not acknowledged	The existence of institutional gender inequalities is rarely acknowledged	The existence of institutional gender inequalities is inconsistently acknowledged, but certain manifestations of inequalities start to be addressed	The existence of some institutional gender inequalities is acknowledged but irregularly addressed in the strategic objectives (e.g., in the organisation's mission statement or developmental plan)	The existence of structural gender inequalities is acknowledged but not addressed systematically in the strategic objectives (e.g., in the organisation's mission statement or developmental plan)	The existence of structural and intersectional gender inequalities is clearly acknowledged and is coherently addressed in the strategic objectives (e.g., in the organisation's mission statement or developmental plan)
	11.3	Obstacles to GE are addressed	The organisation does not seek to identify internal obstacles to GE/GM	The organisation does not actively seek to identify internal obstacles to GE/GM, or even if they were identified, they are not acted upon	There is emerging attention to internal obstacles to GE/GM and/or growing awareness that there is a need to remedy obstacles	The organisation seeks to identify internal obstacles to GE/GM, as expressed in assessments or evaluation reports, but experiences some difficulties in acting upon them	The organisation seeks to identify internal obstacles to GE/GM, as expressed in assessments or evaluation reports, and there is evidence that these obstacles are acted upon	The organisation seeks to identify and remove internal obstacles to GE/GM based on assessments or evaluation reports and their recommendations
12. ORGANISATIONAL GOVERNANCE	12.1	Gender analysis is considered in the analytical phases of the governance cycle (strategic planning, internal monitoring, internal audits, institutional assessment)	Gender analysis is not taken into account in any of the analytical phases of the governance cycle (planning, internal monitoring, audit/institutional assessment)	Gender analysis is/has been considered on an ad-hoc basis in, at least, one of the analytical phases of the governance cycle	Gender analysis has been considered on an ad-hoc basis in at least two of the analytical phases of the governance cycle in the past 2 years	Gender analysis has been consistently and coherently considered in at least one analytical phase of the governance cycle during the past 2 years	Gender analysis is consistently and coherently considered in at least two analytical phases of the governance cycle during the past 3 years	Gender analysis has been completely integrated in all phases of the governance cycle on a systematic basis during the past 3 years
	12.2	Gender-sensitive routines exist	No gender-sensitive or gender-specific routines exist	There are a few examples of gender-sensitive or of gender-specific routines in processes, procedures, ways of working, etc. of the organisation	There are some examples of gender-sensitive and/or gender-specific routines in processes, procedures, ways of working, etc. of the organisation. These routines have just been implemented but their uptake varies across the organisation	There are various examples of gender-sensitive and gender-specific routines in processes, procedures, ways of working, etc. of the organisation. These routines are not used systematically	Gender-sensitive and gender-specific routines are more systemically used in processes, procedures, ways of working, etc. but not yet across the whole organisation	Gender-specific routines are embedded in gender-sensitive processes, procedures, ways of working, etc. across the whole organisation. These routines are used, assessed and improved according to the needs
	12.3	Gender-specific routines exist						

Gender Equality Plan Capacity Assessment tool - Explanations

Nb	Impact Drivers	Nb	Indicators	Explanations
1	**CORE TEAM OF CHANGE AGENTS**	1.1	A core team of change agents exists the size and composition of which are commensurate with the size and complexity of the organisation	Change agents are individuals who are responsible for managing and supporting change in an organisation and are explicitly supported by institutional resources (e.g. time).
		1.2	The core team of change agents has a formal mandate and ownership over the endeavour	The competencies and expertise of change agents are covered in ID 2. Here it is about the motivation of those in charge of the agenda and their support for the topic. This indicator looks at whether the person or team responsible for the agenda can set the GE agenda, have oversight of the implementation of tasks by other involved parts of the institution and have a direct link to management.
		1.3	The core team of change agents has access to an extended group of change agents	
2	**CAPACITY/SKILLS OF THE CHANGE AGENTS FOR DRIVING INSTITUTIONAL CHANGE FOR GE**	2.1	Proficiency in the use of participatory approaches and co-creation techniques	The capacity and skills are primarily relevant to the changcore team, but are expected to expand over time to a wider network of people involved in the change process. The participatory approach is based on the active involvement of relevant people and departments at all stages, from the design of the audit, to the definition of objectives and indicators, to the actual gender equality plan and its evaluation. The participatory approach and co-creation techniques contribute to building support for the change process by creating space for listening to different perspectives and thus inclusiveness, building a better understanding of the change process and its objectives, empowering the actors involved whose voice is important for the change process, increasing the quality and relevance of the actions developed, increasing accountability within the institution (it is not just a top-down imposed approach), and all of this contributing to the sustainability of the actions implemented. Co-creation techniques include group discussions, brainstorming, listening sessions, roundtables, role play, consensus building and others.
		2.2	Active understanding of strategic framing and of the political nature of change processes	An active understanding of strategic planning involves the realisation that in order to build support for this agenda, information and arguments need to be deliberately and strategically chosen and presented in ways that mobilise support, work with stereotypes and overcome resistance. It is about being able to define the main messages in relation to the interests of the groups for which the message is intended, reframing stereotypes and presenting arguments that break down prejudices or stereotypes, and last but not least, choosing the appropriate communication channels. Awareness of the political nature of the change process is linked to the fact that any change process is influenced by power dynamics and interests, and requires negotiation and conflict management. It works with the fact that different groups will have different interests and therefore different support for the change process, that there may be different constraints at different levels of the organisation in terms of existing practices and processes that need to be changed. It is also about transforming social values and norms, which will be different for different groups and this needs to be actively worked with. Last but not least, it is about leadership and courage on the part of the institutional leadership to stand behind the change process and communicate it effectively. It is therefore not political in the sense of partisanship and political preferences, but politics in the sense of power negotiation.

	2.3	Capacity to deal with resistances	Working with resistances involves acknowledging and validating different perspectives, transparency in communication, seeking explanations for low or no participation and support from some groups, strong and motivating leadership, and the ability to adapt to new opportunities in the gender equality agenda. Resources: The FESTA Handbook on resistances in academia (available at https://www.festa-europa.eu/sites/festa-europa.eu/files/FESTA%20D7.1%20Handbook%20on%20Resistance%20to%20Gender%20Equality%20in%20Academia.pdf) and the SUPERA Toolkit: Resistances to structural change in gender equality (available at https://www.superaproject.eu/resistances-to-structural-change-in-gender-equality/) are useful tools.
	2.4	Institutional learning about GEP implementation	This indicator refers to the way GE/GM considerations are disseminated and integrated within the organisation. Institutional learning in this context refers to the process by which organisations, institutions and systems acquire the knowledge, skills and insights to effectively promote and support gender equality within their structures, policies, practices and organisational culture. It involves continuous reflection, adaptation and improvement based on lived experiences, successes and challenges. It relates to processes of understanding institutional dynamics, gender dynamics in the organization, monitoring and evaluation, knowledge sharing and capacity building, creating space and time for sharing experiences and mutual support.
	2.5	Ability to mobilise and engage stakeholders	The relevant unit may be, for example, the HR department, staff responsible for drafting internal regulations, the ombudsman's office, etc. The idea is to gradually broaden the scope of persons and departments involved in specific tasks and, over time, in developing their own agendas in relation to gender equality.
3	**LEADERSHIP ACTIVELY COMMITTED TO GE/GM**		
	3.1	GE is a priority in the strategic documents of the organisation	This indicator speaks to the fact that gender equality must be visibly recognised as a value of the organisation, for example in information about the organisation on the website, in strategic plans or annual reports.
	3.2	Leaders explicitly and publicly express support and commitment to GE	Management includes mainly the senior management of the organisation. If this assessment is carried out at a lower organisational unit, it applies to management within that organisational level. Communication here means both internally towards staff and possibly students in the case of HEIs, and externally towards collaborating organisations, other stakeholders or in public occasions or media appearances. Gender Mainstreaming (GM) is about the overall, comprehensive approach and efforts of an organization to promote gender equality, whether in the form of GEP or not. A public commitment can be part of a public address or, for example, a management introduction in a strategy document or annual report.
4	**AVAILABILITY OF RESOURCES**		
	4.1	Gender knowledge and internal expertise are available and used	This indicator points to the structural involvement of internal gender experts in policy formulation, monitoring and evaluation (e.g. - where they exist - through the gender studies department or academics who conduct gender research, the person in charge or through membership of a standing advisory committee).

		4.2	There are internal funds dedicated to GE	With reference to the mandatory building blocks of the Gender Equality Plan in Horizon Europe, it is necessary to explicitly define the financial means to support the change process, moving from an ad hoc budget for individual actions towards multiannual budgeting as part of the institution's financial plans.
		4.3	There are capacity-building initiatives on GE issues	Capacity building refers to creating and/or expanding the knowledge, skills and capacities of individuals, institutions, groups and organisations so that they can perform functions, solve problems and set and achieve gender equality goals in a sustainable and transformative way.
		4.4	Support materials (guidelines, toolkits, directory of resources etc.) are available	Materials available to all employees, see for example the database of gender experts, list of relevant reports, bibliographic references. Following the requirement of the Horizon Europe Gender Equality Plan, this indicator aims at progressively covering all recommended thematic areas.
5	**DATA COLLECTION AND STATISTICAL ANALYSIS**	5.1	Institutional gender disaggregated data are collected	This indicator aims at the regular collection of aggregated statistics by sex/gender by relevant groups within the organization and its gradual expansion and integration into collection systems as an integral part of institutional processes.
		5.2	Institutional gender disaggregated data and statistics are public and accessible	This indicator points to the fact that aggregated statistics by sex/gender are available and can be handled by other services (e.g. gender experts who can conduct their own analyses).
		5.3	Intersectional gender disaggregated statistics are collected and published	Intersectional data represent crostabulation with variables that may reveal inequalities in various aspects and characteristics. Examples of such data include reports with data on working arrangements and contracts disaggregated by gender, which highlight differences in the proportion of women and men with precarious working conditions. There are also, for example, data on the number of women in precarious working conditions disaggregated by age group, domestic versus foreign workers and students, persons with disabilities, and others.
6	**INVOLVEMENT OF INTERNAL STAKEHOLDERS**	6.1	Leadership engagement with the core team of change agents and GE work	This indicator is linked to ID 3 and points to the active cooperation of the management with the core team responsible for the change process, its active support and the active involvement of management in the activities of the core team. This indicator points to a gradual increase in the proactivity of other departments, which are increasingly defining their own objectives and measures within the change process.
		6.2	The variety and number of internal stakeholder groups (coverage) engaged by the core team	This indicator points to a gradual increase in cooperation of the responsible team with other departments and their close interdependence in the implementation of goals and objectives. This indicator looks at the number of people working with the core team of change agents and engaging in the change process.
		6.3	Internal stakeholders show engagement and start initiatives in cooperation with the core team	This indicator aims to increase support for and access to the equality agenda among the responsible departments. This can be captured through increasing recognition of the importance of the agenda, i.e. from more passive awareness to more active involvement in promoting gender equality.
7	**INVOLVEMENT OF EXTERNAL STAKEHOLDERS AND EXPERTS**	7.1	NGOs/CSOs are involved in the institutional gender equality work	NGO involvement covers a wide range of activities carried out by the organization (e.g., organizing events, expanding library collection, providing internships, engaging the public in scholarship, addressing gender-based violence - providing services, organization/institution providing training to fulfill the GEP training plan).

	7.2	The gender dimension is addressed in events	Public events (both scientific and non-scientific) to which external gender equality experts and/or stakeholders contribute. Their involvement can take the form of support or advice in programme development, inviting participants, etc. This indicator looks at both the content and focus of events from those that focus exclusively or give partial attention to the topic. However, it also points to issues such as gender balance among speakers and especially keynote speakers, or safety and protection from various forms of gender-based violence, including a person to report incidents.
	7.3	External partnerships with relevant institutions have been established for gender equality work	This indicator aims at establishing contact with organisations and bodies external to the NGO, e.g. relevant government agencies or expert chambers, without these being directly/already invited to implement changes in the organisation.
	7.4	External gender expertise (experts) is available and used	Involvement of external gender experts in policy development, monitoring or evaluation (e.g. through the gender unit/commission/responsible persons for the gender equality agenda or through membership of a standing advisory committee). The impact of this indicator on the rating of a given ID depends on the organization's rating in Indicator 1 of ID 6.
8	**COVERAGE OF THE DIFFERENT DIMENSIONS / AREAS OF GE INSTITUTIONAL CHANGE**	8.1 Comprehensiveness of the GEP/GM work in terms of areas addressed	The GEP/GM domains are the Horizon Europe thematic areas for GEP. Specifically, they are: reconciliation of work-life and organisational culture; gender balance in leadership and decision-making; gender equality in recruitment and promotion; gender mainstreaming in research, innovation and teaching; and action against gender-based violence, including sexual harassment. This indicator is linked to indicator 4.4 in terms of the existence of support materials covering the five recommended thematic areas.
	8.2	Comprehensiveness and sophistication of the work within addressed areas	This indicator looks at the complexity of activities in each thematic area, from one-off actions to systemic measures.

9	**TRANSPARENCY AND ACCOUNTABILITY**	9.1	Some GM elements are mandatory (self-imposed)	The elements of GM introduced by the organisation's own decision are relevant in relation to the services and/or staff members and learners. The indicator aims at the implementation of measures in all thematic areas defined as mandatory by the institution and monitors and evaluates their implementation. Examples include the wording in the posting of vacancies or the way in which management is to report on staff performance appraisals.
		9.2	Incentives and/or sanctions are in place	This indicator is aimed at assessing the work on the implementation of measures to promote gender equality with the goal of increasing the motivation of those responsible for the implementation of the measures. This includes, for example, the explicit definition of tasks within the job description of those responsible and the evaluation of their performance in this area in regular appraisals.
		9.3	GE is included in unit reports and assessment for internal monitoring	This indicator aims at the inclusion of gender indicators in institutional reports and statements and the gradual introduction of the evaluation of monitoring indicators in the field of gender equality.
		9.4	GE reporting is done and is publicly available	Reporting on the state of GM to Parliament or another body, either systematically or on request.
10	**INSTITUTIONAL POLICY-MAKING BASED ON A ROBUST UNDERSTANDING OF GE EMBEDDED IN UNEQUAL POWER RELATIONS**	10.1	Structured understanding of gender issues: differences versus inequalities, mechanisms, structures & systems	This indicator points towards a growing awareness and understanding of the mechanisms of the emergence and maintenance of gender inequalities in an organisation as a systemic problem (rather than an individual failure).
		10.2	Based on data analysis, consistent policies are designed	From defining objectives to monitoring and evaluation, institutional policies are supported by analysis and regular collection of statistical data. Policies, strategies and actions within the organisation are linked to those that focus on gender equality and are designed to build on each other.
		10.3	Contextualised GE and GM goals exist	This indicator is about the fact that the institution is following a full cycle in the implementation of its policies, where gender equality and gender mainstreaming objectives are defined on the basis of data and analysis as part of the audit and internal analysis.
11	**ORGANISATIONAL CULTURE**	11.1	GE is expressed as an organisational value, both formally and informally	This indicator looks at both the formal and informal values of the organization, where the informal ones include the "lived experience" of those studying and working in the organization with interpersonal interaction, implementation of processes and daily procedures, communication styles, timing of meetings, etc.
		11.2	The existence of gender inequality is acknowledged	The organisation's management and/or other relevant bodies acknowledge the existence of gender inequalities and, based on this recognition, plan and implement actions to reduce them. This indicator points to the fact that one of the frequent resistances to activities to promote gender equality is the denial of the problem or its relevance to the institution (we do not have this problem) or relevance in the field of research and higher education referring to the emphasis on excellence or meritocratic functioning (science is only about quality, not gender, it does not matter who does the science, excellence is the main thing).

		11.3 Obstacles to GE/GM are addressed	This indicator is geared toward working actively wwith different forms of resistance to activities promoting gender equality. The organisation seeks to understand the sources of resistance in the organisation and works to overcome them by developing communication strategies or awareness-raising measures, or by raising people's involvement in the implementation of measures.
12	**ORGANISATIONAL GOVERNANCE**	12.1 Gender analysis is considered in the analytical phases of the governance cycle (strategic planning, internal monitoring, internal audits, institutional assessment)	This indicator aims to cover the entire policy cycle from planning activities including the definition of objectives through internal monitoring of the implemented measures to the evaluation of the impact of the implemented measures. Gender analysis refers to the critical examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect women, men and persons of other genders in a given organisation. Gender analysis examines the relationships between women, men and other genders, and the constraints they face in achieving gender equality in a given organization. Gender analysis can be carried out based on qualitative data and methods and/or quantitative data obtained through gender statistics.
		12.2 Gender-sensitive routines exist	Gender-sensitive practices and processes are those that aim to take gender differences, needs and experiences into account. Often these are already established processes that are adapted to ensure that they do not further gender stereotyping and disadvantage (e.g. adding criteria to existing evaluation forms). This common practice includes processes, procedures, ways of working, etc.
		12.3 Gender-specific routines exist	A gender-specific practice is a practice focused specifically on the needs and issues of a given group, specifically/novatively developed to support the implementation of the GM (e.g. specific mentoring for female early career scientists, activities to sensitise and address gender-based violence in the case of men, etc.).