



INSPIRE

D4.1 KSH Governance Framework

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Consortium

FUOC	Fundació per a la Universitat Oberta de Catalunya, Spain
JR	Joanneum Research Forschungsgesellschaft Mbh, Austria
SDU	Syddansk Universitet, Denmark
UJ	Uniwersytet Jagiellonski, Poland
Notus	Notus, Spain
FLACSO	Facultad Latinoamericana De Ciencias Sociales, Argentina
EM	Europa Media Szolgaltato Non Profitkozhasznu Kft, Hungary
Portia	Portia gGmbH, Germany
SRU	Stichting Radboud Universiteit
Fraunhofer	Fraunhofer Gesellschaft zur Forderung der Angewandten Forschung EV, Germany
UH	Universiteit Hasselt, Belgium
ZRC SAZU	Znanstvenoraziskovalni Center Slovenske Akademije Znanosti In Umetnosti, Slovenia
GESIS	GESIS-Leibniz-Institut für Sozialwissenschaften EV, Germany
INNO	Innosystems Symvouleutikes Ypiresies Kai Efarmoges Pliroforikis Ypsilis Technologias Monoprosopi Idiotiki Kefalaiouchiki Etaireia, Greece

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Executive Summary

The Deliverable 4.1 “Knowledge & Support Hub governance framework and work programme” describes the aims, structures and approach of INSPIRE’s four Knowledge and Support Hubs (KSH) and their work programmes which are annexed to this deliverable. It defines the roles and responsibilities of all relevant stakeholders of the KSHs. Additionally, it provides information on the process of approaching and selecting Communities of Practice, their constitution and engagement strategies. It aims to become a solid but flexible foundation of the INSPIRE Knowledge and Support Hubs and should guide the collaboration, creation and support in the runtime of INSPIRE.

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List of Acronyms

AB	Advisory Board
D	Deliverable
DoA	Description of Action
CoP	Community of Practice
EDI	Equality, Diversity and Inclusion
GE	Gender Equality
GEP	Gender Equality Plan
KE	Knowledge Exchange Event
KSH	Knowledge and Support Hub
MoU	Memorandum of Understanding
SPkg	Support Package
OTU	Open Training Unit
R&I	Research & Innovation
WP	Work Package



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1. Introduction

The INSPIRE KSH governance framework provides structures, rules, procedures and responsibilities for working within KSHs, between KSHs and CoPs and across the four KSHs and twelve CoPs. It is the foundation of the INSPIRE Knowledge and Support Hubs and should guide the collaboration, creation and support in the runtime of INSPIRE. In order for this to be possible, the rules of the governance framework need to be treated with respect and founded in mutual trust and understanding. Nevertheless, this framework needs to be flexible to not limit creativity and collaboration and to enable participants to respond to emerging themes and opportunities in timely and flexible ways.

2. Definitions

The following chapter provides definitions of the primary and relevant INSPIRE vocabulary. These definitions were developed by task 4.4 leaders, specifically Ewelina Ciaputa (Jagiellonian University in Krakow) for the deliverable D4.5. As they are instrumental also for readers of the KSH governance framework, we have included these definitions in agreement with the authors of D4.5 in this deliverable.

2.1 Knowledge & Support Hubs (KSH)

INSPIRE builds on four Knowledge & Support Hubs (KSHs) across Europe whose main aim is to bridge, develop and advance knowledge and practice on inclusive GEP implementation in R&I institutions in four thematic areas through co-creation methods and expert engagement. These four themes are: Sustaining Change, Widening Participation, Intersectionality and Innovation. The four KSHs will provide support to 12 communities of practice (CoPs; three per KSH) to facilitate inclusive GEP implementation and foster mutual support for the co-development of innovative practices, customised training, and pan-European data collection. KSHs are led by two/three Consortium partners who are experts in their respective domain. KSH structure, approach and leaders' specific roles and responsibilities are defined in D4.1 "Governance Framework". A general overview of INSPIRE KSHs, themes and leaders is provided in Table 1.



Table 1. INSPIRE KSHs, leaders and thematic domains.

KSH	Expert-Lead	Support / Coordination-Lead	Thematic domain
KSH1	RU	SDU	Sustainability and deepening change in the R&I ecosystem
KSH2	UJ	ZRC-SAZU/FLACSO	Widening participation and reach of GEPs
KSH3	UH	NOTUS	Intersectionality and intersectional approach to equality
KSH4	FhG	JR	Promoting gender sensitive innovation communities and policies in the private sector

2.2 Community of Practice (CoP)

A Community of Practice is defined as a group of “people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis” (Wenger, McDermott, Snyder 2002).

In the context of INSPIRE, CoPs are key to building capacity for change for two reasons: first, CoPs provide effective means to overcome the isolation that many equality-practitioners and activists experience as they are working alone within their organisations. CoPs foster networking and peer-to-peer support across organisational borders to build self-sustaining communities which can acquire impact through critical-mass effects within an ecosystem. Second, the focus on “practice” through CoPs is crucial to enable real institutional change on the ground. In line with a conception of social reality as inherently complex, knowledge from a practice-based perspective is never solely in the heads of people but anchored in a material, i.e., local and historically contingent environment. Organisational change along these lines requires more than new insights; rather it involves rewiring institutional practices themselves in terms of changing the socio-material network including administrative routines or decision-making procedures (Gherardi 2009; Nicolini 2012). To the degree that CoPs often provide a space that lies orthogonal to the formal hierarchies and strategic priorities of organisations, they offer a terrain to not only learn about bias, power and inequality but also to develop and probe alternative yet concrete academic and organisational practices.

The INSPIRE CoP selection process and organisation of CoP work is based on guiding principles defined below, chapter 9 in this D4.1 “Governance Framework”.



Using the generated insights and tools of the INSPIRE, basic support for CoPs is streamlined and offered through support packages (SPkg) which are part of INSPIRE's Service portfolio.

2.3 Service portfolio

INSPIRE will establish a process for converting research insights and knowledge into scalable service solutions for RPOs and RFOs across Europe. The INSPIRE service portfolio is organised along a continuum that ranges from highly context specific, on-demand expert advice to more generic, one-to-many open training units. In-between, INSPIRE offers innovative support packages that combine generic training units with expert advice and peer-to-peer mentoring.

2.3.1 Open Training Units (OTU)

Open Training Units are training assets open to a broader audience (than INSPIRE's CoPs) that aim to develop skills, knowledge and/or useful competences. They provide introductions and guidance on key themes of GE in R&I across Europe on a general level without duplicating what is already available. To this end, INSPIRE builds upon the achievements of the GE Academy, among others, in order to facilitate existing training opportunities in collaboration with external providers and, in addition to this, will develop ten OTUs from scratch. The first seven of these are defined from the outset of INSPIRE: OTU1-Becoming an INSPIRE "Change Catalyst" (M13-SDU), OTU2-GEAMv3 Setup (M22-FUOC), OTU3-GEP success factors (M28-FUOC), OTU4-Inclusive Data Monitoring (M28-GESIS/FhG), OTU5-GEAM Analysis Handbook (M28-Notus/FUOC), OTU6-Intersectionality toolkit (M33-UH), OTU7-Innovation policy toolkit (M33-JR). To ensure INSPIRE's responsiveness to emergent needs/external collaborations during the project, an additional three open training units will be developed before M36. This development will be coordinated and delivered by SDU and EM and will involve other INSPIRE partners according to the content specifications.

INSPIRE OTUs will be developed on the basis of co-creation workshops which aim to translate INSPIRE's research results to practice-oriented knowledge and tools for change. They will be delivered by the partners involved in developing them and will be recorded and made available on INSPIRE's online training platform and through GenPORT. Open training units may include: Powerpoints, PDF, Manuals/Toolkits (if applicable), videos.

2.3.2 Support Packages (SPkg)

A [support](#) package is a bundle of generic resources and tailored, context sensitive advice. It combines reusable assets (e.g., a recorded training unit, GEAM account, online toolkits/guidelines) with on-demand support elements (e.g., Change Catalyst engagement / expert advice).

By selecting a limited number of resources such as manuals or toolkits to be bundled with each SPkg out of the vast array of available materials online, the identification of high-quality resources is made easier for practitioners. Additionally, a key element of each SPkg is the provision of consultancies – a fixed number of hours of trainers, experts, mentors (so-called



“Change Catalysts” and other specific experts). These help the CoP practitioners to address and resolve context specific challenges in their equality work.

Five support packages are envisioned in INSPIRE. Each is defined by the needs it addresses, resources it contains, as well as its defined and obligatory outcomes. Support packages are granted to several organisations at once, i.e., CoPs, based upon clearly defined eligibility criteria. The content of each SPkg is specified/defined by the SPkg author in consultation with KSH Leaders and agreed during meeting of leaders of T4.4 (UJ) and T6.2 (SDU) and two representatives of KSH Steering Committee (reviewers).

The process of development of support packages is coordinated by UJ and SDU and described in detail in chapter 3 of D4.5 ‘Specification of 5 Support Packages’.

As defined in DoA, the following SPkgs are envisioned in INSPIRE:

1. Setting up a CoP for Equality Work

This SPkg builds upon the experiences and insights of the ACT project and facilitates the establishment and creation of a CoP.

Author: FLACSO.

2. Setting up a GEP

This SPkg assembles all necessary resources to start the design of a GEP.

Author: UJ

3. Impact-booster

This SPkg bundles resources to maximise impact of existing work and/or knowledge of CoPs through the production of a tangible, attractive output (e.g., emerging insights, experiences regarding implemented equality measures).

Author: Portia

4. Sustaining & deepening change

This SPkg addresses ongoing change efforts as well as evaluation and monitoring challenges of GEPs in combination with an intersectional approach.

Author: SDU.

5. Improving Quality & Equality in R&I

This SPkg addresses the integration of the gender dimension into R&I with a special focus on the private sector.

Author: JR.



Support packages will be available sequentially during the lifetime of the project, where early packages incorporate existing and tested resources and later packages build upon newly developed instruments, methods or research insights of the INSPIRE project.

Examples of elements that may be included in INSPIRE SPkgs are presented in chapter 3.1. of D4.5.

Overall, INSPIRE's SPkgs provide a flexible but standardised way to offer high-quality support at scale. Outputs of SPkgs will feed back into the existing knowledge base such as GEP database (T5.2) / GenPORT. SPkgs may be commercially exploited after the completion of the project.

The economic cost of SPkgs is estimated to be around 5.000 € pr SPkg and this is covered by INSPIRE during the project lifetime.

Each CoP will in the INSPIRE lifetime be granted 2 SPkgs on the basis of a needs assessment and the CoP's workplan. However, in order to ensure maximum flexibility, CoP empowerment and context-specific adaptation of the SPkgs, the estimated average 5.000€ pr SPkg will be administered by four KSH Support leaders in such a way that each CoP is allocated up to 10.000 €, which must be spent in INSPIRE's lifetime. Financial resources not spent on SPkgs could be used for additional support for CoPs on inclusive gender equality plans and inclusive gendered innovation.

Each KSH supports three CoPs. Thus, the total budget for each KSH is 30.000€. Overall, 24 deliveries of SPkg (4KSHx3CoPsx2SPkgs) or 12 CoPs financially supported (4KSHx3CoPsx10.000 €) are foreseen (total cost 120.000€).

As stated in GA, SPkg budget (30.000€ each) is allocated to following KSH Support Leaders:

- JR
- SDU
- UJ, and
- NOTUS.

Extended support is foreseen with at least 12 more CoPs via finalised support packages – extending beyond the lifetime of INSPIRE. Thus, the CoPs outside INSPIRE will have access to INSPIRE SPkgs, however costs of this support are not covered by INSPIRE.

SPkgs will be made accessible for CoPs through online portal as part of INSPIRE IT infrastructure.

2.3.3 Expert Advice

INSPIRE SPkgs may include two types of available expertise: INSPIRE Change Catalysts and other experts. A minimum of 15 equality Change Catalysts and 20 equality experts will be recruited in INSPIRE.



Change catalysts are external trainers, experts, consultants or mentors that support and mentor practitioners and activists in the CoPs in their efforts to address and resolve context specific challenges in their equality work. They are a key element of SPkg as these may include the provision of fixed hours of their work/service/advice/mentoring.

Expert advice is advice given by people with deep knowledge about specific relevant professional fields, such as – among others – gender, diversity, inclusion, intersectionality, innovation etc. Experts can be engaged through SPkgs to support CoP-members with topical areas or tasks.

Change catalysts and experts are recruited during T2.1 *Strategic analysis* following established quality criteria (T2.3 *Excellence, Open Science and Quality Assurance*), from for example organisations that have participated in European structural change projects in the past. First time change catalysts are introduced to online INSPIRE support infrastructure and processes using OTU1 in M13 (SDU) which familiarises external experts, consultants, trainers, mentors with useful mentoring methodology as well as INSPIRE training/collaboration scheme, including logistics, used tools and quality standards.

Both change catalysts and experts will be available to CoPs through the SPkgs.

It is worth noticing that OTUs, Change Catalysts mentoring/consultancy/advice and expert advice might be included as elements of SPkg, however it is not obligatory. SPkg authors decide what is included in the respective SPkg according to its aim, KSHs work programmes and CoP needs assessment. Therefore, expert advice in INSPIRE is understood in broader terms of support than only as being part of SPkg.

Thus, they will also feature in a series of other offers during INSPIRE, such as workshops in relation to data monitoring (GEP monitoring indicators, GEAM data and analysis) and three policy workshops in M11, M32, M46. Finally, a continuous open channel is available through the INSPIRE-QA and INSPIRE “Unplugged” online event series, where it is foreseen that INSPIRE experts and change catalysts will contribute.

3. KSH Structure and Approach

Each knowledge and support hub (KSH) is composed of two/three consortium members acting as KSH leaders and four external KSH experts. To each KSH, three CoPs are affiliated. In this way, the KSH forms a close alliance between researchers and experts on inclusive gender equality and equality practitioners with the purpose of advancing the knowledge base and to create targeted tools and methodologies to support the development and implementation of inclusive gender equality plans or equivalent measures and activities in Europe.

The following KSHs will be implemented in INSPIRE:

- **Sustaining and deepening change in the R&I ecosystem:**



This hub will identify challenges related to sustaining institutional change and integrating inclusive gender equality in broader strategic agendas. It will examine resistance, changes in top-management and institutionalisation.

- Expert-Lead: Radboud University (scientific experts)
 - Support-Lead: SDU (practice experts)
- **Widening participation and reach of GEPs:**
The KSH Widening participation focuses on institutionalisation of gender equality policies to facilitate the advancement of inclusive GEPs or alternatives in R&I organisations in Europe and Latin America. Based on exchange of locally situated practices and critical reflection on knowledge production, it provides support to organisations in development and enhancement of inclusive gender equality policies.
 - Expert-Lead: Jagiellonian University
 - Support-Lead: ZRC-SAZU & FLACSO
 - **Intersectionality and intersectional approach to equality:**
This hub will look at how organisations in research and innovation can move from GEPs and EDI interventions to inclusive intersectional GEPs fostering change towards equality.
 - Expert-Lead: Hasselt University
 - Support-Lead: Notus
 - **Promoting gender sensitive innovation communities and policies in the private sector:**
This hub will look at gender responsive innovation communities and innovation policies in the private sector paying specific attention to the social and cultural factors enabling successful implementation of gendered innovations within companies or innovation clusters.
 - Expert-Lead: Fraunhofer ISI
 - Support-Lead: Joanneum Research

Each KSH will engage three external domain specific experts plus an expert on data monitoring. The selection process for experts and their specific engagement with the KSHs is defined in chapter 7, below.

Each KSH is run by the KSH leaders who are responsible for steering the KSH work and oversee its progress. The KSH leaders are responsible for the operational work of the KSH. The KSH experts act as advisors.

The KSHs are to be constituted by September 2023 which means that four experts per KSH have been selected and contracted and are ready to engage with the KSH leaders.

Beside the two KSH lead-partners and the four KSH experts, a KSH will be affiliated with three CoPs with around eight member organisations each. Overall, each KSH should aim to engage at least 24 member organisations across the 3 CoPs in their life cycle. The CoPs are the primary arena for generating practice-based knowledge and delivering support for CoP members to develop and implement inclusive GEPs or equivalent measures. KSH leaders will provide the framework/priorities and overriding guidance for the affiliated CoPs, including the delivery of Support Packages as outlined in D4.5. Additionally, each CoP will define its own



work plan building on a template provided by the WP4 Leaders (see the CoP engagement chapter 8). The CoP work plan defines the objectives and activities of the CoP. The template provided (chapter 10.1) defines common principles and responsibilities governing the collaboration between CoPs and KSH.

The 12 INSPIRE CoPs are to be established by March 2024. The CoP establishment is completed when the Memoranda of Understanding are signed by all CoP member organisations.

The collaboration between the KSH and the CoPs will be specified in more detail in the KSH work programmes. The KSH work programmes define the objectives and activities of each KSH including the open call documents for CoP recruitment. Each KSH work programme is annexed to this deliverable. However, KSH work programmes are living documents that may reflect and respond to emerging topics or opportunities.

For the coordination and exchange across KSHs, a KSH Steering Committee will be implemented which consists of all nine KSH (Co-) Leaders, Portia and FUOC (INSPIRE coordinator). The Steering Committee meetings are organised and hosted by the WP4 Leaders in close collaboration with Portia.

KSHs are built upon the ideas of participatory research, user-driven innovation, design thinking and co-creation. Using participatory methods will enable the KSHs to convert research insights into effective tools for sustainable change. To this end, SDU will develop a co-creation framework to translate WP3 research results into effective practice driven tools for change. Four co-creation workshops will be implemented across KSHs, where CoP members as well as KSH experts are invited to participate. These will feed input to the production of OTUs and other parts of INSPIRE's Service Portfolio

4. Objectives of KSH work

KSHs have the overriding objective to bridge knowledge and practice. KSHs are to function as effective access points to high quality knowledge, to specific and relevant support and to engaging dialogues for advancing inclusive GE across Europe (and beyond). Included here is an aim to facilitate GEP implementation and foster mutual support for the co-development of innovative practices, customised training, and pan-European data collection.

The work in each and across KSHs is guided by the following general objectives:

1. Deepen knowledge and practice on inclusive gender equality, including geographical and sectorial contextualisation of main knowledge gaps and policy challenges.
2. Bridging knowledge and practice through transforming state-of-the-art knowledge into practical tools and informing knowledge and theory through practice-based evidence.



3. Engage relevant and necessary stakeholders across the Quadruple Helix¹ to advance and advocate for inclusive GE in European R&I.
4. Support the development and implementation of inclusive GEPs or equivalent measures and activities in Europe.
5. Co-develop innovative practices and policy debate within and across KSHs.

Additionally, each KSH has defined more specific and operational objectives in their work programmes according to their specific thematic focus.

5. Results: Outputs, Benefits & Impacts

The four KSHs will together produce the following outputs and benefits for their members and beyond:

Outputs

- New practice-driven knowledge in the four thematic areas discussed at Knowledge Exchange Events and summarised in INSPIRE working papers
- CoP events (regular meetings of CoPs, workshops, knowledge and practice exchange etc.)
- Reflections/debates/recommendations on promoting inclusive gender equality, taking the regional contextual conditions into account
- Increased competence and capacities of CoP members
- Collection of promising practices examples and approaches to promote inclusive gender equality in research and innovation
- Innovative, research-driven tools to promote inclusive gender equality in R&I, such as Support Packages and Open Training Units
- Provision of Expertise for CoPs
- Provision of necessary data to build up empirical evidence base
- Feedback from CoP needs assessment and piloting support packages

Benefits

- Gaining new knowledge, skills and perspectives on approaches, solutions and strategies in inclusive GEP development and implementation, particularly from the regional perspective
- Being part of a network of experts who undertake similar tasks/duties in their organisations in the region
- Collaborating inclusively via participatory and interactive approaches

¹ The Quadruple Helix is an innovation theory model that emphasizes the relevance of linkages between four different innovation actors/subsystems to generate new innovative products, services, technology: government, industry, academia and society (see Aggarwal, S. and Sindakis, S. (2022), "Four Pillars of Quadruple Helix Innovation Model: An Approach for the Future", Sindakis, S. and Aggarwal, S. (Ed.) Entrepreneurial Rise in the Middle East and North Africa: The Influence of Quadruple Helix on Technological Innovation (Advanced Strategies in Entrepreneurship, Education and Ecology), Emerald Publishing Limited, Bingley, pp. 9-28. <https://doi.org/10.1108/978-1-80071-517-220221002>).



- Fostering a sense of belonging to a community that shares values and faces similar challenges in the practice. Previous experiences of CoPs have shown this has led to awareness raising, inspiration and empowerment for CoP members
- Participation in collaborative learning and knowledge sharing through exchange of promising practices
- Having a friendly and non-violent space to share experiences and learn from in relation to design and implementation of GEP or alternatives with other experts on the topic
- Participation in the INSPIRE project events and workshops, networking, updates on activities and initiatives on gender equality

Impacts

- Provision of wide-ranging support for inclusive GEP development and implementation / gendered innovation implementation
- Fostering of a greater take-up of inclusive GEPs / gendered innovation
- A more open and inclusive research and innovation system
- Increased alignment of strategic research with societal needs, expectations and values
- Development of new interventions or adaptation of existing interventions to promote inclusive gender equality in R&I
- Changes in organisational practices and routines
- More capacity for equality and inclusion
- Higher reflexivity of the status quo, which makes the imagination of an alternative future possible
- Common advocacy for activities promoting inclusive gender equality that are political in nature

Possible routes for the **exploitation** of results are following:

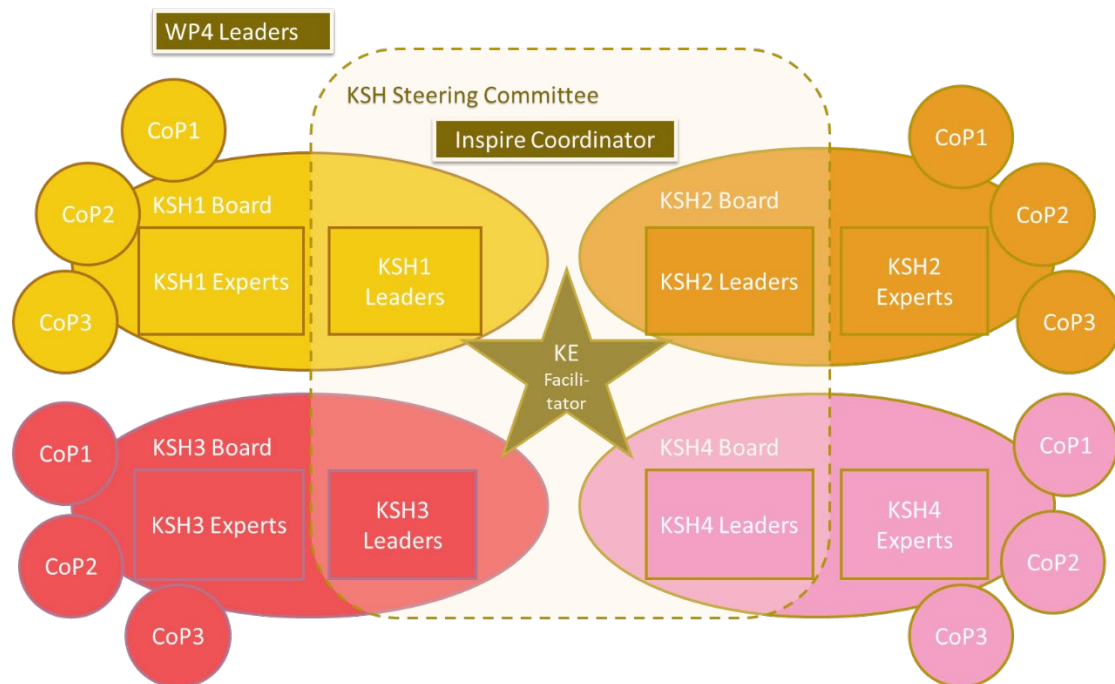
- scholarly publications (articles, monograph, policy briefs, working papers)
- non-academic publications
- dissemination in conferences and other academic or educational settings
- open training units developed by the INSPIRE consortium
- gender equality policy advocacy.

6. Boards and Bodies

This chapter briefly defines the responsibilities of different boards and bodies relevant for coordinating and qualifying work and activities within and between KSHs. Figure 1 provides an overview of Boards and Bodies of INSPIRE KSHs.



Figure 1. Boards and Bodies of INSPIRE KSHs



Source: INSPIRE

6.1 Work package 4 Leaders

The WP4 leaders are responsible for ...

- organising and moderating KSH Steering Committee meetings
- developing a checklist for contracting of experts to ensure comparable contracts
- defining overarching CoP selection criteria and a procedure for an open call for applications for CoPs to collaborate with INSPIRE within a KSH
- defining and coordinating CoP selection process
- developing a draft for a MoU for the CoP members
- providing a template for documenting the CoP selection process in each KSH
- developing the CoP needs assessment, coordinate/oversee its implementation and finalise the reporting (D4.2)
- providing support and consultation to KSH Leaders concerning emerging issues with CoP & KSH progress
- complying with responsibilities of work package leaders as defined in the INSPIRE Project Handbook
- call and facilitate meetings for KSH support-leads as a forum for defining and qualifying the support task



6.2 KSH Leaders

As defined in the GA, the following organisations are KSH Leaders:

- KSH 1: SRU and SDU
- KSH 2: UJ, ZRC-SAZU, FLACSO
- KSH 3: UH, Notus
- KSH 4: FhG, JR

The concrete division of responsibilities between KSH Expert-Lead and Support-Lead will be negotiated between these organisations and defined in the KSH work programmes.

Within each KSH, KSH Leaders meet on a regular basis to coordinate and prepare the implementation of the KSH work programme. The KSH Leaders are responsible for managing their respective KSH, which includes the following tasks:

- **KSH internally:**
 - Develop and implement a KSH work programme based on their specific objectives and thematic orientation
 - Coordinate, run and moderate KSH board meetings
 - Select four KSH experts
 - Plan and run KE (Knowledge Exchange) Events 1, 3, and 5 (see chapter 11)
 - For each KE event KSH leaders develop a Working Paper as an outcome of the event (five Working Papers for each KSH, 20 in total) containing work progress and reflection of the KEs (see chapter 11).
- **Across KSHs:**
 - Participate in KSH Steering Committees and report about progress, insights, challenges, opportunities, change of work plans, etc.
 - Support SDU in implementing co-creation workshops
 - Participate in co-creation workshops
- **Working with CoPs:**
 - Develop and implement open calls for CoPs for their KSHs
 - Out of the pool of CoP applications preselect a shortlist of CoPs for the final CoP selection
 - Select three CoPs for their KSH in reference to the criteria of the CoP call
 - Written documentation of selection process
 - Adapt and negotiate MoUs
 - Implement CoP needs assessment
 - Support CoPs work (see chapter 10)
 - Management of SPkgs, including roll-out/trial and collecting feedback on SPkgs in accordance with D4.5

6.3 KSH Steering Committee

The KSH Steering Committee is composed of representatives of all KSH Leaders plus Portia as Knowledge Exchange facilitator and FUOC as coordinator of INSPIRE. KSH Steering Committee meetings will be organised by the WP4 Leaders (JR and SDU). The KSH Steering Committee aims to take decisions by consensus and unanimously. If consensus cannot be



reached, decisions will be taken by vote. In this case, each organisation represented in the KSH Steering Committee has one vote. The presence of more than half of the KSH Steering Committee's members constitutes a quorum. A simple majority is needed to make decisions in case of a vote.

The KSH Steering Committee oversees the CoP selection process, the development of KSHs, exchange on impact and sustainability, coordination between and across KSHs, and seeks to develop collaborations and to exploit synergies between KSHs. Apart from that it is responsible for qualifying the content of SPkgs as outlined in D4.5.

It will meet at least twice per year. Meetings will be online but two in-person meetings could be organised back-to-back with Knowledge Exchange Events 2 and 4. Urgent issues can be discussed via email or in online meetings convened on short notice.

Two main types of engagement are deployed in the context of the KSH Steering Committee:

- Daily chores, practical coordination and deadlines via email communication
- Exchanging, major decision making, developing, qualifying, reflecting in (virtual) meetings

6.4 KSH Board

Each KSH has a board that consists of the two (three) KSH Leaders, four KSH experts and the representatives from each CoP. The KSH Board discusses the implementation of the KSH work programme and plans upcoming activities. It will be organised and facilitated by KSH Leaders.

The board meets at least four times in the runtime of CoPs to reflect on the work progress and plan the activities for the upcoming period. KSH Boards are expected to meet regularly until the end of INSPIRE in order to ensure sustainability and impact of KSH work. KSH leaders will document the meetings also for dissemination purposes. Board meetings will take place online. If possible, they can be attached to in-person meetings such as Knowledge Exchange Events or conferences where KSH Leaders and experts are present.

6.5 Communities of Practice, CoPs

Each CoP will consist of at least five members, ideally eight. Two members should be appointed as CoP representatives who represent the CoP in the KSH Board meetings. CoPs organise themselves on their own terms but in accordance with the KSH work programme. CoP-management includes facilitation and moderation of meetings, as well as managing practical and logistic issues, such as the CoP-platform on the INSPIRE website. KSH leaders will offer support and assistance for CoP-facilitators. However, if other leadership structures are in place in already existing CoPs, these could be used for the internal management of CoPs.



CoPs will organise their work based on guiding principles defined in this governance framework (see chapter 10) and their work plan which they develop in their constituting meeting. There will be a support package (SPkg1) that assists CoPs establish.

6.6 Knowledge Exchange Facilitator

Portia is responsible for developing and implementing the Knowledge Exchange events 2 and 4 which facilitate knowledge exchange across KSHs. Knowledge exchange will facilitate the creation of new knowledge and tools within and across KSHs and CoPs to promote inclusive gender equality in research and innovation. Moreover, they will provide a template for the knowledge and exchange events 1, 3 and 5 within the KSHs. This template will include suggestions for set up, procedures and methods for conducting these events which will allow KSH leaders to tailor these events to their needs and implement them efficiently. Therefore, Portia is part of the KSH Steering Committee and can be invited also to other meetings if necessary, such as KSH board meetings.

There are three Knowledge Exchange Events within KSHs (KE1, KE3, KE5) which will take place in M18, M30 and M42. Furthermore, two Knowledge Exchange Events will facilitate knowledge exchange across KSH (KE2 in M24 and KE4 in M36).

7. KSH Experts

Each KSH will be supported by three domain specific experts and one expert on data monitoring. These KSH experts are part of the KSH board and will also be invited to participate in Knowledge Exchange Events, two of which are in-person events. Experts should participate in KE 2 and 4 which coincide with project meetings 3 (Vienna) and 4 (Krakow). Participation in KE 1, 3 and 5 is highly appreciated. Each KSH expert will be contracted by the KSH leader who has an assigned budget for this task in the Grant Agreement. The following KSH leaders have a budget to contract KSH experts and to reimburse travel costs of these experts:

- KSH 1: Radboud University
- KSH 2: ZRC-SAZU
- KSH 3: Hasselt University
- KSH 4: Fraunhofer Gesellschaft

For each expert, a payment of 3,000 € is budgeted as well as 1,000 € travel costs for travelling to two Knowledge Exchange Events. The contract should include the responsibilities of experts as defined below and consider the checklist provided by the WP leader for contracting of experts to ensure comparable contracts. Payment should be divided into an initial payment at the start and the final payment at the end of the contract. Contracts should last until end of May 2026 (M44). Each contracting organisation will use its own contract templates or build on the template used for national experts in WP2. Contracts should include the responsibilities of KSH experts as defined below as a minimum requirement but can add further responsibilities if necessary for the implementation of their KSH work programme.



The KSH experts need to be selected and contracted by the end of September 2023. The KSH leaders will be responsible for establishing a list of potential experts meeting the recruitment criteria lined out below. They are also responsible for selecting the KSH experts. Nevertheless, the selection will take place in the first KSH Steering Committee meeting in June 2023 to qualify and coordinate the selection between KSH Leaders.

WP4 Leaders will provide a common xls-template for collecting data on potential KSH experts. For each KSH at least eight suggestions for potential experts should be entered into the xls-template by June 2023. The following sources for identifying potential experts can be included:

- Pool of EU27 national experts and the pool of experts, consultancies and trainers recommended by the national experts (T2.1)
- Authors of relevant papers identified in the literature review and through the work of national experts
- Particularly for finding experts outside the EU Member states, we will mobilize professional networks and previous collaborations

For the qualification of the selection of experts, each KSH presents its proposal for domain specific experts and experts on data monitoring (plus potential replacements) and how they reflect the recruitment/selection criteria. For each proposed expert, KSHs need to have at least one replacement in case the selected experts are not available or do not want to participate. Proposals will be discussed among meeting participants to ensure that selection criteria such as geographical distribution or socio-demographic diversity are fulfilled across the 16 experts but the final decision on KSH experts will be taken by the KSH leaders themselves.

The **recruitment** of experts will be guided by the following **criteria**:

- **Domain specific expertise** on the KSH topic documented through publications, positions, participation in networks, projects, boards, committees
- Experts can be researchers, (inclusive) gender equality practitioners or policy makers, consultants, persons with other defined expertise with direct relevance for the KSH
- **Geographical distribution**: experts should come from different countries and possibly regions as the GA states that experts should be recruited from EU-27 countries that are not covered by the consortium and Widening countries possibly also from Associated Countries such as Montenegro, Macedonia, Switzerland, Norway, Israel)
- **Socio-demographic diversity**: as far as possible experts should represent diversity in terms of socio-demographic characteristics such as gender, age, ethnicity, race etc. as long as this can further shed light on embodied experience
- Experts **should not** be employed in one of the organisations and/or the same department/institute composing the INSPIRE consortium.

Responsibilities of experts:

- Experts support the KSH leaders in the implementation of the KSH work programme (on a strategic level) and will therefore participate in KSH board meetings
- Experts will participate in at least two Knowledge Exchange Events (KE2 & KE4), which are in-person meetings



- If possible, experts should be invited to the 1st Global Conference of INSPIRE in Budapest, October 2023
- Experts can be asked to review documents and services such as SPkgs, OTUs etc. produced by each KSH (but experts are not obliged to do this).

Experts are expected to have the following **benefits** from their participation and engagement in INSPIRE KSHs:

- Early knowledge and insights into INSPIRE activities and results
- Engagement into the development of new ideas and tools
- Form part of the INSPIRE community and its easily searchable expert database. This aims to match institutions in need of expert advice to those experts and practitioners with relevant knowledge/ experience of institutional change. INSPIRE experts are an important part of INSPIRE's Service portfolio and may be called upon as part of INSPIRE's SPkgs, speakers and contributors to INSPIRE events or contacted directly by organisations and/or CoPs beyond INSPIRE.
- Might lead to new collaborations, new project proposals etc.

Table 1. Timeframe for expert selection

05/2023	WP4 Leader	Recruitment criteria defined in KSH governance framework
05/2023	WP4 Leader	Template for collecting suggestions for KSH experts
05/2023	KSH Leaders	identify experts and fill in data in template (min. eight suggestions per KSH)
06/2023	KSH Steering Committee KSH Leaders & WP4 Leader	Selection in KSH Steering Committee Meeting in June 2023 (Ljubljana) KSH Leaders select experts for their KSH KSH Steering Committee oversees if selection meets overarching selection criteria and recommends adjustments if needed. KSH Leaders take the final decisions on expert selection for their KSH.
06-09/2023	KSH Leaders	Contacting & Contracting of Experts
09/2023	KSH Leaders	Expert Contracting finished in Sept. 2023
10/2023	KSH Leaders	Invite and meet some of the experts in Budapest - Conference could be used to engage experts into



		KSH-board through break-out meetings and consolidating INSPIRE/KSH vision
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8. Engagement of and with Communities of Practice in INSPIRE

INSPIRE will involve 12 Communities of Practice (CoPs) in total, three in each KSH with around eight member organisations each. A CoP can be affiliated to only one KSH. The KSH leaders are responsible for managing the resources available for CoP work and support as well as for coordinating and supporting the CoPs according to the basic principles laid out in the governance framework and the specific KSH work programme (see Annex). Additionally, KSH leaders must make available to their CoPs all pertinent knowledge produced by INSPIRE, including the knowledge generated by the other three KSH themes, as necessary or appropriate (in addition to their own thematic knowledge).

The CoP work starts in March 2024 when the selection process has been completed and all CoP member organisations have signed a Memorandum of Understanding (MoU). CoP work within INSPIRE will be completed by May 2026.

Besides CoP member organisations who have signed the MoU, CoPs may also choose to engage other organisations or individuals as observers. The observer positions allow organisations or individuals who are interested in the CoP activities to participate in the meetings and benefit from knowledge and practices of CoPs. These observers do not need to sign a MoU, can participate in all CoP meetings and activities (if not otherwise decided by CoP members) but have no vote in CoP decision-making processes. Observers can become CoP members by signing the MoU.

It is up to the individual CoPs to decide if they want to open for a possibility to invite new members during the CoP-runtime. If so, new members need to sign the MoU to get membership.

In the beginning, each CoP defines their work plan which includes among other things also their leadership and their decision making processes: how are decisions taken if opinions or perspectives of CoP members diverge?

9. CoP Selection

The selection of the 12 CoPs will be based on an open call to ensure inclusivity, equal opportunities and transparency and to guarantee a meaningful selection of CoPs that serve the purposes of INSPIRE and its KSHs. The governance framework provides guidance, criteria



and obligations as well as a common procedure for selecting CoPs through an open call for applications.

Each KSH will – as described above in chapter 9 – make a shortlist of their desired CoPs and the final selection and allocation will take place at the KSH steering meeting November 2023.

9.1 Selection criteria and obligations

The KSHs need to take the following criteria and obligations into account when selecting CoPs:

Overarching criteria for CoP selection:

- CoP members can be from different research and innovation sectors (including HEIs, RPOs, PROs, R&D companies etc.), or research funding organisations or networks, associations or umbrella organisations.
- The 12 CoPs should together display diversity and this needs to be ensured in the final selection by the KSH Steering Committee.
 - Diversity includes **sectorial** and **geographical spread**, but also variation in terms of phase of CoP, i.e. established, expanding (from existing) and new CoPs.
 - Geographical and sectorial diversity will be applied as a global selection criterion across all CoPs. This means that a single CoP can be characterised by a limited geographical or sectorial diversity as long as across all CoPs sufficient diversity is ensured.
- It is **not** an exclusion criterion if an INSPIRE partner organisation is also part of a CoP.
- Representatives of CoP members are not limited to a specific organisational role or function but should ideally be (inclusive) gender equality or EDI practitioners or researchers, and could also be other staff members or student representatives;
 - Depending on their thematic focus, each KSHs needs to define if salient GE/EDI expertise is a relevant criterion for their open calls.

9.2 Overarching obligations for CoP members

- The CoPs' members should be able to formulate objectives and demonstrate their commitment to collaborate within the CoP and with the KSH in their proposal to the call. These perspectives need to match the objectives and themes of the KSH to which they apply.
- CoP members need to secure the top management commitment for participating in a CoP by signing a MoU on behalf of their organisation.

9.3 Steps of CoP Selection Process

- 1) Definition of the documents for the open call for CoPs (see checklist below)
 - a. Deadline to be sent to the KSH SC September 5th, 2023.



- b. KSH SC meeting to qualify and coordinate open calls ready for publication September 12th, 2023, in close coordination with the assigned quality editor for D4.1².
- 2) Common publication date of open calls on INSPIRE website (KSH webpages) at the latest September 26th, 2023.
- 3) Calls will be open until November 14th, 2023 (at least 7 weeks). An application template will be provided by KSH Leaders.
- 4) During this time of the open call, KSHs can proactively search and approach potential CoP applicants.
- 5) Applications will be submitted via email or online to each KSH (depending on the technical feasibility).
- 6) Screening of applications and preparation of a recommendation to be presented to the Steering Committee Meeting (max. 5 prioritised and promising applications per KSH). The recommendations must cover how the applications comply with/reflect the overarching and KSH specific selection criteria and obligations. Recommendations will be presented orally (including ppt slides for each recommendation) at the Steering Committee meeting Nov. 29th, 2023.
- 7) Qualification and final CoP selection by KSH Steering committee on November 29th, 2023.
 - a. Overviews on CoP recommendations e.g., on their geographical, sectorial diversity etc.
- 8) For later transparency purposes, each KSH Leader provides a written documentation of the selection process and results (based on a common template provided by the WP4 Leaders).
- 9) Selected CoPs will be informed by KSH Leaders and receive the MoUs and the needs assessment.

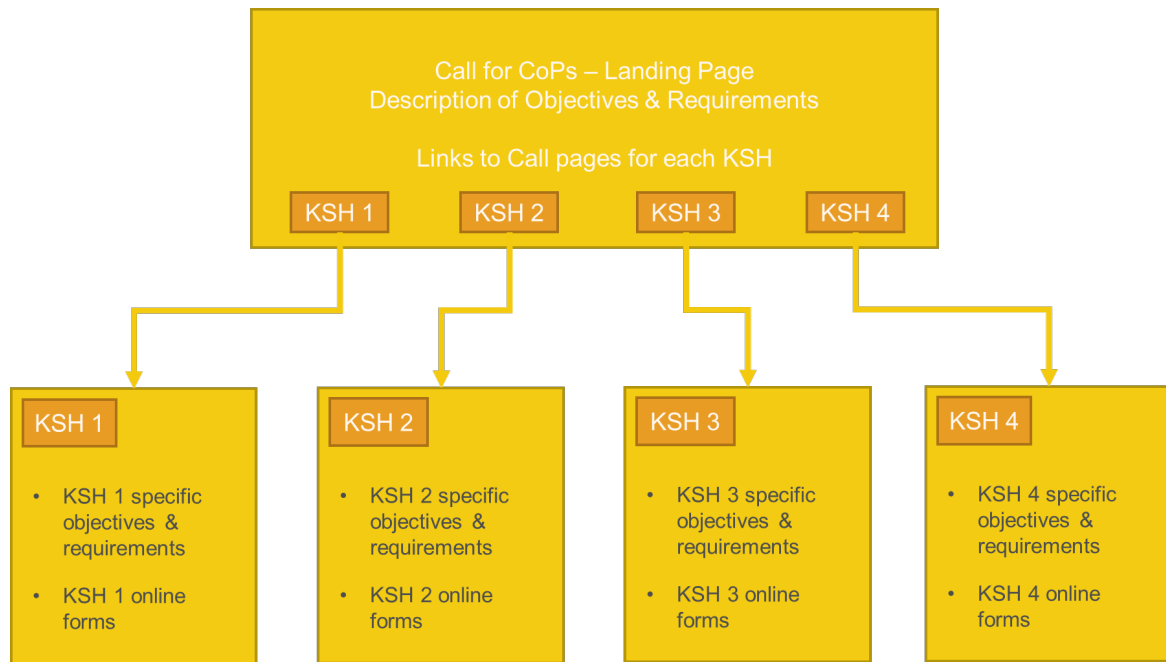
9.4 Checklist for the open call and its applications

For transparency and documentation purposes, selections need to be based upon written applications in reflection of a common open call. To take the differences between the 4 KSHs and their CoPs into account, the common call will be organised as following: a common introduction into the call, its objectives, requirements and principles will be followed by more specific descriptions for each of the KSHs which will define their specific themes, objectives and target groups and modes of operation. The common open call will be published on the INSPIRE website and will be structured as described in Figure 2.

² See INSPIRE project handbook



Figure 2. Structure of common CoP Call



Source: INSPIRE

The general part of the Call text invites interested informal groups, networks and already existing Communities of Practice to apply for becoming an INSPIRE CoP by showing benefits, defining target groups and explaining how to apply. Moreover, applicants get information about the different KSHs of INSPIRE and about what a CoP is.

The KSH-specific part of the Call informs applicants about KSH specific benefits, the requirements to fulfil for becoming a CoP and the selection criteria. Moreover, it provides the application form and a draft of a Memorandum of Understanding as downloadable material.

The call for CoPs will be implemented as a joint call for all KSHs. All information about the call will be hosted on the INSPIRE Website where also the application forms can be downloaded.

9.5 CoP needs assessment

After the CoP selection, each CoP member will participate in a needs assessment which will be developed by JR until end of November 2023 and carried out in each CoP with support of and oversight by KSH leaders between approximately December 1st, 2023 and January 19th, 2024. Each CoP should meet (virtually) in this timeframe to fill out the needs assessment together. The needs assessment will also provide indication about interest of CoPs in SPkgs. The results of the needs assessment will be analysed by JR and made available for each KSH as part of D4.2 in January 2024 (M16).



9.6 Engagement strategies

CoPs and their member organisations are expected to experience (at least some of) the benefits outlined in chapter 5 from their participation and engagement in INSPIRE KSHs. Furthermore, also each KSH work programme has developed starting points for an engagement strategy for their target groups.

Also, each CoP will receive specific support from INSPIRE:

- Access to INSPIRE state-of-the-art knowledge and support
- Support from KSHs through support packages, open training units and KSH experts support/input.
- 2 support packages (SPkgs) for which they can declare needs according to their needs assessment.
- Access to INSPIRE open training units (OTU).
- Participation in the kick off meeting by KSH Leaders.
- Support for CoP-facilitators by KSH Leaders.
- Exchange with other CoPs and KSHs.

The engagement strategy will also build on the results of the CoP needs assessment, which will ensure that the cooperation between KSHs and CoPs is founded on mutual interest and benefits.

9.7 Responsibilities of CoPs

In INSPIRE, CoPs are expected to share a common interest and commitment to promote inclusive gender equality. It is foreseen that the CoPs and its members will have the following responsibilities, **which they commit to in the MoU**:

Table 2. Responsibilities of CoP members

Responsibilities of CoP members
<ul style="list-style-type: none"> • Participate in CoP needs assessment
<ul style="list-style-type: none"> • Sign MoU
<ul style="list-style-type: none"> • Define CoP workplan
<ul style="list-style-type: none"> • Select CoP-representative/facilitator
<ul style="list-style-type: none"> • Define support needs
<ul style="list-style-type: none"> • Contribute to INSPIRE research tasks and data collection efforts
<ul style="list-style-type: none"> • Employ two INSPIRE SPkgs in accordance with findings / indications in the CoPs' needs assessment. Where selected and agreed with KSH leads, this may involve providing



feedback on the employment of one or both of these SPkgs.

- Participate in INSPIRE events (Co-Creation Workshops, case studies, KE, conferences etc.)
- Upload the institutional GEP on GENPORT to become part of INSPIRE's repository

9.8 Memorandum of Understanding

Each INSPIRE CoP member will need to sign a **Memorandum of Understanding (MoU)**. For each CoP, a specific MoU will be developed by the KSH leader based on its KSH work programme and a template of the MoU provided by the WP4 leader. The MoU will be signed by an authorised representative of the CoP member organisation.

The following issues will be defined by the MoU:

- Purpose of this Memorandum of Understanding
- Objectives of the INSPIRE Project
- INSPIRE Consortium Commitments
- Membership
- CoP Members' Commitments
- Coordination of the CoP
- Admittance and Termination of Participation
- Confidentiality
- Resolution of Disputes
- Liability
- Duration of the MoU and its Extension
- Withdrawal
- Statement of Intent
- The Signing Parties

10. CoP constitution and CoP work

CoP representatives: Each CoP is responsible to appoint or select two CoP representatives in the process of signing a MoU which are the main contact persons liaising between KSH and their CoP. We suggest that these CoP representatives are also responsible for facilitating the CoP work and meetings, and for managing the logistical and practical aspects of the CoP, including overseeing the CoP-web-platform on the INSPIRE website. CoP-facilitators will be supported by KSH Leaders.

CoP constitution: After the MoU has been signed, CoPs will start to work according to their respective plans. The CoP representatives/facilitators will organise a virtual start-up meeting with each CoP supported by the KSH Leaders. The aim of this meeting is to establish the framework for being an INSPIRE CoP and to provide time for the CoP to start elaborating the



CoP aims and the CoP-workplan taking into account the CoP-workplan checklist included in this governance framework and the CoP needs assessment.

10.1 CoP-workplan checklist

The CoP-workplans will build on the following input:

- KSH Governance framework
- KSH work programme
- CoP Needs Assessment (D4.2)
- INSPIRE workspace for CoPs

The input guides the setting of objectives, activities, tasks, organisation, roles and responsibilities.

CoP Work plans must as a minimum contain/cover:

- Objectives of the CoP
- A timeline of activities of the CoP lifetime (March 2024 – May 2026)
 - o Including at least 6 months prior to the end of the INSPIRE CoP – a self-evaluation (?) and decision on whether to end or continue the CoP – if the latter how?
- Organisation of the CoP
 - o Members
 - o Roles and responsibilities, including who facilitates and co-facilitates the CoP
 - o Meetings, communication and collaboration
 - o How can new members join the CoP
 - o What happens if (risk assessment and contingency plans...)
 - Members or individuals leave their organisations during the CoP lifetime?
 - Conflicts arise
 - o Work approach of the CoP
 - o Results of the needs assessment

Table 3. Timetable for CoP establishment and work

Dates	Activities
05/2023	KSH Feedback Meeting and Preparation of PM in Ljubljana
06/2023:	KSH Steering Committee meeting: <ul style="list-style-type: none"> - Constitution of KSH Steering Committee - Expert selection - Experts' engagement in INSPIRE events – and attendant discussion about budget - KSH work programmes – start task. Deadline September to be included in D4.1 KSH Governance Framework
06-09/2023	Development of a CoP recruitment strategy / open call
Sep. 26th, 2023	Launch of Open Call



09/2023	D4.1 Governance framework Start selection process of CoPs according to KSH Work Programmes and call <ul style="list-style-type: none"> Initiate contact with potential CoPs
9-11/2023	CoP Call open Development of CoP needs assessment by JR
10/2023	Networking Conference, Budapest <ul style="list-style-type: none"> potential CoP meet'n'greet with KSH Leaders and other INSPIRE team members
Nov. 14th 2023	Deadline for CoP applications
Nov. 29th 2023	CoP Selection in a KSH Steering Committee Meeting
12/2023-01/2024	CoP needs assessment
01/2024	D4.2 Needs assessment report submitted (needs to be postponed to M18 maybe)
12/2023–03/2024	Negotiate and sign MoUs
March 2024 – May 2026	CoPs runtime – implementation of CoP-workplans
03/2024	All MoUs have been signed and CoPs are established (Milestone7)
03-04/2024	Official CoP Kick off Meetings - start of CoP work and workplan development KE1 – first internal KSH Knowledge Exchange Event KSH Board Meeting
March 2024 – June 2024	CoPs define their individual workplans
06/2024	Co-Creation Workshop 1 with CoPs and KSHs KSH Board Meeting
07/2024	OTU 2
09/2024	KE2 – Knowledge Exchange Event 2 – across KSHs KSH Steering Committee Meeting KSH Board Meeting
11/2024	Co-Creation Workshop 2 with CoPs and KSHs
12/2024	KSH Board Meeting
01/2025	OTU 3, 4, 5
03/2025	KE3 - Knowledge Exchange Event 3 – within each KSH KSH Steering Committee Meeting KSH Board Meeting
04/2025	Co-Creation Workshop 3+4 with CoPs and KSHs
06/2025	OTU 6, 7 D4.5 Specification of 5 Support Packages KSH Board Meeting
09/2025	D4.4 Reports on 4 co-creation activities D4.6 Report on 5 support package pilots



	KE4 – Knowledge Exchange Event 4 – across KSHs KSH Steering Committee Meeting KSH Board Meeting
12/2025	KSH Board Meeting
01/2026	D6.1 10 CoE open training units D6.2 Collection of 5 support packages
03/2026	KE5 - Knowledge Exchange Event 5 – within each KSH KSH Steering Committee Meeting KSH Board Meeting
05/2026	D4.3 20 INSPIRE Working Papers
06/2026	KSH Board Meeting

10.2 Support packages (SPkg) and Open training units (OTU)

For each CoP, two support packages are provided by INSPIRE and the provision of SPkg is administered by the KSH leaders. The following KSH Leaders have 30,000€ for support of their three CoPs with 10,000€ each (the equivalent of estimated average costs of two SPkgs per CoP affiliated to their KSH). This is to cover defined costs (e.g., travel, trainer and facilitator (hours)). If not all allocated resources are used, any financial resources left over can be used for other, additional support on inclusive gender equality plans and/or inclusive gendered innovations.

- KSH 1: University of Southern Denmark
- KSH 2: Jagellonian University
- KSH 3: Notus
- KSH 4: Joanneum Research

Support packages provide a flexible but standardised way to offer high-quality support at scale. SPkgs combine reusable assets (e.g., a recorded training unit, GEAM account) with on-demand support elements (e.g., expert advice). The combination of generic resources with tailored, context sensitive support is the key to offer high impact yet scalable support.

1. The first support package will facilitate the CoP establishment and will be ready for initial use by CoPs from October/November 2023. It is foreseen that INSPIRE CoPs will be able to pilot this SPkg after signing the MoUs and implement it before or after their official kick off Meeting.
2. The other SPkgs will be developed between June 2023 and May 2025, based on INSPIRE's research results (WP2 and WP3) and the co-creation workshops. Four different tailored SPkgs will be available which can be used by any CoP of any KSH.
 - a. Setting up a GEP developed by UJ
 - b. Impact-booster developed by Portia
 - c. Sustaining & deepening change developed by SDU
 - d. Improving Quality & Equality in R&I developed by JR

For more details on SPkg please consult D4.5.



During INSPIRE, SPkgs will be evaluated and given detailed feedback by at least one CoP as part of their development cycle, and for this individual CoPs may be asked to provide such feedback on the SPkg.

Furthermore, CoPs can use and test other available resources in the INSPIRE database, such as INSPIRE's **open training units** (OTUs).

11. Knowledge exchange (events) and INSPIRE Working Paper Series (D4.3)

In order to support the intended bridge between knowledge (generated by INSPIRE) and practice (via the support of, experience from and exchanges with INSPIRE's CoPs), the KSHs will provide regular pathways for dialogue within each KSH as well as between the 4 KSHs.

The Knowledge Exchange events (KE) are thus conceived to promote the exchange of knowledge and experiences within and across KSHs (and CoPs) during the course of the project. The "knowledge" that is meant to be shared refers to the expert knowledge brought into the project by Consortium members (expert leads, researchers), by external experts recruited specifically for each KSH (see chapter 7 above), as well as new knowledge and insights gained throughout the project through data collection and analysis. In addition, the knowledge to be shared also refers to the experiential or tacit knowledge collected by KSH and CoP members working to design, implement, and evaluate inclusive gender equality policies in R&I organisations. The exchange proposed during the KE events is thus foreseen to be multidirectional and to contribute to the co-creation of evidence-based inclusive gender equality (plans) and EDI policies.

Five Knowledge Exchange (KE) events are planned in the runtime of CoPs: Of these, three are to take place virtually within each KSHs across the three CoPs (KE1, 3, 5 - M18, M30, M42, respectively, organised and facilitated by KSH leaders) and in-person across all four KSHs KE2/4, in M24, M36 coinciding with PM3 and 4 (organised and facilitated by Portia).

KSH leaders oversee preparation of meetings by compiling short, practice-driven research insights (total 5x4KSH), summarising KSH internal work/CoP progress as the foundation for dialogue and later as the starting point for the working papers (see below) to be produced based on the research insights and the outcomes of the KEs. These research insights infographics or presentations will serve as the basis for the participatory dialogue to take place during KEs. The research insight infographics and/or presentations will be based on a flexible template provided by Portia by M15.

In addition to the template for the research insights for the preparation of the KEs, Portia will also develop the format and template for the working papers, which will include spaces for 'formal' information to be given (e.g., list of participants, date of KE, other,...) as input to INSPIRE's working papers series, made public as Deliverable D4.3 (Portia).



In order to ensure a degree of alignment as well as participation and co-creation, Portia will provide a guideline for how to plan, format and lead the KSH-internal virtual KEs (1, 3, and 5), for the KSH leaders to adopt and employ in their concrete planning and facilitation of KEs. This will also be ready by M15.

KEs 1, 3 and 5 are foreseen to have a duration of between 2,5 and 4 hours and will be held virtually. KE1 will finalise the CoP-recruitment and may serve as a joint introduction to the KSH CoPs of INSPIRE's results to date (M18).

KEs 2 and 4 are foreseen to take place as in-person events in extension of project meetings (PM3 and 4) and to last for 4-6 hours. In order to ensure responsiveness to emergent issues, content, plans and invitations for these will be developed by Portia in collaboration with KSH leaders and will be ready to be issued to invitees no later than three months in advance of the events.

The KE events and the INSPIRE working papers series are foreseen to play a considerable role in addressing cross-cutting issues such as developing indicators, understanding intersectionality in GE policies, or promoting inclusive gendered innovation in research institutions. The involvement of experts across four thematic domains provides a cross-cutting forum to organise a continuous dialogue between experts and KSH members, exploring for example “intersectional” issues in “innovation” (KSH3-4) or the challenges of “widening participation” specifically in the private sector (KSH2-4), among other transversal issues. Data monitoring issues across the four KSHs are treated in a transversal manner by the assigned experts, each combining domain specific with data related expertise. Alternatively, the KE events can be envisaged as contributing to data collection (e.g., focus group, member check) or policy design (e.g., design sprints, participatory methods, co-creation). KE events should also be used to explore pathways for exploiting the research results with the aim of fostering sustainability of INSPIRE and its KSHs (for instance generating ideas and concepts for new research streams and proposals and identifying relevant funding opportunities).

KEs will be attended by KSH leaders and (at least) one participant from each CoP. KE2 and 4 will be attended in addition to the above by KSH experts (16 in total), FUOC and Portia. KSH experts may also be invited to KE1, 3 and 5.

INSPIRE Working Paper Series (D4.3, M44, Portia): This series consists of 20 working papers in total, i.e., one working paper developed from each KSH leader from each of the five KEs. Working papers will cover:

- INSPIRE research and practice insights presented by KSH leaders at the KEs as basis for dialogue
- outcomes/reflections from the KEs in summary
- formal information needed for the compilation of the deliverable (list of participants, place and time of KE, other,....)

The working papers will thus serve both as formal output from the KEs and as cutting-edge dynamic co-created documentations of INSPIRE's work-in-progress.

Each of the four KSHs are thus responsible for writing and delivering five working papers each. Working papers from KE1-4 should be submitted to Portia no later than three months after a



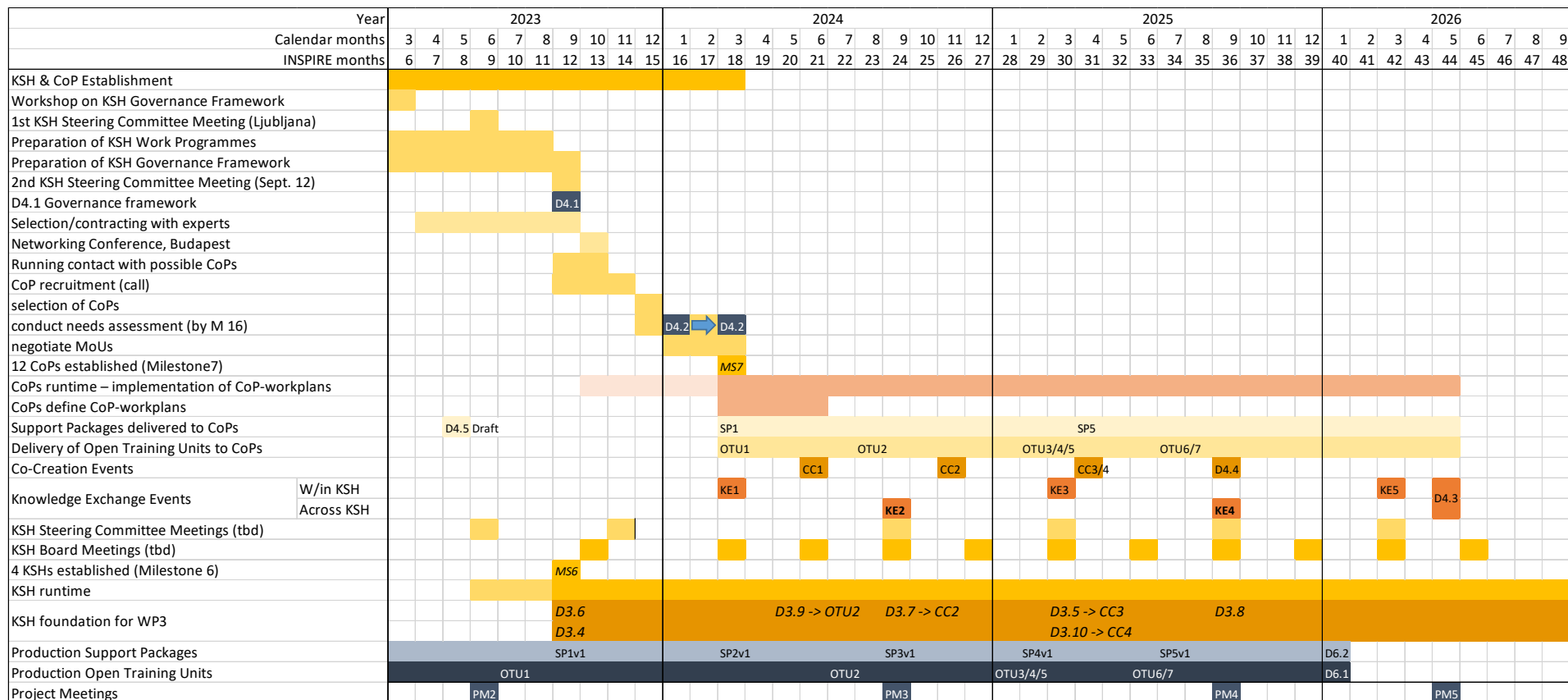
KE. The final four working papers (after KE5), however, have to be submitted no later than M43, in order to be integrated into D4.3, deadline M44 - exact dates to be provided by Portia.

To ensure alignment and coordination of the series of working papers, Portia will provide KSH leaders with a template and format for the individual working papers (by M15).



12. Timetable for KSH work

Figure 3. GANTT Chart for KSH work



Source: INSPIRE



13. Development of KSH Work programmes

Each KSH develops its own work programme building also on the research programme as defined in WP3 tasks like for instance the case studies from T3.3, T3.4 and T3.6. The individual KSH work programmes are part of the KSH governance framework but need to be considered as living documents to reflect the evolving nature of KSHs, INSPIRE and its socio-political environment and ecosystem. This will allow for flexibility and to react on emergent themes or opportunities. A first version of the work programme will be submitted as part of D4.1. KSHs are encouraged to engage KSH experts in qualifying and refining the KSH work programmes in the wake of their on-boarding. Depending on the preference of each KSH, KSH experts can be included already in developing the first version of the work programme. KSH work programmes should be no more than 5 pages.

Proposed structure of the KSH work programme

1) Objectives/Priorities

- Themes / foci of the KSH
- Objectives
- Main activities

2) Responsibilities and tasks

- Define tasks/responsibilities of the KSH and Division of responsibilities and tasks between KSH Leaders
- Define number and times of KSH Board meetings

3) CoP recruitment

- Drafts of texts/documents/input for open call building on checklist in chapter 9
- Definition of specific KSH selection criteria
- Dissemination channels of CoP call
- Contingency measures to ensure broad participation in CoP call

4) CoP-support activities

- Appointment of a CoP representative
- Participation and implementation of needs assessment
- CoP-Workplan development
- Meeting plan – and means (virtual, physical)
- CoP coordination and support work
 - objectives of CoP-support
 - specific activities
 - starting up
 - employment of KE events
 - ensuring feedback on piloting of SPkgs
 - Division of work and responsibilities between CoP representatives/members, KSH leaders and KSH experts
 - Ensuring cross-over to other KSH-themes for own and others CoPs
- Opportunities for public/stakeholder engagement (building on the work of national experts?)

5) Results/Outputs/Benefits

- What are outputs of CoP work?



- This could be for instance the 50+ GEPs?
- Or feedback from piloting SPkg?
- CoPs can have access to the GEAM,
- outputs could be the audits undertaken or inclusive GEPs developed from this work...
- How do CoP members benefit?
- Possible routes for the exploitation of results



ANNEX



General Parts of Open Call for INSPIRE Communities of Practice

Open Call for INSPIRE Communities of Practice

Join us in building a strong partnership for
inclusive gender equality in research and
innovation in Europe and beyond!

- Do you (and your organisation and/or network) want to benefit from practical **knowledge and support** for **promoting gender equality** and **learn with and from your peers** and from other, similar organisations and networks?
- Are you looking for international **expertise** to advance your **gender equality work** in terms of **intersectionality, inclusion** or **sustainability** and expand your networks?
- Do you want to benefit from **gendered innovation** expertise and make your innovation **processes** and **products** more **inclusive**?
- Do you represent a Research Funding Organisation working on **integrating gender** and intersectionality in your **funding programmes and review processes**?

This is an invitation to apply, if you, your organisation and/or your network can answer yes to any of the above.

INSPIRE is **now open for applications from interested groups and networks**, who wish to become an INSPIRE **Community of Practice (CoP)**. As an INSPIRE CoP you will be part of a **Knowledge and Support Hub (KSH)** to design the future of the European Research & Innovation Landscape in terms of inclusiveness, diversity and equality.

The EU-funded project 'INSPIRE - Centre of Excellence on Inclusive Gender Equality in Research & Innovation' provides the opportunity to participate in an engaging environment that allows you to advance your approaches, reflect on your objectives, measures and results and to learn from other practitioners and experts. A total of 12 CoPs will be supported in the period March 2024 - May 2026.

Who can apply?

- ✓ existing associations, networks, informal groups
- ✓ consisting of at least 5 research and innovation organisations

How can you apply?

- ✓ Here you find information about application conditions & the [application form](#)
- ✓ please fill in [expression of interest](#)
- ✓ **Deadline:** November 14, 2023 17:00 CEST



Here you can find general information about:

INSPIRE is Europe's Centre of Excellence on Inclusive Gender Equality in Research & Innovation. [Want to know more?](#)

What is a [Community of Practice?](#)



Open Call for INSPIRE Communities of Practice

Who can apply?

INSPIRE is looking for existing associations, networks or informal and / or expert groups that want to engage with INSPIRE and become one of twelve INSPIRE Communities of Practice. The open call is directed to groups of minimum five R&I organisations or companies who would apply together to become a Community of Practice, collaborating with a specific Knowledge and Support Hub (KSH). If you are not part of an already existing Community of Practice or topic-related network but are still interested in being part of this innovative change process, please reach out to the Knowledge and Support Hub you are interested in.

What kind of support can your Community of Practice get from INSPIRE – What are your benefits?

INSPIRE will offer you

- Support on how to setup a Community of Practice (if needed) and additional support on different topics for advancing inclusive gender equality and innovation.
- Support will include different tools and resources, such as seminars, online training, expert support, guidelines etc.
- Possibility for participating in INSPIRE activities – from research to co-creation.
- Expertise of the INSPIRE consortium, a wider selection of experts and cutting-edge knowledge and research and practice generated by INSPIRE.
- Opportunities for mutual learning and sharing of experiences between peers and similar organisations within and between Communities of Practice.

As a Community of Practice you will be asked to:

- support and contribute to INSPIRE's aim of building an evidence base on inclusive gender equality and gendered innovation in research and innovation
- work together in your Community of Practice on the work plan you develop
- work on institutional change and/or gendered innovation in your organisations, institutions or companies with the help of INSPIRE support
- send members to participate in INSPIRE events, workshops and research activities and thereby contribute to the development of practical tools and policy recommendations.



For which Knowledge and Support Hub (KSH) do you want to apply?

INSPIRE is organised in four Knowledge and Support Hubs that address four different topics:

KSH 1 Sustaining Change	KSH 2 Widening Participation	KSH 3 Intersectionality	KSH 4 Innovation
<ul style="list-style-type: none"> ✓ <i>target group</i>: CoPs of Research Organisations and Universities ✓ you have already implemented Gender Equality Plans (GEPs) and seek to learn more about how to make its activities and achievements more sustainable 	<ul style="list-style-type: none"> ✓ <i>target group</i>: CoPs of Research Organisations and Universities ✓ your organisations are situated in Eastern Europe and Latin America ✓ you are early on in developing and/or implementing Gender Equality Plans (GEPs) in your organisations and seek expertise with such processes and procedures 	<ul style="list-style-type: none"> ✓ <i>target group</i>: CoPs of Research Organisations and Universities ✓ you want to explore how intersectionality can be included into Gender Equality Plans (GEPs) 	<ul style="list-style-type: none"> ✓ <i>target group</i>: CoPs of R&I funders and R&I companies ✓ you want to benefit as companies from inclusive gendered innovations and implement them ✓ As research and innovation funders, you want to promote gender-specific innovations in R&I programmes

How to apply?

Fill out the application form for the Knowledge and Support Hub with which you would like to collaborate. Please be aware that you can only apply for one Community of Practice. Please consult the specific requirements of each Knowledge and Support Hub below and find also the specific application forms:

- [Specific requirements for KSH1: Sustaining change](#)
- [Specific requirements for KSH2: Widening Participation](#)
- [Specific requirements for KSH3: Intersectionality](#)
- [Specific requirements for KSH4: Innovation](#)

Before applying, we would be glad to receive your Expression of Interest which will help us get an overview of potential applicants already during the application phase. It allows you also to ask questions concerning your application.

Please use the following link to submit your [expression of interest](#).

An expression of interest is not binding in any way and you may still change for instance the choice of Knowledge and Support Hub etc.

Please submit your applications by **November 14th, 2023, 17:00 (CET)** by sending the completed forms to the Knowledge and Support Hub you are interested in.

WE ARE LOOKING FORWARD TO CREATING THE FUTURE OF AN INCLUSIVE RESEARCH AND INNOVATION LANDSCAPE IN EUROPE AND BEYOND WITH YOU!



General information

What is INSPIRE?

INSPIRE aims to become Europe's Centre of Excellence on Inclusive Gender Equality in Research & Innovation and therefore generates and brings together cutting-edge knowledge, ambitious policy approaches, and innovative practices to provide a gateway for scholars, equality experts, practitioners, innovators, research funders, policy makers and trainers to connect and share resources, as well as co-create new ones.

It is organised in four thematically oriented Knowledge and Support Hubs: **Sustaining Change**, **Widening Participation**, **Intersectionality** and **Innovation**. Each KSH will collaborate with and support three Communities of Practice in the field of its main topic.

What is a Community of Practice (CoP)?

A Community of Practice is a group of representatives from different Research & Innovation organisations with shared interests in advancing inclusive gender equality in R&I in their organisations.

In total, INSPIRE will support 12 Communities of Practice – three for each Knowledge and Support Hub. Each Community of Practice consists of at least 5, ideally 8 member organisations. Its members should meet on a regular basis to implement the activities outlined in the work plan. The runtime of Communities of Practice is of 27 months: from March 2024 to May 2026.



KSH 1 work programme

1) Objectives/Priorities



Sustaining change

Sustaining and deepening change
in the R&I ecosystem.

The Knowledge and Support Hub (KSH) on sustaining and deepening change is dedicated to the challenges related to sustaining institutional change, as well as integrating inclusive gender equality in broader strategic agendas in the R&I ecosystem. Currently, there is limited and inconclusive research on the impact of interventions on gender and diversity, leading to minimal progress (Risman, Froyum, and Scarborough 2018). Therefore, the main goal of the KSH is to produce knowledge about factors, actors, strategies, interventions, policies, practices etc., that facilitate or hinder changes over time. In line with a conception of social reality as inherently complex, this KSH on sustaining and deepening change understands change in organisations and institutions as dynamic and multidirectional (Schneider and Somers 2006), hence, organisational change requires rewiring institutional practices (Nicolini 2019) from bottom-up and top down perspectives. This implies dealing with issues of leadership, diversity in representation and participation, types and results of interventions, policy design and implementation and any other form or strategy for change.

a) Themes for KSH 1 CoP-support: sustaining and deepening change:

Learning lessons for the design and implementation of gender equality policies point out that policies need to be tailor-made to specific contexts. Responsibility, transparency, monitoring, evaluation and accountability are key elements of policy design. To address change at different levels there is a need to: 1) increase the representation of marginalised groups in knowledge production, 2) implement realistic, concrete, and time-bound actions, 3) foster cohesion and coalitions across different levels and 4) prioritise care as a core value. Care as a core value refers to a feminist ethics of care in which being at work requires meaningful, compassionate and attentive relationships with others inside and outside the organisation (Phillips 2019). Furthermore, KSH1 research findings point to the relevance of communities of practice (CoPs) to support inclusion and equality interventions and change agents as well as driving sustainable change forward. Part and parcel of effective change approaches are the abilities to handle resistance, implications of preferences and priorities of top management and how these are reflected in organisational practices and procedures (Benschop and Van Den Brink 2018).

Accordingly, the three foreseen CoPs of KSH1 shall focus on:

- sustaining and deepening change for inclusive gender equality
- foster mutual support and master exchange around political navigation, handling and negotiating power structures and resistance, generating promising practices and ideas
- commitment to address all three of the following, together: fix the numbers, fix the organisations, fix the knowledge



b) Objectives

The main objective of KSH1 is to identify those challenges related to sustaining institutional change and integrating inclusive gender equality in broader strategic agendas. It will examine resistance, changes in top management and institutionalisation.

Moreover, KSH aims to contribute to the overall aims of all INSPIRE's KSHs, namely:

1. **Deepen knowledge and practice** on inclusive gender equality, including geographical and sectorial contextualisation of main knowledge gaps and policy challenges.
2. **Bridging knowledge and practice** through transforming state-of-the-art knowledge into practical tools and informing knowledge and theory through practice-based evidence on how to implement inclusive gender equality.
3. **Engage relevant and necessary stakeholders** across the Quadruple Helix³ to advance and advocate for inclusive gender equality in European R&I.
4. **Co-develop innovative practices and policy debate** within and across KSHs on sustaining and deepening change.

Accordingly, our **main target groups** are **CoPs with (experienced) members, who aim to take their GE work one step further:**

- Established or expanding CoPs/networks
- Senior experienced Gender Equality and / or Diversity and Inclusion Practitioners based in R&I organisations
- CoPs with international / regional coverage (although national CoPs may also be considered)

In the selection of CoPs, all three criteria will be considered individually and together.

c) Main activities

The main activities pursued in the KSH1 are various kind of support for the design and activities of CoPs that aim to discuss, develop and qualify sustaining and deepening institutional change from an inclusive and intersectional gender equality perspective.

2) Responsibilities and tasks

Activities that take place not only in WP4 but also in other WPs are listed here. This is based on the understanding of KSH as a connecting element between different project activities.

Tasks/responsibilities of the KSH:

³ The Quadruple Helix is an innovation theory model that emphasises the relevance of linkages between four different innovation actors/subsystems to generate new innovative products, services, technology: government, industry, academia and society (see Aggarwal, S. and Sindakis, S. (2022), "Four Pillars of Quadruple Helix Innovation Model: An Approach for the Future", Sindakis, S. and Aggarwal, S. (Ed.) Entrepreneurial Rise in the Middle East and North Africa: The Influence of Quadruple Helix on Technological Innovation (Advanced Strategies in Entrepreneurship, Education and Ecology), Emerald Publishing Limited, Bingley, pp. 9-28. <https://doi.org/10.1108/978-1-80071-517-220221002>).



Work in other WPs:

- Prepare a literature review on sustaining and deepening change (WP2) - SRU
- Analyse the expert questionnaires regarding information about sustaining and deepening change (experts, networks, literature, policies... (WP2) - SDU
- Prepare and conduct case studies (WP3 T3.3 and T3.4) - SRU
- Exploring analytical synergies (WP3 T3.7) - SRU (SDU)
- Ensure translation, delivery and scalability of INSPIRE support resources and service portfolio (WP6) - SDU

Work in WP4 within KSH:

- Contact potential KSH experts and contract them – SRU
- Design and conduct one co-creation workshop on translating INSPIRE research findings into practicable tools (input to SPkg 2-5) - SDU
- Prepare, design and deliver Support Package 4 on Sustaining and Deepening Change (WP4) including roll-out/trial and collecting feedback on SPkgs in accordance with D4.5 – SDU
- Quality assurance of other SPKgs – SDU
- Develop and implement an open call for CoPs for KSH 1 – SRU, SDU
- Out of the pool of CoP applications preselect a short list of CoPs for the final CoP selection - SRU, SDU
- Select three CoPs for KSH1 in reference to the criteria of the CoP call – SRU, SDU
- Written documentation of selection process – SRU, SDU
- Adapt and negotiate MoUs – SDU (SRU)
- Implement CoP needs assessment – SDU
- Support 3 Communities of Practice – SDU
 - o Support and empower CoPs in their own efforts to sustain and deepen change efforts, among other things via knowledge – SDU
 - o support CoP-facilitator – SDU
 - o facilitate knowledge exchange events for CoPs – SRU, SDU
 - o allocate (based on needs assessment and expression of interest) and oversee SPkg use in the three CoPs, and track progress, uptake and feedback (WP4,6) - SDU

Work in WP4 across KSH

- Collaboration and knowledge exchange:
 - o Participation in KSH steering committees including report about progress, insights, challenges, opportunities, change of work plans, etc. - SRU, SDU
 - o develop, facilitate and implement co-creation workshops with support from JR - SDU
 - o Participate in co-creation workshops – SRU, SDU
- KSH1-Knowledge exchange events + working papers (containing work progress and reflection of KEs): M18 (March 2024), M30 (March 2025), M42 (March 2026) –
- Knowledge exchange events across KSH + working papers: M24 (September 2024) and M 36 (September 2025)

SDU will have the presiding role in the leadership team, which entails assembling an agenda, scheduling, moderating and documenting online meetings of the KSH leaders (as per need) and KSH Board (minimum twice a year).



KSH experts cooperate with the two KSH leaders, CoP representatives and facilitators, for advice and consultancy in the period of their engagement (September 2023 – May 2026). Their primary responsibility is to participate in KSH Board Meetings and (at least two) Knowledge Exchange Events. Depending on their expertise and availability, they can be asked to contribute to:

- Development of CoP-Workplan,
- Suggestions for trainers and lecturers for the events organised by the CoP, which will be sponsored by the designated KSH leader.
- Support and feedback for tool development such as OTUs and SPkgs

3) CoP recruitment

a) CoP recruitment strategy of KSH1:

In addition to the joint dissemination effort on the level of the whole project, KSH1 leaders will recruit (potential) CoPs through direct contact with relevant existing and/or expanding networks and other potential interested organisations/individuals in INSPIRE's network and as indicated in the Country Cluster reports.

Both KSH leaders will participate in the distribution of the CoP call. In order to ensure broad participation, they will:

- address individually (and in common language, when possible) their contacts in targeted organisations/association/networks/CoPs
- follow-up on every recommended further contact
- after one month from call opening (October 26th) KSH1 leaders will organise a contingency meeting to evaluate the response rate and decide on how to target gaps in coverage.

b) Engagement strategy – CoP activities

Participation and implementation of needs assessment and CoP-Workplan development

After the CoP selection, the CoPs will participate in a needs assessment. Following the methodology developed by JR until end of November 2023, the needs assessment process will be carried out in each CoP (between December 2023 and mid-January 2024) with support of and oversight by SDU. The results of the needs assessment will be analysed by JR and made available for each KSH as part of D4.2 in January 2024.

In conjunction with the first Knowledge Exchange Event, a joint CoP-introduction will take place in March 2024, followed by individual kick-off meetings in each CoP. SDU will be in charge of planning these events, and SRU will also take part. The primary aim of the Kick-off is to create sense of community within the group, and to draft the CoP-Workplan. SDU will support the CoPs (i.e., the CoP-facilitators) in translating needs assessment into concrete workplan, setting goals and timelines. After CoP members draft the workplan, SDU will read and comment on the document. The aim is to achieve consensus on a manageable CoP-Workplan in June 2024.



Meeting plan – and means (virtual, physical)

The CoP facilitators will organise and moderate the kick-off meeting in March 2024 with SDU's support. Location (physical/virtual) will be decided on the criteria of accessibility and budget limitations.

Where possible, CoPs can organise annual physical meetings. SDU may attend these meetings.

CoPs will be advised to organise regular virtual meetings (e.g., on a monthly or bimonthly basis).

SDU may upon request or need attend these events and may also attend other events (such as trainings, lectures, workshops), organised by the CoPs.

CoP coordination and support work

Division of work and responsibilities within CoP and the KSH:

- **CoP facilitator** schedules CoP meetings, keeps minutes, monitors execution of the CoP-Workplan and timeline, and is in charge of holding common CoP documents on record. This role can be shared among members, with clear division of responsibilities in the MoU.
- **CoP representative** is the primary contact for communication with the designated KSH1 leader. This can, but need not to be, the person acting as a facilitator. The CoP representative communicates to the designated KSH1 leader the preferences of the CoP regarding delivery of the two support packages (SPkgs). The CoP representative distributes information about knowledge-exchange events obtained by their KSH1 leader and is responsible for providing suitable attendees for these events. Each CoP representative attends the KSH1 Board meetings.
- **CoP members** have responsibility to attend the CoP meetings and other activities, send a substitute if needed, and execute tasks agreed on in the CoP meetings and noted in the meeting minutes. Each CoP member has a right to start a joint initiative, or suggest organisation of common trainings, lectures, workshops etc.

All other specific agreements in the individual CoPs are to be noted in the CoP-workplan.

c) Results/Outputs/Benefits (TBD)

The expected results and benefits of the KSH1 CoPs cover the following (as a minimum):

- Knowledge on how to sustain and deepen ongoing or initiated change efforts.
- A collection of good practice examples and deep exchanges on promising practices and support in developing and building members' own and their organisations' competence and capacity
- Access to state-of-the-art topical research, innovation, methodologies, events and resources, developed by INSPIRE or bundled and promoted
- deepening of CoP-members' practice and capacity for implementation – and thus impact on their organisations and wider contexts

Ideally, the CoPs will also lead to



- Development of new interventions
- Changes in organisational practices and routines
- Building capacity for equality and inclusion
- Fostering reflexivity of the status quo, which makes the imagination of an alternative future possible
- Collaborating inclusively via participatory and interactive approaches
- Sharing knowledge with diverse audiences
- Staging interventions to disrupt status quo and envision alternatives
- Advocating via activities that are political in nature.

Via access to INSPIRE's other KSH and CoPs, further benefits can be expected:

- Knowledge on dealing with intersectionality
- Knowledge on how to integrate inclusive gender equality in organisational processes and structures as well as in innovation processes and technology development
- Knowledge on how to engage newcomers – including companies – in dealing with gender sensitive innovation processes
- New policy approaches for the business enterprise sector



Appendices KSH1 work programme: KSH 1 CoP-call and application form



Sustaining change

Sustaining and deepening change in the R&I ecosystem.

KSH 1 specific call text

Specific Requirements for KSH1:

What are we looking for the sustaining and deepening change Knowledge and Support Hub (KSH1)?

The Knowledge and Support Hub on sustaining and deepening change seeks applications for CoPs from:

- Established or expanding CoPs/networks on the topics of inclusive gender equality and diversity in R&I organisations
- Senior experienced gender equality, diversity and inclusion practitioners based in R&I Organisations who want to or already have a network or standing collaboration
- CoPs with international/regional coverage (although national CoPs may also be considered)

CoP members are not limited to a specific organisational role or function. However, they need to ensure top management commitment for participating in a CoP by signing a Memorandum of Understanding defining the collaboration of the CoP.

CoP members and their representatives should be interested in establishing or advancing their knowledge and organisational processes and in sustaining and deepening change regarding inclusive gender equality in R&I organisations. Sustaining and deepening change is dedicated to the challenges related to sustaining institutional change, as well as integrating inclusive gender equality in broader strategic agendas in the R&I eco-system.

The composition of CoPs: CoPs should number at least five (5) member organisations and no more than 15. We recommend that a CoP has eight (8) member organisations. The number of CoP members is not a selection criterion as long as there are at least five different organisations represented in the CoP.

Please download the application form [here](#) and submit it no later than **November 14th, 2023, 17:00 (CET)**.

For further questions please sent an email to this address: sustainabilityKSH@inspire.eu

Please download a draft of a Memorandum of Understanding [here](#) to get an impression how organisations will commit to the CoP.

You can read more about the KSH1: Sustaining and Deepening Change [here](#).



Application form, KSH1:

Description of the group	
Name:	Year of constitution:
Common purpose:	
List previous and planned future common activities, if possible:	
CoP facilitators	
<i>(Please indicate two persons (preferably from two different organisations) that will act as CoP facilitators)</i>	
Name:	Organisation:
Name:	Organisation:

CoP Members										
	Name of Organisation	Type of organisation	public / private organisation	Number of employees	Country (head-quarter)	Name & Surname of representative in the CoP	function	email	Organisation has a GEP or alternative since when?	Name of Organisation
1										
2										
3										
4										
5										

Motivation
What is your motivation for getting support of the INSPIRE project? What are the group's interests in sustaining and deepening change in inclusive gender equality?

Please submit the completed application form until **November 14th, 2023, 17:00 (CET)** to the following email-address: sustainabilityKSH@inspire.eu



References:

Benschop, Yvonne, and Marieke Van Den Brink. 2018. 'The Holy Grail of Organizational Change: Towards Gender Equality at Work'. In *Gender Reckonings: New Social Theory and Research*, edited by James W. Messerschmidt, Patricia Yancey Martin, Michael A. Messner, and Raewyn Connell. NYU Press. <https://doi.org/10.2307/j.ctt1pwtb3r>.

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Phillips, Mary. 2019. "Daring to Care": Challenging Corporate Environmentalism'. *Journal of Business Ethics* 156 (4): 1151–64. <https://doi.org/10.1007/s10551-017-3589-0>.

Risman, Barbara J., Carissa M. Froyum, and William J. Scarborough, eds. 2018. *Handbook of the Sociology of Gender*. Handbooks of Sociology and Social Research. Cham: Springer International Publishing. <https://doi.org/10.1007/978-3-319-76333-0>.

Schneider, Marguerite, and Mark Somers. 2006. 'Organizations as Complex Adaptive Systems: Implications of Complexity Theory for Leadership Research'. *Leadership Quarterly* 17 (4): 351–65. <https://doi.org/10.1016/j.leaqua.2006.04.006>.



KSH 2 ‘Widening participation’ work programme



Widening participation

Widening participation and reach
of GEPs

1) Objectives/Priorities

a. Themes

The KSH2 ‘Widening participation’ concentrates on supporting creation of inclusive GEPs and alternatives in R&I organisations **in Europe and Latin America**⁴ as a way to institutionalise inclusive gender equality policies. It will develop support strategies that result from critical reflection on knowledge production, while considering **specificities of social and political contexts** and building on past experiences and practices.

b. Objectives

The main objective of the KSH2 is to **gather and develop knowledge** on processes of gender equality institutionalisation in R&I organisations in Europe and Latin America, in particular on the design and establishment of the inclusive GEPs or alternatives in Europe and Latin America. Furthermore, KSH2 aims to:

- Stimulate debate on initiating change and contextualisation of gender equality policies in Europe and Latin America;
- Encourage the cooperation on the national, regional and international level through creation and development of Communities of Practice;
- Provide support tools to institutions useful in inclusive GEP preparation (such as institutional analysis of data, GEAM, participatory methods in inclusive GEP design and implementation, training, consultancy);
- Examine the impact of regional policy incentives (in particular, Horizon Europe GEP eligibility criterion) on the processes of gender equality institutionalisation;
- Examine the impact of right-wing backlash and “anti-gender” movement on gender equality policies in R&I sector and ways to mitigate such resistances.

Accordingly, our **main target groups** are:

- Gender equality practitioners in R&I organisations in Europe and Latin America
- Decision-makers in R&I organisations in Europe and Latin America

⁴ Geographically, the Hub is focused on the “Widening countries” as defined by the Horizon Europe Work Programme WIDERA (Widening Participation and strengthening the European Research Area), within which the INSPIRE project is being financed. Thus, we use the term only as a reference to this particular funding scheme, and for the purpose of stressing the importance of reaching those countries in which the gender equality plans have been only recently established or are in the process of development. However, we do not use this term in general as we adopt a decolonial approach to knowledge production. Therefore, the KSH2 concentrates particularly on widening participation in gender equality policies in the following countries: Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and Albania, Bosnia & Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia, Turkey, Armenia, Georgia, Moldova, Morocco, Tunisia, Ukraine, Faroe Islands and the Outermost Regions (defined in Art. 349 TFEU) and countries of Latin America.



c. Main activities

- Supporting CoPs to provide a space for debate, exchange and networking for institutions at different phases of GEP implementation process in Europe and Latin America;
- Supporting institutions gathered in the CoPs through INSPIRE support packages;
- Conducting research in Europe and Latin America (case studies of GEPs and Equality-Diversity-Inclusion (EDI) policies, gender equality audit with the GEAM tool and disseminating results);
- Organising meetings and events that enable sharing knowledge and experience between institutions and CoPs;
- Ensuring representation of local and regional perspectives in the discussions on inclusive gender equality policies in Europe and Latin America;
- Analyse how Horizon Europe GEP eligibility criterion impacted the processes of gender equality institutionalisation in CEE region and the Balkans on the basis of INSPIRE project results and cooperation with experts and CoPs (final result: produce a monograph/book).

2) Responsibilities and tasks of KSH2

Activities that take place not only in WP4 but also in other WPs are listed here. This is based on the understanding of KSH as a connecting element between different project activities.

Work in other WPs:

- Prepare a literature review on institutionalisation of gender equality policies in Europe and Latin America (WP2, T2.1 part 1) - FLACSO, UJ, ZRC SAZU;
- Analyse the expert questionnaires from the Central and East European Member States (WP2, T2.1 part 2) - ZRC SAZU;
- Analyse data from the GEP indicators and GEP survey (WP3 T3.1, T3.2) - UJ, ZRC SAZU;
- Prepare and conduct five case studies on GEP success & failure factors (in CEE and the Balkans) (WP3 T3.3) - UJ, ZRC SAZU;
- Conduct two case studies on the equality/diversity/inclusion policies in CEE and the Balkans (WP3 T3.4) - ZRC SAZU;
- Prepare and deliver final Support Packages (T6.2) based on the pilot run of the CoPs and their feedback on the content of the Support Packages - UJ, FLACSO.

Work in WP4 within KSH:

- Contact potential KSH experts and contract them (T4.1) - ZRC SAZU;
- Disseminate open calls for CoPs within Europe and Latin America and invite particular potential CoPs to apply to the open call (T4.1) - FLACSO, ZRC SAZU, UJ;
- Preselect a short list of CoPs out of the pool of CoP applications for the final CoP selection, and prepare written documentation of the selection process (T4.1) - FLACSO, ZRC SAZU, UJ;
- Adapt and negotiate MoUs with CoP members (T4.1) - FLACSO, ZRC SAZU, UJ;



- Organise kick-off meetings and needs assessment for each CoP (T4.1) - FLACSO, ZRC SAZU, UJ;
- Design two support packages (T4.4), that is SPkg1: Setting up a CoP for Equality Work (FLACSO) and SPkg2: Setting up a GEP (UJ), as well as manage roll-out/trial and collect feedback on those SPkgs in accordance with D4.5 - FLACSO, UJ;
- Assist institutions within CoPs in development of inclusive GEPs or alternatives through the usage of Support Packages and change catalysts (experts/trainers/mentors) which will be adjusted to the needs of organisations in CoPs (WP4, WP6. T6.2) - FLACSO, UJ, ZRC SAZU;
- Collaborate in the exchange knowledge between INSPIRE partners and CoP institutions (T4.2) that includes: participating in KSH Steering Committee, reporting about progress, insights, challenges, opportunities, change of work plans, etc., - FLACSO, UJ, ZRC SAZU;
- Recruit participants from CoPs to take part in workshops planned in T4.3 which findings will feed the CoE Vision Report (T.7.3);
- Participate in KSH2 Knowledge exchange events (T4.2) and prepare three working papers subsequently in M18 (March 2024), M30 (March 2025) and M42 (March 2026). Each of the KSH2 leaders will prepare one working paper, but assigning specific authors to specific events and publications is going to be decided by the KSH Board;
- Participate in Knowledge exchange events across KSH (T4.2) and prepare two working papers in M24 (September 2024) and M36 (September 2025). UJ and ZRC SAZU will prepare one working paper each, but assigning specific authors to specific events and publications is going to be decided by the KSH Board.

Each of the KSH2 leaders will have the **presiding role** over the KSH2 for one year (13 months):

1. June 2023 – June 2024: UJ
2. July 2024 – July 2025: ZRC SAZU
3. August 2025 – September 2026: FLACSO

This presiding role entails particularly the facilitation of KSH2 internal meetings (once a month) and KSH2. Board meetings (three times a year) that particularly includes:

- assembling an agenda, scheduling, moderating and documenting those online meetings;
- facilitating common activities and tasks within the KSH2;
- paying attention to upcoming deadlines and streamlining collective work in order to meet the deadlines.

KSH experts cooperate with KSH leaders, CoP representatives and facilitators, for advice and consultancy in the period of their engagement (September 2023 – May 2026). Their primary responsibility is to participate in KSH Board Meetings and Knowledge Exchange Events. Depending on their particular expertise and availability, they can be asked to contribute to:

- Development of CoP Workplan;



- Suggestions for trainers and lecturers for the events organised by the CoP, which will be sponsored by the designated KSH leader;
- Support and feedback for tool development like Open Training Units, Support Packages;
- feedback for KSH outputs/deliverables (working papers, reports).

3) Dissemination channels of CoP call

In addition to the common dissemination effort on the level of the whole project, KSH2 leaders will mobilise following dissemination channels:

- UJ:

- Distribute CfA individually (with personalised invitation) to all associations, networks and (potential) CoPs recommended by **all** national experts (T2.1) under Q47 (provide suggestions for INSPIRE to support CoPs) for the topic **Initiating change**;
- Distribute CfA individually to all associations, networks and (potential) CoPs recommended by national experts from CEE region under Q47 for **all five topics** (Initiating change; Sustaining and deepening change; Adopting an intersectional approach; Implementing gendered innovations, Monitoring inclusive gender equality);
- Distribute CfA to all associations, networks and CoPs engaged in promoting structural change towards (inclusive) gender equality in R&I listed by national experts from CEE region under Q40-41 (associations/networks/CoPs in your country). For those engaged in the topic **Initiating change**, make personalised invitations.
- Target contacts from EU members from CEE region in Community Mapping Survey from ACT project.
- Distribute CfA through individual professional networks of team members, particularly in CEE countries.

- ZRC SAZU:

- Stemming from the role of the Country cluster coordinator for CEE (in T2.1) ZRC SAZU will ask national experts from KSH2 geographical coverage to distribute CfA throughout their professional networks.
- Distribute CfA to all experts, trainers, mentors and specialised consultancies recommended by national experts from KSH2 geographical coverage under Q42-44, asking them to distribute the CfA further.
- Target consortium members from EU Associated Countries that participated in FP7, Horizon 2020 and Horizon Europe projects dedicated to fostering gender equality in R&I.
- Distribute CfA to all GE Academy trainers database (<https://ge-academy-trainers.eu/trainers/>) from all countries covered by KSH2.
- Use the list of authors from the literature review gathered via national experts (in T2.1) as a pool of contacts for distributing CfA.
- Target contacts from EU Associated Countries in Community Mapping Survey from ACT project.
- Distribute CfA through individual professional networks of team members, particularly in EU Associated Countries.



- FLACSO:

- Target contacts from Latin America using Community Mapping Survey from ACT project.
- Distribute CfA through UNITWIN UNESCO Network and UNESCO Chairs on Gender Equality and other regional organisations that promote GE in Latin America.
- Distribute CfA through universities, research centres and professional networks, particularly in countries of Latin America.
- Distribute CfA through Networks of researchers on GE in Higher Education, Science, Technology and GE policies.
- Distribute CfA through Universities authorities in the region.

4) Contingency measures to ensure broad participation in CoP call

All three KSH2 leaders will participate in the distribution of the CoP call. In order to ensure broad participation, they will:

- address individually (and in common language, when possible) their contacts in targeted organisations/association/networks/CoPs;
- follow-up on every recommended further contact;
- after one month from call opening (October 26th) KSH2 leaders will organise a contingency meeting to evaluate the response rate, and decide on how to target gaps in coverage.

We will ask interested applicants to send the notification of interest in advance (before finally deciding and sending the application), so we could have an overview of the potential applicants in advance (assuming that many CoPs will apply days/hours before the deadline). This information is useful for detecting where the gaps are in the coverage of CfA distribution.

5) Engagement strategy – CoP activities

- **Participation and implementation of needs assessment and CoP-Workplan development**

After the CoP selection, each CoP member will participate in a needs assessment. Following the methodology developed by Joanneum Research until end of November 2023, the needs assessment process will be carried out in each CoP (between beginning of December 2023 and mid January 2024) with support of and oversight by the designated KSH2 leader. The results of the needs assessment will be analysed by JR and made available for each KSH as part of D4.2 in January 2024.

Physical kick-off meeting of each CoP should take place in February 2024 involving the designated KSH2 leader. The primary aim of the meeting is to create a sense of community within the group, and to draft the CoP-Workplan. The designated KSH2 leader will help the CoP they are supporting in translating needs assessment into concrete Workplan, setting goals and timelines. Each of the KSH2 leaders (UJ, ZRC SAZU and FLACSO) had previous experience acting as CoP facilitators which they will use in the process. After CoP members draft their Workplan the designated KSH2 leader will read and comment on the document. The aim is to achieve consensus on a manageable CoP Workplan in March 2024.



- **Meeting plan – and means (virtual, physical)**

Designated KSH2 leader will organise and moderate the physical kick-off meeting in February 2024. Location will be decided on the criteria of accessibility and budget limitations.

CoPs will be advised to organise annual physical meetings, sharing the expenses within the group, if possible. KSH2 leaders will attend these meetings should they be organised.

CoPs will be advised to organise virtual meetings on a monthly basis (on the same date, or day of the week in a month). Designated KSH2 leader will attend these events in the following cases:

- particular support is requested by the CoP;
- to prepare delivery of the two support packages which match the needs assessment;
- to present upcoming knowledge-exchange events organised by INSPIRE and newly prepared open training units (OTU) and support packages;
- a CoP reaches a milestone, result or outcome and wants to present it to the designated KSH2 leader.

In addition to the participation in monthly meetings when needed, designated KSH2 leader will also attend, if possible, all events (such as trainings, lectures, workshops), organised by the CoP.

- **CoP coordination and support work**

Division of work and responsibilities within CoP:

- **CoP facilitator** schedules CoP meetings, keeps the minutes, monitors execution of the CoP Workplan and timeline, and is in charge of holding common CoP documents on record. This role can be shared among two or more persons (from different organisations), with clear division of responsibilities defined in the MoU.
- **CoP representative** is the primary contact for communication with the designated KSH2 leader. This can, but need not to be the person acting as a facilitator. A CoP representative communicates to the designated KSH2 leader preferences of the CoP regarding delivery of the two support packages (SPkgs) and open training units (OTU). The CoP representative distributes information about knowledge-exchange events obtained by their KSH2 leader, and is responsible for providing suitable attendees for these events. Each CoP representative attends the KSH2 Board meetings.
- **CoP members** have responsibility to attend the CoP meetings, send their substitute if needed, and execute tasks agreed on in the CoP meetings and noted in the meeting minutes. Each CoP member has a right to start a joint initiative, or suggest organising common trainings, lectures, workshops etc.

6) Results/Outputs/Benefits

The concrete **outputs** of CoP work will be following:

- CoP events (regular meetings of CoPs, workshops, knowledge and practice exchange etc.);



- Comparative data from GEAM survey aimed at diagnosing gender equality status quo at an institution, conducted voluntarily in the CoP member organisations;
- Working papers (in relation to knowledge exchange events, CoP meetings in KSH and discussions);
- Feedback from CoP needs assessment and piloting support packages;
- Reflections/debates/recommendations on initiating change in the regional context.

Though KSH leaders cannot fully guarantee, as this is up to CoP members themselves, the broad **result** of CoP activity should be institutional change towards supporting inclusive gender equality in these organisations. The preferred results would be development of institutional level policies, programmes and initiatives: CoP members without GEP develop a GEP or alternative or at least undertake a diagnosis of status-quo. CoP members already having GEP prepare for the next GEP cycle.

We envision CoP members would **benefit** in following ways:

- Gaining new knowledge, skills and perspectives on approaches, solutions and strategies in inclusive GEP development and implementation, particularly from the regional perspective;
- Being part of a network of experts who undertake similar tasks/duties in their organisations in the region;
- Having a sense of belonging to a community that shares values and faces similar challenges in the practice. Previous experiences of CoPs have shown this has led to awareness raising, inspiration and empowerment for CoP members.
- Participation in collaborative learning and knowledge sharing through exchange of good practices.
- Having a friendly and non-violent space to share experiences and learn from it in relation to design and implementation of GEP or alternatives with other experts on the topic.
- Participation in the INSPIRE project events and workshops, networking, updates on activities and initiatives on gender equality.

Possible routes for the **exploitation** of results are following:

- scholarly publications (articles, monograph, policy briefs, working papers);
- non-academic publications;
- dissemination in conferences and other academic or educational settings;
- open training units developed by the INSPIRE consortium;
- gender equality policy advocacy.



Appendices KSH2 work programme: KSH 2 CoP-call and application form



KSH 2 – Widening Participation - specific call text

The **Knowledge and Support Hub on Widening Participation** seeks applications for CoPs from research performing organisations and higher education institutions that want to engage in the institutionalisation of inclusive gender equality policies, particularly through Inclusive Gender Equality Plans, and are situated in countries of Europe and Latin America.

Representatives of CoP members are not limited to a specific organisational role or function. Ideally, they should be gender equality or diversity-inclusion practitioners, or researchers of these topics, but could also be other staff members or student representatives. They need not to be official representatives of their organisations, but need to be able to secure the top management commitment for participating in a CoP by signing a Memorandum of Understanding defining their future joint collaboration.

What are we looking for?

- existing or potential communities of practice (including associations, networks, project consortia, informal groups) dedicated to institutionalisation of gender equality policies in R&I. CoP members may be connected through belonging to the same geographical region, scholar discipline, previous project, etc.;
- CoPs/groups in which the majority of organisational members come from Europe and/or Latin America;
- CoPs/groups that have at least 5 organisational members (not limited numbers);
- CoPs/groups in which the majority of member organisations are dedicated to implementing gender equality policies;
- CoPs/groups in which the majority of individual members are involved in the institutionalisation of gender equality policies or GEPs in their respective organisations;
- CoPs/groups who are willing to develop collaborative projects with policy makers and/or gender equality/feminist networks.

3.2) Definition of specific KSH selection criteria

Since KSH2 is dedicated to Widening participation and reach of GEPs, the CoPs will be selected with primary focus on organisations from European countries, as defined by the Horizon Europe Work Programme 2023–2024 under the term “Widening countries”: Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia and all Associated Countries with equivalent characteristics in terms of R&I performance (Albania, Armenia, Bosnia & Herzegovina, Faroe Islands, Georgia, Kosovo, Moldova, Montenegro, North Macedonia, Serbia, Tunisia, Türkiye,



Ukraine, and once associated Morocco), as well as the Outermost Regions (defined in Art. 349 TFEU)⁵, and from countries of Latin America.

As KSH2 will support 3 different CoPs, they should preferably engage members from countries located in different regions mentioned under the term “Widening countries” (e.g. Central and Eastern Europe, countries of former Yugoslavia, EU Associated Countries) and Latin America.

What do we offer?

- forum for sharing knowledge and experience on creating and developing GEP measures (and their alternatives) that fit the local context, considering their historical, cultural, political and economic diversity, as well as the development of their research and innovation system;
- networking and knowledge exchange events connecting countries and organisations with diverse development in planning, implementing and evaluating GEPs;
- CoP-tailored support that includes supporting facilitation of CoP meetings and CoP workplan, high-quality online tools and resources adjusted to CoP workplan, advice and cooperation with region and context specific experts/change catalysts/mentors;
- access to online tools for CoP work and resources (i.e. GEAM, Open-training units) produced by the INSPIRE project:
- access to tailored-made support packages for CoPs;
- opportunity to be part of the INSPIRE Centre of Excellence, including participation in INSPIRE international events and initiatives.

If you are interested, please get in contact with us to see how we can help you with your application.

For further questions, please send an email to this address: wideningKSH@inspire.eu

Please download the application form [here](#) and submit it until **November 14th, 2023, 17:00 (CET)**.

Please download a draft of a Memorandum of Understanding [here](#) to get an impression how organisations should commit to the CoP.

You can read more about the KSH2: Widening Participation [here](#).

⁵ See https://rea.ec.europa.eu/horizon-europe-widening-who-should-apply_en, and the document: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2023-2024/wp-11-widening-participation-and-strengthening-the-european-research-area_horizon-2023-2024_en.pdf



Application form, KSH2:

Description of the group	
Name:	Year of constitution:
Common purpose: <i>Please provide information on how and when the group constituted and what is its common purpose, that is: why it exists and what the main aims are (max 100 words)</i>	
List previous and planned future common activities, if possible:	
CoP facilitators	
<i>(Please indicate two persons (preferably from two different organisations) that will act as CoP facilitators)</i>	
Name:	Organisation:
Name:	Organisation:

CoP Members									
	Name of Organisation	Type of organisation	Public/private organisation	Number of employees	Country (headquarter)	Name & Surname of representative in CoP	Person's role within the organisation	email	Organisation has a GEP or alternative [Y/N] (since when?)
1									
2									
3									
4									
5									

Motivation
What is your motivation for getting support of the INSPIRE project? Provide a list of planned future common activities offered by the INSPIRE project which you find relevant / useful for the development of your Community of Practice and its member institutions, if possible. <i>(max. 300 words)</i>

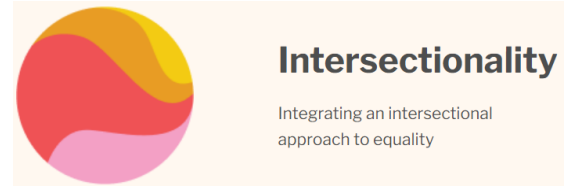
We ask you to send us an expression of interest in advance (before you make a final decision and send the application) so that we have an overview of potential applicants in advance. By doing so, you will greatly support us in handling the call!

In return, we will gladly support you in preparing your application. If you have any questions about the selection criteria, the application process or the application forms, please don't hesitate to contact us by writing to this email address: wideningKSH@inspire.eu

Please submit the completed application form until **November 14th, 2023, 17:00 (CET)** to the following email-address: wideningKSH@inspire.eu



KSH 3 work programme



1) Objectives/priorities

a) Themes

KSH3 aims at **integrating an intersectional approach** to equality. In particular, this hub will concentrate on how R&I organisations can move from Gender Equality Plans (GEPs) and/or Equality Diversity and Inclusion (EDI) interventions to inclusive GEPs that adopt an intersectional approach to foster equality.

KSH3 builds on the growing consensus across disciplines that an **intersectional approach** is crucial to analyse and address discrimination and inequality in organisations. An intersectional approach is necessary to capture the complexity of the emergence and reproduction of inequalities in real-life situations, in which sex, gender, class, race, ethnicity, cultural background, age, sexual orientation, health and disability (among others) simultaneously play a role and cannot be disentangled.

GEPs and EDI are **instruments** to institutionalise a certain policy (e.g., gender equality policy; equality, diversity and inclusive policy) within an organisation, ensuring its continuity over time. Such a structural anchoring of policies is essential to advance equality in consideration of the diffuse nature of the processes causing inequalities and the cumulative nature of their effects. An inclusive GEP is an instrument to institutionalise an intersectional equality policy within an organisation to foster an inclusive structural change process towards intersectional equality.

KSH3 will support the development and implementation of policies that contribute to the creation (e.g., through shaping values, norms, structures, procedures and practices) of organisational environments in which all single axes of difference and their intersections no longer form a ground for discrimination and inequality, but rather a commitment towards intersectional equality embraced by the organisation and its members.

Within an R&I organisation, an intersectional approach towards equality:

- acknowledges **three dimensions**:
 1. careers (e.g., recruitment and selection, task allocation, wellbeing, job satisfaction, training opportunities, career support, evaluation and promotion, rewards and benefits);
 2. R&I production and dissemination (e.g., higher education curricula, learning methods, support of certain R&I activities, and valorisation of scientific outcomes and societal impacts);
 3. decision-making (e.g., horizontal and vertical, formal and informal processes, including collaboration and consultation; modalities of decision-making, recognition of input in decision-making; budgeting; impact assessment);
- **challenges institutionalised power relations** in those three dimensions by:



1. adopting an intersectional approach to careers, R&I production and dissemination, and decision-making;
2. taking into consideration the context in terms of country/regional institutional and historical background, existing equality knowledge and practices, and R&I sectoral specificities;
3. promoting a participative, reflexive and iterative process of institutional learning which guides the implementation of evidence-based policies and measures to address discrimination and inequality intersectionally.

In line with above, each of the three foreseen CoPs shall focus on **different aspects** of an intersectional approach to equality. CoPs shall gather R&I organisations that are already **working, at least, on single axes of discrimination and inequality** (e.g., gender, race, disability) through GEPs and/or EDI policies and:

- Are **ready to move forward** by adopting a more intersectional approach: for instance, recruitment and promotion procedures; work-life balance; decision-making processes; monitoring and evaluation methods; or
- Want to move forward, but are embedded in a **context that is unfavourable to an intersectional approach**. This could for instance be a societal/legal/policy context in which the adoption of policies addressing specific inequalities (e.g., related to race, ethnicity, cultural and/or migrant background; sex; sexual orientation; gender identity or expression; disability) are being hindered, or a societal/legal/policy framework context in which the rights of certain groups are being eroded; or
- Are ready to move forward, in particular, by adopting an **intersectional approach to R&I production and dissemination**: for instance, higher education curricula, learning methods, support of certain R&I activities, and valorisation of scientific outcomes and societal impacts.

b) Objectives

The main objectives of KSH3 are to:

- Raise **awareness** about the need to adopt an intersectional approach to equality; and
- Co-create **knowledge and practice** dealing with:
 1. how R&I organisations already implementing GEPs and/or EDI policies can **start to adopt an intersectional approach** in their interventions;
 2. what are the main **facilitating and hindering** factors to adopt and institutionalise this approach to foster equality in a long-term, sustainable and effective way and how the former factors can be leveraged and the latter be reduced;
 3. how organisations can **monitor and evaluate** progress, that is, the demonstrable reduction of any kind of discrimination and inequality within the organisation.



Accordingly, our **main target groups** are:

- **R&I organisations** which are willing to adopt or further develop an intersectional approach to equality. Adopting such approach involves different organisational actors (e.g., top-management; equality experts; middle-management; human resources staff; R&I staff; other staff; higher education students); and
- the **R&I eco-system** from all over Europe and beyond: policy-makers in the field of R&I and in the field of equality policies; R&I gate-keepers; decision-makers within R&I organisations (both funding and performing organisations); intersectional equality experts (theoretical and practitioners); R&I staff; and higher education students.

We will ensure that the three KSH3 CoPs, together, include:

- both organisations that are **experienced** and **starters**, with regard to adopting an intersectional approach to equality;
- both organisations working in **favourable contexts** for adopting an intersectional approach to equality and those working in **unfavourable ones**;
- organisations committed to adopt an **intersectional approach to R&I production and dissemination**.

In this way, KSH3 aims to contribute to the overall aims of the KSHs:

1. **Deepen knowledge and practice** on intersectional approaches to equality, taking into account geographical and sectorial differences in knowledge/practice gaps and policy and institutional challenges.
2. **Bridging knowledge and practice** through transforming state-of-the-art knowledge into practical tools and informing knowledge and theory through practice-based evidence, with a focus on developing practical tools and guidance for R&I organisations to adopt an effective intersectional approach and informing theory through practice-based evidence on main facilitating and hindering factors.
3. **Engage relevant and necessary stakeholders** across the Quadruple Helix to advance and advocate for adopting intersectional approaches to equality in European R&I.
4. **Co-develop innovative practices and policy briefs** within and across KSHs on intersectional approaches towards equality.

2) Main activities

The main activities pursued in KSH3 rely on engaging experts in intersectionality and CoPs to raise awareness on the need to adopt an intersectional approach to equality and to contribute to the development of new knowledge and new practice towards equality informed by it.

3) Responsibilities and tasks

KSH3 **leaders** are University of Hasselt (UH) and Notus. They have developed this initial workplan, including selection criteria for engaging four intersectional experts as well as priorities and selection criteria for recruiting three CoPs.



KSH3 **responsibilities and tasks** do not only refer to WP4 activities but also activities in other WPs. This is based on the understanding of KSH as a connecting element between different project activities. Main responsibilities and tasks are:

1. Work in other WPs

- Prepare a literature review on intersectionality (WP2, D2.1) - UH
- Analyse the EU27 expert survey regarding information about intersectionality (legal/policy framework, structural change, actors: experts, R&I organisations, networks, suggestions for CoPs (WP2, D2.2) - Notus
- Participate in T2.4. Foresight & Anticipatory Innovation Governance (WP2) - Notus
- Contribute to policy brief 'Inspire vision' (WP2, D2.6 - UH and Notus)
- Participate in T3.3: QCA - GEP success & failure, by conducting 4 case studies (WP3, D3.7 and D3.8) - Notus
- Lead T3.4 Exploring Equality-Diversity-Inclusion policies (WP3, D3.4 and D3.5) - UH
- Lead T3.5. Develop GEAM version 3 (WP3, D3.9) - Notus
- Contribute to other policy briefs, when relevant - UH and Notus
- Contribute to working papers, when relevant - UH and Notus

2. Work in WP4 within KSH3

- Agree on selection criteria for KSH3 experts as well as names (UH and Notus), contact potential experts (Notus) and contract them (UH)
- Develop and implement open call for CoPs - UH, Notus and experts
- Out of the pool of CoP applications preselect a short list of CoPs for the final CoP selection - UH and Notus
- Select three CoPs for KSH3 in reference to the criteria of the CoP call - UH, Notus and experts
- Written documentation of selection process - Notus
- Adapt and negotiate MoUs - Notus
- Implement CoP needs assessment - Notus
- Support 3 Communities of Practice - Notus
- Design one support package, including roll-out/trial and collecting feedback on Support Packages (WP4, 6) – Notus
- Assist institutions in CoPs in adopting an intersectional approach through the usage of Support Packages (WP4,6) - UH and Notus

3. Work in WP4 across KSH

- Collaboration and knowledge exchange:
 - Participation in KSH steering committees including report about progress, insights, challenges, opportunities, change of work plans, etc.
 - Support SDU in implementing co-creation workshops
 - Participate in co-creation workshops
- KSH3 Knowledge exchange events + working papers - UH and Notus
- Knowledge exchange events across KSH + working papers: M24 (September 2024) and M36 (September 2025) - UH and Notus



The distribution of responsibilities between KSH3 leaders is as follows:

- Notus will chair the KSH3. This role entails: assembling the agenda, scheduling, moderating and documenting KSH3 meetings, as well as meetings between KSH3 leaders (as per need); and participating in the KSH Board (two times a year).
- UH will lead the knowledge production of KSH3. This role entails: proposing the themes to be developed in the working papers and coordinating the production of these working papers.

The primary responsibility of **KSH3 experts** is to participate in KSH Board Meetings and Knowledge Exchange Events. They will cooperate with the two KSH3 leaders, CoP representatives and facilitators, for advice and consultancy in the period of their work (September 2023 – May 2026). Depending on their particular expertise and availability, they can be asked to:

- Contribute to the development of CoPs workplans.
- Provide suggestions for trainers and speakers for the events organised by the CoP, which will be sponsored by the designated KSH leader.
- Discuss and provide specific feedback for tool development.

4) CoP recruitment

CoP recruitment for KSH3 will be included in the general INSPIRE OPEN CALL for Communities of Practice on Inclusive Gender Equality in Research & Innovation. Recruitment for KSH3 will have specific requirements, as explained below.

Dissemination channels of CoP call

INSPIRE will undertake a common dissemination effort on the level of the whole project. Among other activities, this will include to distribute the Call for Application (CfA) to all national experts included in the EU27 survey and ask them to distribute it throughout their professional networks.

KSH3 leaders will mobilise their own dissemination channels. Both institutions will distribute CfA individually (with personalised invitation) to relevant R&I organisations or groups of organisations within their networks.

In addition, Notus will distribute CfA individually (with personalised invitation) to relevant organisations, associations, networks and (potential) CoPs recommended by national experts for the topic intersectionality.

KSH3 leaders will ask KSH experts to provide further suggestions of R&I organisations or groups of organisations that could be interested in participating in the call. Notus will distribute CfA individually (with personalised invitation) to all of them.

Contingency measures to ensure broad participation in CoP call

The dissemination channels described above intend to ensure a broad and non-biased participation in the CoP call.



The CoP call envisages a proactive participation of KSH3 leaders to support potential applicants (contact point; expression of interest; support to improve the application before the deadline).

After one month from the call opening (mid-October), Notus will prepare an **assessment** of the situation of the call and propose contingency measures in case it is found that:

- the number of potential applicants who have contacted us or have submitted expression of interest is too low; or it is restricted to certain types of R&I organisations; or it is restricted to certain countries; or
- potential applicants and expressions of interest do not address the three priorities initially envisaged in the call (that is, at least one of the priorities is not addressed).

If such is the case a **contingency meeting** between the KSH3 leaders, and ideally also KSH experts will be held within a week, to discuss the situation and agree on contingency measures.

Such contingency measures will have the objective of covering identified biases/gaps by further mobilisation of KSH3 leaders, KSH experts and, if pertinent, other INSPIRE partners.

5) Engagement strategy – CoP activities

- Participation and implementation of needs assessment and CoP-Workplan development

After the CoP selection, the CoPs will participate in a **needs assessment**. Following the methodology developed by JR by the end of November 2023, the needs assessment process will be carried out in each CoP (between December 2023 and mid-January 2024) with support of and oversight by the designated KSH3 leader (Notus). The results of the needs assessment will be analysed by JR and made available for each KSH as part of D4.2 in January 2024.

- Meeting plan – and means (virtual, physical)

Physical kick-off meeting of each CoP should take place in March 2024 involving the designated KSH3 leader (Notus). The primary aim of the meeting is to create sense of community within the group, and to draft the CoP-Workplan. The designated KSH3 leader will help the CoP they are supporting in translating the needs assessment into a concrete workplan, and in setting goals and timelines. After CoP members draft the workplan the designated KSH3 leader will read and comment on the document. The aim is to achieve consensus on a manageable CoP Workplan in June 2024.

The CoP facilitators will organise and moderate the physical or virtual kick-off meeting in March 2024 with support of the designated KSH3 leader. Location will be decided on the criteria of accessibility and budget limitations.

Further advice for specific CoPs dynamics will be developed once the CoPs are established.

At this initial stage, we consider the following common aspects as proposed by WP4 leaders - to be discussed in the first KSH3 meeting with experts and in meetings with each CoP bilaterally:



- CoPs will be advised to organise annual physical meetings, sharing the expenses within the group, if possible. Designated KSH3 leader will attend these meetings should they be organised.
- CoPs will be advised to organise virtual meetings on a regular basis and agree on a timing which is aligned to the specific work plan of the CoP and the availability of CoP members, among other potential aspects to consider. Designated KSH3 leader will attend these events in cases when: particular support is requested; to prepare delivery of the two support packages (SPkgs) which match their needs assessment; to present upcoming knowledge-exchange events organised by INSPIRE and newly prepared open training units (OTU) and SPkgs; a CoP reaches a milestone, result or outcome and wants to present it to the group.

Designated KSH3 leader will attend all events (such as trainings, lectures, workshops), organised by the CoP.

- CoP coordination and support work

The initial division of work and responsibilities within the CoP and KSH3 is as follows:

- CoP facilitator schedules CoP meetings, keeps the minutes, monitors the execution of the CoP-Workplan and timeline, and is in charge of holding common CoP documents on record. This role can be shared among members, with clear division of responsibilities in the MoU.
- CoP representative is the primary contact for communication with the designated KSH3 leader. This can, but need not to be the person acting as a facilitator. A CoP representative communicates to the designated KSH3 leader preferences of the CoP regarding delivery of the two support packages (SPkgs) and open training units (OTU). The CoP representative distributes information about knowledge-exchange events obtained by their KSH3 leader, and is responsible for providing suitable attendees for these events. Each CoP representative attends the KSH3 Board meetings.
- CoP members have the responsibility to attend the CoP meetings, send their substitute if needed, and execute tasks agreed on in the CoP meetings and noted in the meeting minutes. Each CoP member has a right to start a joint initiative, or suggest the organisation of common trainings, lectures, workshops etc.

6) Results/Outputs/Benefits

The expected results and thus benefits of the KSH3 are primarily twofold:

- Raise **awareness** about the need to adopt an intersectional approach to equality; and
- Co-create **knowledge and practice** dealing with:
 1. how R&I organisations already implementing GEPs and/or EDI policies can **start to adopt an intersectional approach** in their interventions;
 2. what are the main **facilitating and hindering** factors to adopt and institutionalize this approach to foster equality in a long-term, sustainable and effective way and how the former factors can be leveraged and the latter be reduced;



3. how organisations can **monitor and evaluate** progress, that is, the demonstrable reduction of any kind of discrimination and inequality within the organisation.

These benefits are expected to be relevant for different target groups:

- the R&I organisations which are involved through the CoPs in the KSH3. CoPs' activities (both within each CoP and between CoPs) will contribute to capacity building of the representatives of the CoPs, and develop new knowledge and practice to be directly meaningful for the organisations involved;
- other R&I organisations and the R&I ecosystem at large. Ideally, the KSH3 (through collaboration between UH, Notus, experts and CoPs) will provide a set of good practice examples and guiding principles on the three key points described above: how to start; what are common facilitating and hindering factors and how to deal with them; how to monitor and evaluate progress. Good practice examples and guidance will not be 'one-size-fits-all'. On the contrary, relevance of context will be taken duly into account. Guidance will target two different groups: policy makers (policy briefs) and practitioners (working papers and other outputs already envisaged in the INSPIRE work plan).

Furthermore, it is also worth noting that KSH3 in general, as well as CoPs in particular, will benefit from knowledge/practice sharing with other KSH and other CoPs through different activities already foreseen in INSPIRE. Ideally, this will help to overcome some existing barriers (e.g., how to start in a difficult context? how to start if there are no good models for this specific kind of R&I organisation?) and also broaden the scope of co-creation of knowledge and practice (e.g., how to sustain/deepen change and/by adopting an intersectional approach?). Again, guidance will target two different groups: policy makers (policy briefs) and practitioners (working papers and other outputs already envisaged in the INSPIRE work plan).



Appendices KSH3 work programme: KSH 3 CoP-call and application form



Widening participation

Widening participation and reach
of GEPs

KSH 3 – Intersectionality - specific call text

Open call for CoP recruitment - Specific requirements for KSH3

What is the Intersectionality Hub looking for?

The Knowledge and Support Hub on Intersectionality (KSH3) seeks applications for CoPs from all types of R&I organisations which are willing to move from Gender Equality Plans (GEPs) and/or Equality Diversity and Inclusion (EDI) policies to inclusive GEPs that adopt an intersectional approach to foster an inclusive structural change process towards equality.

KSH3 builds on the growing consensus across disciplines that an **intersectional approach** is crucial to analyse and address discrimination and inequality in organisations. An intersectional approach is necessary to capture the complexity of the emergence and reproduction of inequalities in real-life situations, in which sex, gender, class, race, ethnicity, cultural background, age, sexual orientation, health and disability (among others) simultaneously play a role and cannot be disentangled.

GEPs and EDI are **instruments** to institutionalise a certain policy (e.g., gender equality policy; equality, diversity and inclusive policy) within an organisation, ensuring its continuity over time. Such a structural anchoring of policies is essential to advance equality in consideration of the diffuse nature of the processes causing inequalities and the cumulative nature of their effects. An inclusive GEP is an instrument to institutionalise an intersectional equality policy within an organisation to foster an inclusive structural change process towards intersectional equality.

KSH3 will support the development and implementation of policies that contribute to the creation (e.g., through shaping values, norms, structures, procedures and practices) of organisational environments in which all single axes of difference and their intersections no longer form a ground for discrimination and inequality, but rather a commitment towards intersectional equality embraced by the organisation and its members.

Within an R&I organisation, an intersectional approach towards equality:

- acknowledges **three dimensions**:
 1. careers (e.g., recruitment and selection, task allocation, wellbeing, job satisfaction, training opportunities, career support, evaluation and promotion, rewards and benefits);
 2. R&I production and dissemination (e.g., higher education curricula, learning methods, support of certain R&I activities, and valorisation of scientific outcomes and societal impacts);
 3. decision-making (e.g., horizontal and vertical, formal and informal processes, including collaboration and consultation; modalities of decision-making, recognition of input in decision-making; budgeting; impact assessment; etc);
- **challenges institutionalised power relations** in those three dimensions by:



1. adopting an intersectional approach to careers, R&I production and dissemination, and decision-making;
2. taking into consideration the context in terms of country/regional institutional and historical background, existing equality knowledge and practices, and R&I sectoral specificities;
3. promoting a participative, reflexive and iterative process of institutional learning which guides the implementation of evidence-based policies and measures to address discrimination and inequality intersectionally.

In line with above, each of the three foreseen CoPs shall focus on **different aspects** of an intersectional approach to equality. CoPs shall gather R&I organisations that are **minimally already working on multiple single axes of discrimination and inequality** (e.g., gender, race, disability) through GEPs and/or EDI policies and:

- Are **ready to move forward** by adopting a more intersectional approach: for instance, recruitment and promotion procedures; work-life balance; decision-making processes; monitoring and evaluation methods; or.
- Want to move forward, but are embedded in a **context that is unfavourable to an intersectional approach**. This could for instance be a societal/legal/policy context in which the adoption of policies addressing specific inequalities (e.g., related to race, ethnicity, cultural and/or migrant background; sex; sexual orientation; gender identity or expression, disability) are being hindered, or a societal/legal/policy framework context in which the rights of certain groups are being eroded; or
- Are ready and willing to move forward, in particular by adopting an **intersectional approach to R&I production and dissemination**: for instance, higher education curricula, learning methods, support of specific R&I activities, and valorisation of scientific outcomes and societal impacts.

The above is informative, but it is not an exhaustive/exclusive list of priorities. We encourage **all kind of groups of at least 5 R&I organisations**, including existing associations, networks, informal or ad-hoc groups, expert groups, to participate in this call and explain **how** they intend to work on intersectionality and **why** this is relevant for the purpose of advancing inclusive structural change towards equality by adopting an intersectional approach.

The call is open to **all kind of R&I organisations**, that is:

- Research performing organisations (RPOs), that is organisations that produce R&I:
 - Higher education institutions (public and private)
 - Other public research performing organisations (publicly funded research institutes)
 - R&I companies (e.g., private companies providing R&I products or services)
 - NGOs and other non-profit research performing organisations (e.g., private R&I foundations)
- Research funding organisations (RFOs), that is organisations that fund R&I (e.g., research Ministries and public bodies funding basic and applied research; innovation agencies; other public and private institutions funding research and/or innovation)

Representatives of CoP members are not limited to a specific organisational role or function. They can be decision-makers within R&I organisations; equality experts (theoretical and



practitioners); R&I staff, Human Resources staff, other staff; and higher education students. They **do not need to be official representatives of their organisations**. However, they **need to get the top management commitment** for participating in a CoP by signing a Memorandum of Understanding (MoU) defining their future joint collaboration once the CoP is selected.

How to apply

The **deadline** for applications is **November 14th, 2023, 17:00 (CET)**.

Applications have to be submitted on behalf of **at least 5 R&I organisations**.

If you are interested in this call, **please get in contact with us** to see how we can help you with your application. You may want to contact us because you have any questions about the selection criteria, the application process or the application forms. And you may also want to contact us to discuss your initial idea and get support to improve it, including suggestions about other organisations with similar plans. In any case, we will be happy to provide support, either to individual organisations or to groups of organisations. Please, use this email for contacting us: intersectionalityKSH@inspire.eu

We also ask you to send us **an expression of interest** in advance of deadline. This expression of interest does not entail you have made a final decision to send the application. Once we receive this expression of interest, we will gladly support you in preparing your application. For sending an expression of interest, please use the email above and let us know:

- name of your organisation
- names of other organisations potentially interested in joining you for this call (if any)
- why you are interested in this call (brief explanation)

Please do not wait until the deadline is too close. We strongly recommend you to contact us and, eventually, **send your expression of interest until October 12th, 17:00 CET**. In this way, you will have more time to make a decision and prepare your application - and we will be in a better position to support you in this process.

The **application form** is [here](#).

You may also see a draft of a Memorandum of Understanding [here](#) to get an impression of how your organisation should commit to the CoP.

You can read more about the KSH3: Intersectionality [here](#).



Application form KSH3

Description of the group									
Name:					Year of constitution:				
Common purpose: (max 100 words)									
List previous and planned future common activities, if possible:									
CoP facilitators									
(Please indicate two persons (preferably from two different organisations) that will act as CoP facilitators)									
Name:					Organisation:				
Name:					Organisation:				
CoP Members									
	Name of organisation	Type of organisation	Sector / Purpose	Number of employees	Country (head-quarter)	Name & surname of representative	Function	email	Experience with intersectional equality (yes; partly; no)
1									
2									
3									
4									
5									
Motivation									
What is your motivation for getting support of the INSPIRE project in the field of intersectional equality? (max. 100 words)									

Please submit the completed application form until **November 14th, 2023, 17:00 (CET)** to the following email-address: intersectionalityKSH@inspire.eu



<https://www.inspirequality.eu/>

KSH4 work programme



1) Objectives and Priorities

a) Themes

Gendered innovations, a dynamic approach that incorporates the gender dimension into all aspects of the research & development process, have received considerable interest in the contemporary innovation discourse. In today's world, the call for research and innovation to serve all members of society equally is resounding. However, in the implementation of gendered innovation, which also considers other diversity dimensions - i.e. has inclusivity as its objective - companies and researchers still face many challenges. Overcoming these hurdles pays off, though, because inclusive gendered research and development practices often lead to better and more inclusive outcomes that can benefit a wider range of people. By considering gender and diversity in their projects, researchers and innovators can develop better products and reach new audiences. This not only promotes economic growth, but also gives them a competitive edge when competing for customers and research funding. Apart from the financial benefits, many argue that the ethical and political dimension is even more crucial. The underlying principle is that all members of society should benefit equally from the advantages of publicly funded research, which underlines the compelling nature of this holistic approach. Research and innovation should be for everyone!

KSH4 will therefore concentrate on gender responsive innovation communities and innovation policies in the private sector paying specific attention to the social and cultural factors enabling the **successful implementation of inclusive gendered innovations** within companies or innovation clusters. Hereby, we will **focus on the process of implementing inclusive gender equality strategies in research and innovation by considering intersectionality.**

Inclusive Gendered Innovation (IGI) mainstreams sex, gender and intersectional analysis in the R&D and innovation development processes aiming to promote inclusive gender equality. The IGI approach considers how broader societal influences, such as unconscious bias, gender relations, and intersecting inequalities already present in institutional frameworks and organisational structures, as well as local context, affect innovation development and innovation beneficiaries. IGI involves a diverse group of beneficiaries in the innovation process to counteract these influences.

Accordingly, the three foreseen CoPs shall focus on:

- Funding / policies (funders and policy makers)
- Gendered innovation community 1 (companies, networks)
- Gendered innovation community 2 (companies, networks)

b) Objectives

The main objective of KSH4 is to create more **awareness and knowledge** about gendered innovations in the innovation community, which includes researchers, developers, innovators



as well as decision- and policy-makers from all over Europe and beyond. Furthermore, KSH4 aims to **support the development of gendered innovations** by

- Promoting (inclusive) gendered innovation policies
- Promoting the concept of (inclusive) gendered innovations and
- Demonstrating the benefits, impacts and challenges of (inclusive) gendered innovations

Moreover, KSH4 aims to contribute to the overall aims of the KSHs, namely

1. **Deepen knowledge and practice** on inclusive gender equality, including geographical and sectorial contextualization of main knowledge gaps and policy challenges;
2. **Bridge knowledge and practice** through transforming state-of-the-art knowledge into practical tools and informing knowledge and theory through practice-based evidence
3. **Engage relevant and necessary stakeholders** across the Quadruple Helix to advance and advocate for inclusive GE in European R&I
4. **Co-develop innovative practices and policy debate** within and across KSHs on inclusive gendered innovations

Accordingly, our **main target groups** are

- Innovation and gender equality policy makers and stakeholders
- Innovation funding agencies, incubators, start-up investors, business angels
- Innovation clusters and networks
- Innovation/R&D companies

We aim to ensure that the KSH4 CoPs are composed of newcomers and starters as well as organisations experienced in implementing inclusive gendered innovations. In terms of the type of innovation, we currently seek CoPs with a focus on social innovation, GreenTech and Digitalization, thus addressing main priorities of the EU.

c) Main activities

The main activities of the KSH4 are focused around developing new knowledge on inclusive gendered innovation policies, translate the knowledge into practical tools and support and raise the awareness of inclusive gendered innovations and related policies in relevant target groups. Therefore, in KSH4 we will offer various kind of support for the design and implementation of CoPs that aim to develop and discuss (inclusive) gendered innovations and (funding) policies for the private sector. Concretely, KSH will mobilise experts and CoP participants that are willing to contribute to the development of new knowledge on how to initiate, fund and structure processes that promote (inclusive) gendered innovations.

2) Responsibilities and tasks

Activities that take place not only in WP4 but also in other WPs are listed here. This is based on the understanding of KSH as a connecting element between different project activities.

Tasks/responsibilities of KSH4

Work in other WPs:



Prepare a literature review on gendered innovation	WP2	JR, FhG
Analyse the expert questionnaires regarding information about gendered innovation (experts, networks, literature, policies...)	WP2	JR
Prepare and conduct 4 case studies	WP3 T3.6	JR, FhG
Develop OTU7 "Innovation Policy Toolkit"	WP6 T6.1	JR
Develop OTU8 for companies and policy makers/funding agencies/etc.	WP6	JR, FhG
Explore analytical synergies	WP3 T3.7	JR



Work in WP4 within KSH:

Contact potential KSH experts and contract them	FhG
Design one support package “Improving Quality & Equality in R&I” (WP4) including roll-out/trial and collecting feedback on SPkgs in accordance with D4.5	JR, FhG
Quality assurance of other SPKgs	JR, FhG
Develop and implement open calls for CoPs for their KSHs	JR, FhG
Collect arguments why companies would benefit from gendered innovations	JR, FhG
Out of the pool of CoP applications preselect a short list of CoPs for the final CoP selection	JR, FhG
Select three CoPs for their KSH in reference to the criteria of the CoP call	JR, FhG
Written documentation of selection process	JR
Adapt and negotiate MoUs FhG,	JR
Implement CoP needs assessment	JR
Support 3 Communities of Practice, 1 involving RFOs (JR) and 2 involving companies (FhG); support of one company CoP will be shared between JR and FhG. - Assist institutions in CoPs in implementing gendered innovation(s) (policies) through the usage of Support Packages (WP4,6)	JR, FhG

Work in WP4 across KSH

Collaboration and knowledge exchange:	
- Participation in KSH steering committees including report about progress, insights, challenges, opportunities, change of work plans, etc.	JR, FhG
- Support SDU in implementing co-creation workshops	JR
- Participate in co-creation workshops	JR
KSH4-Knowledge exchange events + working papers (containing work progress and reflection of KEs): M18 (March 2024), M30 (March 2025), M42 (March 2026)	JR (2) FhG (1)
Knowledge exchange events across KSH + working papers: M24 (September 2024) (FhG) and M36 (September 2025) (JR)	JR, FhG



Each of the **KSH4 leaders** will have the presiding role over the KSH4 for 20 months:

1. July 2023 – Feb 2025: FhG
2. March 2025 – September 2026: JR

This presiding role entails: assembling an agenda, scheduling, moderating and documenting online meetings of the KSH leaders (as per need) and KSH Board (two times a year).

KSH experts cooperate with two KSH leaders, CoP representatives and facilitators, for advice and consultancy in the period of their engagement (September 2023 – May 2026). Their primary responsibility is to participate in KSH Board Meetings and Knowledge Exchange Events. Depending on their particular expertise and availability, they can be asked to contribute to:

- Development of CoP-Workplan,
- Suggestions for trainers and lecturers for the events organised by the CoP, which will be sponsored by the designated KSH leader.
- Support and feedback for tool development like OTU7/8, SPkg

3) Dissemination channels of CoP call

In addition to the common dissemination effort on the level of the whole project, KSH4 leaders will mobilise following dissemination channels:

- Joanneum Research:

1. Distribute CfA individually (with personalised invitation) to relevant associations, networks and (potential) CoPs recommended by **all** national experts (T2.1) under Q40-41 and Q47 (provide suggestions for INSPIRE to support CoPs) for the topic **gendered innovation**.
2. Distribute CfA through individual professional networks of team members.
3. Stemming from the role of the Country cluster coordinator for CE (in T2.1) JR will ask national experts to distribute CfA throughout their professional networks.
4. EIT and EIC programme and community managers
5. Innovation funding organisations
6. GENDERACTIONplus research funding organisations
7. Distribute the open call via the local contact points of the Enterprise Europe Network: <https://een.ec.europa.eu/local-contact-points>

- Fraunhofer:

1. Distribute CfA through individual professional networks of team members (incl. LinkedIn)
2. Company CoPs and networks (see distribution list)
3. EIC Project Coordinators, Groups and Projects focused on social innovation, GreenTech and Digitalization

Both KSH leaders will participate in the distribution of the CoP call. In order to ensure broad participation, they will:

- address individually (and in common language, when possible) their contacts in targeted organisations/association/networks/CoPs.



- follow-up on every recommended further contact.
- after one month from call opening (October 26th), KSH4 leaders will organise a contingency meeting to evaluate the response rate, and decide on how to target gaps in coverage.

4) Contingency measures to ensure broad participation in CoP call

Through the expression of interest on the INSPIRE website as well as through emails with questions about the CoP call we hope to be able to monitor interest in the call. We will document and monitor these activities. This will allow us to see whether we can expect submission of CoP proposals or if we need to distribute the CoP call even more broadly.

We will apply the following contingency measures to ensure broad participation in CoP call in case it turns out to be too difficult to find (international) company CoPs:

- approach and support all people who have contacted us about the company CoPs and innovation funder CoP.
- approaching also networks, associations, projects comprised also of other research performing organisations and recruit mixed CoPs, like for instance in mission oriented projects or flagship initiatives.
- Focus more on national networks and clusters especially in Germany and Austria but also other countries represented in the INSPIRE consortium.

5) Engagement strategy – CoP activities

Participation and implementation of needs assessment and CoP-Workplan development

After the CoP selection, the CoPs will participate in a needs assessment. Following the methodology developed by JR until end of November 2023, the needs assessment process will be carried out in each CoP (between December 2023 and mid January 2024) with support of and oversight by the designated KSH4 leader. The results of the needs assessment will be analysed by JR and made available for each KSH as part of D4.2 in January 2024.

Physical kick-off meeting of each CoP should take place in March 2024 involving the designated KSH4 leader. The primary aim of the meeting is to create sense of community within the group, and to draft the CoP-Workplan. The designated KSH4 leader will help the CoP they are supporting in translating needs assessment into concrete workplan, setting goals and timelines. After CoP members draft the workplan, the designated KSH4 leader will read and comment on the document. The aim is to achieve consensus on a manageable CoP-Workplan in June 2024.

Meeting plan – and means (virtual, physical)

The CoP facilitators will organise and moderate the physical or virtual kick-off meeting in March 2024 with support of the designated KSH4 leader. Location will be decided on the criteria of accessibility and budget limitations.



CoPs will be advised to organise annual physical meetings, sharing the expenses within the group, if possible. KSH4 leader will attend these meeting should they be organised.

CoPs will be advised to organise virtual meetings on a regular basis (e.g. monthly meetings). Designated KSH4 leader will attend these events in cases when:

- particular support is requested;
- to prepare delivery of the two support packages (SPkgs) which match their needs assessment;
- to present upcoming knowledge-exchange events organised by INSPIRE and newly prepared open training units (OTU) and SPkgs;
- when CoP reaches a milestone, result or outcome that want to present to the group.

Designated KSH4 leader will attend all events (such as trainings, lectures, workshops), organised by the CoP.

CoP coordination and support work

Division of work and responsibilities within CoP and the KSH:

- **CoP facilitator** schedules CoP meetings, keeps the minutes, monitors execution of the CoP-Workplan and timeline, and is in charge of holding common CoP documents on record. This role can be shared among members, with clear division of responsibilities in the MoU.
- **CoP representative** is the primary contact for communication with the designated KSH4 leader. This can, but need not be, the person acting as a facilitator. A CoP representative communicates to the designated KSH4 leader preferences of the CoP regarding delivery of the two support packages (SPkgs). The CoP representative distributes information about knowledge-exchange events obtained by their KSH4 leader, and is responsible for providing suitable attendees for these events. Each CoP representative attends the KSH4 Board meetings.
- **CoP members** have responsibility to attend the CoP meetings, send their substitute if needed, and execute tasks agreed on in the CoP meetings and noted in the meeting minutes. Each CoP member has a right to start a joint initiative, or suggest organisation of common trainings, lectures, workshops etc.

6) Results/Outputs/Benefits

The expected results and thus benefits of the KSH4 CoPs are primarily twofold:

- Knowledge on how to consider gender aspects in innovation processes
- A collection of good practice examples that show why it is important to consider gender in research and innovation content



Ideally, the CoPs will also lead to (see Fuenfschilling et al. 2022⁶)

- Development of new interventions
- Changes in organisational practices and routines;
- Building capacity for equality and inclusion
- Fostering reflexivity of the status quo, which makes the imagination of an alternative future possible;
- Collaborating inclusively via participatory and interactive approaches;
- Sharing knowledge with diverse audiences,
- Staging interventions to disrupt status quo and envision alternatives,
- Advocating via activities that are political in nature.

Via access to the other KSH and CoPs, further benefits can be expected:

- Knowledge on dealing with intersectionality in innovation processes and technology development
- How to engage newcomers – especially companies – into dealing with gender sensitive innovation processes?
- New policy approaches for the business enterprise sector

⁶ Fuenfschilling, Lea; Paxling, Linda; Vico, Eugenia Perez (2022): Norm-critical innovation as a way forward for responsible innovation? Evidence from a Swedish innovation policy program. *Journal of Responsible Innovation*, Vol. 9, No 3, 371-397.



APPENDIX – Open CoP Call Text for KSH4

Why should you apply for an INSPIRE Community of Practice and collaborate with the INSPIRE Knowledge and Support Hub on inclusive gendered innovations?



Innovation

Promoting gender sensitive innovation communities and policies in the private sector

- ✓ Communities of Practice and the Knowledge and Support Hub are **a forum for sharing knowledge and experience** on implementing inclusive gendered innovations and dealing with intersectionality in product/technology development as well as in social innovations or research funding.
- ✓ In our collaboration we take into account the different **historical, cultural, political and economic contexts** as well as the different development levels of research and innovation systems in Europe and beyond.
- ✓ Communities of Practice will benefit from the knowledge of other INSPIRE Knowledge and Support Hubs about developing and implementing Gender Equality Plans, implementing sustainable change and dealing with other diversity dimensions.
- ✓ Networking and knowledge exchange events **connect members of different Communities of Practice** like funding organisations, experts, companies and research organisations and foster learning between diverse experiences in inclusive gendered innovation and research.
- ✓ Community of Practice members can participate in the development of instruments that support gender-specific innovation processes to ensure demand orientation and tailor-made solutions.
- ✓ Communities of Practice receive **support on topics** such as "Improving Quality & Equality in R&I", which help companies implement inclusive gendered innovations through training and expert support.



Who can become a Community of Practice in Knowledge and Support Hub 4?

The **Knowledge and Support Hub on inclusive gendered innovations** seeks applications for Communities of Practice from **groups of private research and innovation companies** and from **organisations funding applied research and innovations**. The Knowledge and Support Hub will collaborate with one Community of Practice composed of research and innovation funding agencies and two Communities of Practice comprising mainly research and innovation companies. Community of Practice members are organisations represented by a staff member.

Representatives of Community of Practice members are not limited to a specific organisational role or function. Ideally, they should be innovation managers, technology developers, product designers, funding program managers etc., but could also be other staff members. They need not be official representatives of their organisations, but need to get the top management commitment for participating in a Community of Practice by signing a Memorandum of Understanding (MoU) defining their future joint collaboration. You can download a MoU template [here](#).

Community of Practice members and their representatives should be interested in establishing or advancing their knowledge and organisational processes on inclusive gendered innovations.



We are looking for your application to become an INSPIRE Community of Practice!

To become a Community of Practice (CoP), it is preferable but not an obligatory condition if Community of Practice members have already collaborated before for instance in a regional or sectorial innovation network or cluster, in a research or innovation project etc.

A mix of companies or research funding agencies with different levels of experiences on this topic would be ideal.

- Community of Practice members should be **interested in the topic of inclusive gendered innovations** as described above. This should be clearly described in the application (in the section on motivation).
- One Community of Practice in Knowledge and Support Hub 4 will be comprised of **innovation oriented funding organisations**. These agencies can fund either applied research and/or innovations in research and innovation companies among others.
- Two Communities of Practice will be comprised of **mainly research and innovation companies**. These Communities of Practice could also include other types of organisations like NGOs or public research organisations. Nevertheless, the research and innovation companies should be the majority of Community of Practice members.
- Communities of Practice should **have at least five members** (ideally eight members). The number of Community of Practice members is not limited but we recommend that a Community of Practice should ideally have not more than 15 members. The number of Community of Practice members is not a selection criterion as long as there are at least five members from different organisations within a Community of Practice.
- The two company Communities of Practice should be **ideally composed of companies working in the same technological field, industry or sector** like ICT, Green Tech, social innovation etc.;
- Communities of Practice should ideally include **a mixture of experienced companies and companies new to the topic of inclusive gendered innovations**; but also Communities of Practice comprising only R&I companies or only innovation funding agencies with no prior knowledge or experiences with inclusive gendered innovations are eligible; please indicate this in your application form.
- Communities of Practice showing **a geographical spread** meaning engaging companies or agencies from more than one EU member state, associated country etc. will be selected preferentially.

If you are interested in applying, please fill in the application form and the expression of interest.



We would be happy to receive an expression of interest in advance as soon as you consider applying. This will help us both in organising the Communities of Practice and distributing the vacancies from the start. The expression of interest is not binding.

Please download the application form [here](#) and submit it until **November 14th, 2023, 17:00 (CET)**.

For further questions please sent an email to this address: innovationKSH@inspire.eu

For more information about the KSH4: Innovation, go [here](#).



Application form, KSH4:

Description of the group / the CoP	
Name:	Year of constitution:
Common purpose: <i>Please provide information what the CoP's common purpose is or will be, that is: why it exists and what the main aims are (max 100 words)</i>	
List previous and planned future common activities, if possible:	
CoP facilitators	
<i>(Please indicate two persons (preferably from two different organisations) that will act as CoP facilitators)</i>	
Name:	Organisation:
Name:	Organisation

CoP Members									
	Name of Organisation	Type of organisation	Sector / Purpose	Number of employees	Country (head-quarter)	Name & Surname of representative	function	email	Experience with gendered innovation
1									Drop down: Yes, partly, no
2									
3									
4									
5									
6									



7									

Motivation
What is your motivation for getting support of the INSPIRE project? <i>(max. 100 words)</i> What are the groups interests in inclusive gendered innovations?

Please submit the completed application form until **November 14th, 2023, 17:00 (CET)** to the following email-address: innovationKSH@inspire.eu



Disclaimer

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