

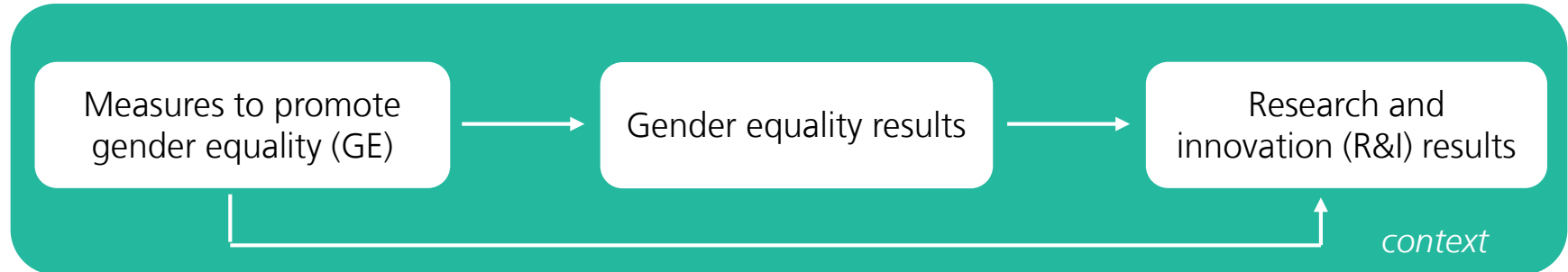
AN INTRODUCTORY GUIDE TO THE EFFORTI TOOLBOX 2.0

WELCOME TO EFFORTI

An evidence-based tool to develop and evaluate gender equality measures and programmes

EFFORTI Snapshot

What & How



- **Documentation.** It is a holistic tool that helps you to analyse how GE interventions may contribute to the achievement of GE objectives and may also stimulate R&I effects as well.
- **Multidimensional Evaluation.** The tool shows you how to conduct a sound and comprehensive evaluation of GE interventions and suggests potential GE but also R&I output, outcome and impact indicators.
- **Context consideration.** The tool supports you in taking potentially relevant context factors into account in the planning and evaluation of GE measures.

Reflections

Expectations and Practicability



The EFFORTI Toolbox itself does not

- provide a benchmark;
- provide a measure of effectiveness, efficiency or feasibility of your measure;
- judge or evaluate your measures;
- work autonomously, it lives from input and information fed into the tool.

EFFORTI is an instrument that supports you in designing your own program plan and model potential impact pathways by providing a thought-provoking, theoretically sound framework and methodology.

- Evaluation is always a unique process: A one-size-fits-all approach is not suitable
- Impact is highly dependent on the specific context
- Complex and dynamic environments:
 - No short-term, direct impact measurement
 - No linear causal relationships, complex interactions
- The more background knowledge (and reading) you have (concepts, methodology, frameworks) the better you will understand the tool's utility and can benefit from it



Getting Started



  <https://www.efforti.eu>



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EFFORTI Toolkit for
Implementing and
Evaluating Gender
Equality

[OBJECTIVES](#)

[ADVISORY BOARD](#)

[WORK PACKAGES](#)

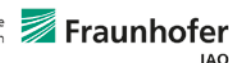
[EFFORTI TOOLBOX
V2.0](#)



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Fraunhofer Center for Responsible
Research and Innovation



EFFORTI's Three Key Components



Impact Story Knowledge Base

This tool provides you with information on ideal-typical impact models of gender equality measures in research and innovation. It can lead you through different paths, starting from objectives or interventions.

[READ MORE >](#)

1. Impact Story Knowledge Base

Follow the impact pathways to get ideas

Inspiration



Programme Theory Generator

This tool enables you to develop and visualize a customized programme theory for gender equality interventions in research and innovation in accordance with the EFFORTI evaluation framework.

[READ MORE >](#)

2. Programme Theory Generator

Create and visualize your own programme theory based on the EFFORTI template

Creation



Evaluation Framework

This will lead you to a collection of detailed and summarized key documents from EFFORTI, e.g. on the potential benefits of gender equality for research and innovation, relevant context factors or the basic principles of EFFORTI.

[READ MORE >](#)

3. Evaluation Framework

Find here our reports and further information material

Reading



1. Impact Story Knowledge Base

1. Impact Story Knowledge Base

Pathways to Impact

1. HOW TO USE

2. DEFINE

3A. OBJECTIVES

3B. INDICATORS

4. INTERVENTIONS

5. OVERVIEW



WELCOME TO EFFORTI TOOLBOX V2.0

A FEW WORDS ABOUT EFFORTI

EFFORTI (Evaluation Framework for Promoting Gender Equality in Research & Innovation) seeks to analyze and model the influence of measures to promote Gender Equality (GE) on research and innovation outputs and on establishing more responsible and responsive RTDI (Research, Technology, Development, Innovation) systems, through a novel and detailed evaluation framework.

This toolbox with measurable indicators at team, organization and system levels will assist you and show you how and with which indicators the manifold effects of different gender equality measures can be measured.

This dynamic toolbox with ideal effect models and indicator catalogue for general effect assumptions, can lead you through different paths, starting from an objective or interventions, categories outcomes, etc., thus leading to a Roadmap.

Using the EFFORTI Toolbox, makes it possible to compile a customized gender equality intervention programme or evaluation design and to simulate ideal-type processes, outcomes and impacts.

This part of the toolbox is in essence the "impact stories" knowledge-base which provide the user with the necessary tools to understand 'how' gender equality measures are supposed to work and will support the formulation of programme theories.

1. Impact Story Knowledge Base

Pathways to Impact



1. HOW TO USE

2. DEFINE

3A. OBJECTIVES

3B. INDICATORS

4. INTERVENTIONS

5. OVERVIEW

WHERE WOULD YOU LIKE TO START?

I have one or more **OBJECTIVE** and recommend me interventions. >

example: increase number of women in leadership positions

I want to browse the **INDICATORS**. >

example: transparent promotion system

I want to evaluate an **INTERVENTION**. >

example: mentoring programme for early career researchers

You can choose your desired starting point out of three possible entry points

1. Impact Story Knowledge Base

Pathways to Impact

In each of the three potential starting sections you can select from a list of entries (e.g. interventions) from the existing knowledge base to get more specific information

INTERVENTIONS

Please select the interventions that are relevant to your measure using the corresponding tickbox and proceed to the overview. You can expand the description of an intervention by clicking on the arrow next to the title.

1	Leadership promotion programme	▼	<input type="checkbox"/>
2	(Targeted) funding to improve the integration of gender dimension in research	▼	<input type="checkbox"/>
3	Gender dimension in tertiary education	▼	<input type="checkbox"/>
4	Gender equality action plan	▼	<input checked="" type="checkbox"/>
5	Gendered user involvement in development of products	▼	<input type="checkbox"/>
6	Introduction of chairs and positions reserved to women	▼	<input type="checkbox"/>
7	Mentoring programme for early career researchers	▼	<input checked="" type="checkbox"/>
8	Monitoring appointments, promotions, and attributions of tasks	▼	<input type="checkbox"/>
9	Networking	▼	<input type="checkbox"/>
10	Schemes for women returning from career breaks	▼	<input type="checkbox"/>
11	Activities to make women visible	▼	<input checked="" type="checkbox"/>
12	Dissemination of information material	▼	<input type="checkbox"/>
13	Flexible working time	▼	<input type="checkbox"/>
14	Gender-sensitive Human Resources Management	▼	<input type="checkbox"/>

1. Impact Story Knowledge Base

Pathways to Impact

After defining the objectives, indicators and interventions that are relevant to your specific gender equality intervention, the toolbox shows a list of potential outputs, outcomes and impacts that might result from your selected intervention(s). These effects are presented jointly with a list of suitable indicators.

This overview can be read as an ideal-type impact pathway for a specific type of GE intervention

Mentoring programme for early career researchers

OUTPUT
The interventions output is improved mentee confidence and satisfaction in research environments and increased ability to understand and navigate efficiently in these research systems. [view more »](#)

INDICATOR

Encouragement to engage in decision-making	Awareness of research opportunities
Perceived challenges in balancing private life and work	Ability to identify and access mentors
Transparent promotion system	Implementation of mentoring/coaching programmes/sessions
Guidelines on how to argue a release from one kind of activity (for example teaching) to focus on research	Use of mentoring (promoting of career, obtaining of resources, useful advices, etc.)
Knowledge of criteria for promotion	Share of women local researchers who are considered as mentors

OUTCOME
The interventions outcomes include retention of competent researchers, as mentors advice mentees about career paths, shortcuts and pitfalls within research environments. Among outcomes are also increased intangible skills such as better understanding of behavioural research logics in the system. [view more »](#)

INDICATOR

Range of respect by boss/colleagues/ students	Strength of identification as a female leader
Sense of belonging to group	Building/extension of network and its usage to advance career
Cultural/professional features of work environment	Knowledge about own career path and potential obstacles
Revisions of career plan	Support to create/sustain networks
Change in motivation to invest more effort in scientific career	Benefits of coaching/mentoring

IMPACT
The impact is wide ranging and is expectably increased academic coherence in the research organisations through increased collegial support, knowledge sharing and collaboration across seniority ranks, clarifying pathways to qualifying for permanent positions, as well as better understanding of the norms and culture of the research environment and increased awareness of gender structures. Thereby, the long run impact is gender diverse well-functioning research environments with increased research quality and high-productivity research environments. [view more »](#)

INDICATOR

Reaction to female supporting treatment	Institutions commitment to promote equality and diversity
Sense of community	Acceptance of cultural change
Visibility of women at national level	Publications published in the top 10 % impact ranked journals (FET)
Opportunities for publishing	Equitably published results to ensure a balance of authorship in research
Inclusion of the gender dimension in teaching/curricula	Considering gender aspects in the research design

1. Impact Story Knowledge Base

Pathways to Impact



Mentoring programme for early career researchers ▾

OUTPUT
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Impact Story
Activities to make women visible

Intervention Definition
Although the participation of women in research and development is showing an upward trend over the past few years, their proportion in Science, Technology, Engineering and Mathematics (STEM) is still too low (Wang and Degol 2017). As in many fields of expertise worldwide, female scientists receive less support and opportunities than their male colleagues as they struggle to make their mark in what is still seen by many as a male profession. Great barriers discourage women from entering the profession and several obstacles continue to block progress for those already in the field. Many of the women working in STEM today go unnoticed and unremarked, despite their valuable contributions to scientific research (Etkowitz et al. 1992). The serious problem of female invisibility in STEM might be a natural consequence of the low number of women in these fields, but at the same time, it leads to a lack of women role models, to job dissatisfaction and to poorly perceived career prospects, thus perpetuating the insufficient female representation in STEM. Breaking this vicious circle requires measures that enhance the status of women in science (Gowaty 2015).
The gender equality intervention "Activities to make women visible" means the launching of initiatives to shine a light both on women researchers and on their work. Special events, programs, awards and other activities are planned, developed, carried out and communicated in order to highlight the scientific accomplishments of women.
The partnership between the French cosmetics company L'Oréal and the United Nations Educational, Scientific and Cultural Organization (UNESCO) is a good example of this. L'Oréal recognises and supports the career of the most brilliant women scientists by awarding prizes and fellowships. In Hungary, two annual national fellowships are granted for female scientific researchers who are employed at a Hungarian higher education research institution or at a research institute of the Hungarian Academy of Sciences, and work in the field of life sciences or material sciences.

Intervention Definition Short
The intervention "Activities to make women visible" aims to improve the position of women in science by recognising outstanding female researchers who can serve as role models for future generations. It wishes to help more girls enter the scientific profession and to assist them once their career is in progress. Another important objective is to make the public more aware of women in science.

Objective
(1) Increase the number of women in R&I positions

Output
The measure's short-term output is the creation and implementation of actions that help to make women in STEM and their scientific results more noticeable and, therefore, more valued. The output includes activities that are tailored specifically for women, such as the introduction of awards reserved for women scientists; funds for research activities carried out by women; travel grants for female researchers; exhibitions, fairs and other events held to publicise the work of women in science; celebration days of the achievements of women in STEM, etc.
Publicity is another significant output of the intervention. The media can be consciously utilised as a tool for bringing outstanding female researchers closer to the public and for making their scientific achievements more visible. Interviews, television and radio appearances all serve this purpose.
Each year the L'Oréal – UNESCO "For Women in Science" programme grants fellowships to more than 300 talented young women researchers worldwide, who are selected by prestigious national juries of reputable scientists. The Hungarian National Fellowship is awarded to 2 women every year. All in all, more than 40 Hungarian scientists have been awarded in the past 15 years. A very

By clicking on a specific indicator, the tool opens an information box that shows the indicator's definition and further information to specify the indicator, such as e.g. aggregation level or data collection method

By clicking on PDF, the tool creates a multiple-page-document with a thorough explanation of the impact story you are interested in with a list of suitable indicators and further information, such as e.g. intervention definitions or contextual influence factors

1. Impact Story Knowledge Base Network: Interventions & Indicators



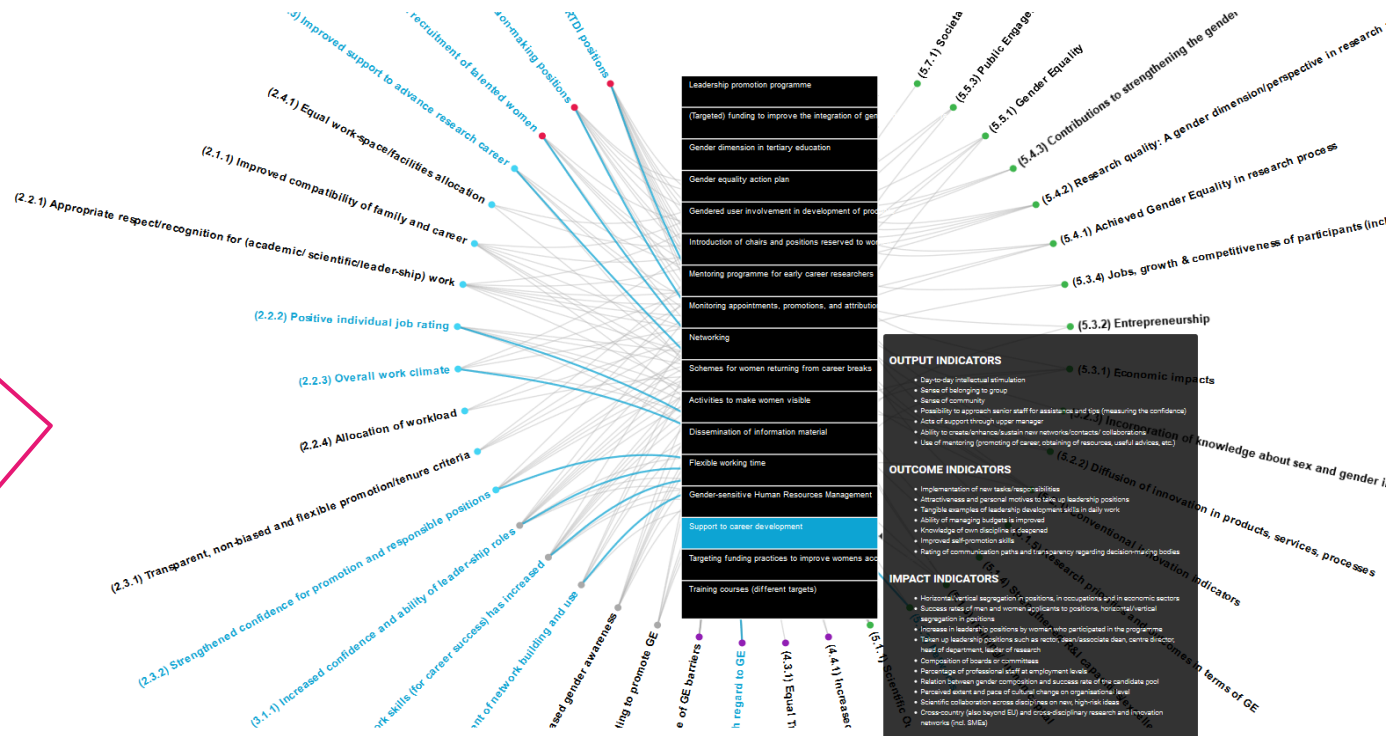
OVERVIEW

You can expand the overview of an intervention by clicking on the arrow next to the title.



At the end of the process, you can click on <view> (eye) to get directed to a network of interventions and suitable output, outcome and impact indicators.

By clicking on an intervention, all indicators that match the intervention are highlighted in colour



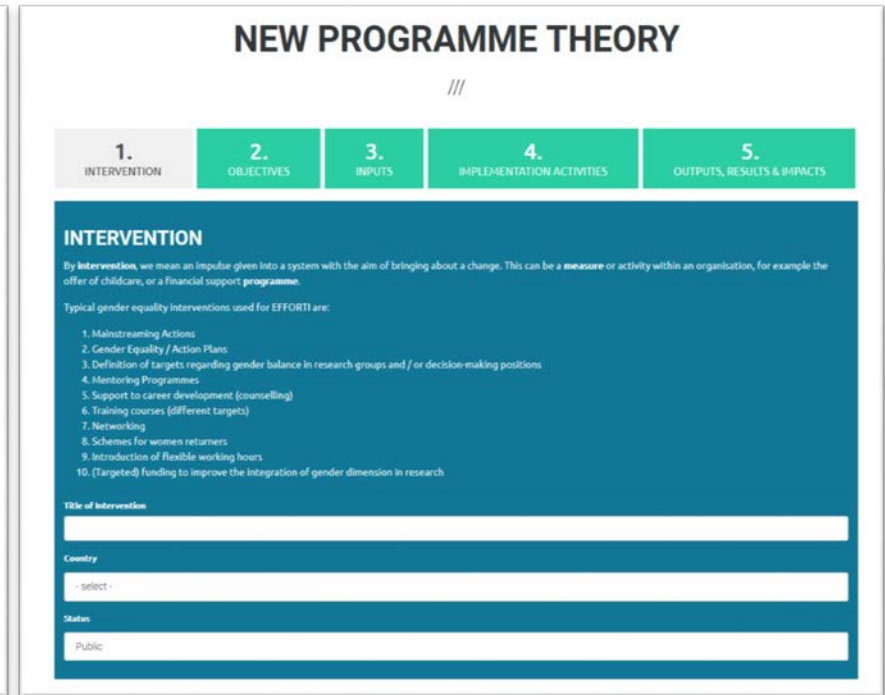
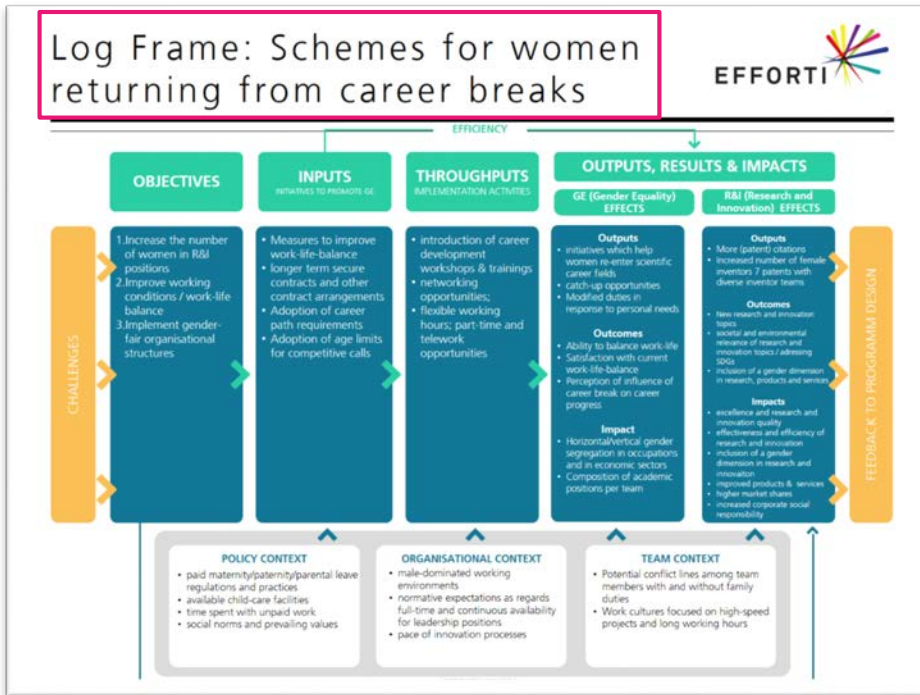


2. Programme Theory Generator

2. Programme Theory Generator From Theory to Practical Application



Example



The programme theory generator (right) represents the practical tool that helps you to generate your own customized programme theory. It reflects the intervention logic model (left), i.e. a stylized model which comprises the main elements of a programme theory

2. Programme Theory Generator

Creating your own Programme Theory



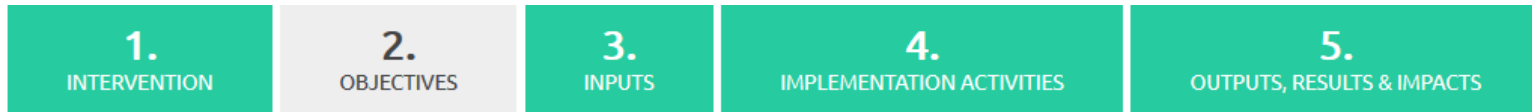
This instrument supports you in creating and visualizing your own programme theory based on an existing template. Besides selectable entry suggestions and examples, in this section you can freely define, formulate and enter all components relevant to your own customized program theory

The process of creating a customized programme theory is illustrated with an example, i.e. "Establishment of a Career Center for Female Excellence"

1. INTERVENTION	2. OBJECTIVES	3. INPUTS	4. IMPLEMENTATION ACTIVITIES	5. OUTPUTS, RESULTS & IMPACTS
<h3>INTERVENTION</h3> <p>By intervention, we mean an impulse given into a system with the aim of bringing about a change. This can be a measure or activity within an organisation, for example the offer of childcare, or a financial support programme.</p> <p>Typical gender equality interventions used for EFFORTI are:</p> <ol style="list-style-type: none">1. Mainstreaming Actions2. Gender Equality / Action Plans3. Definition of targets regarding gender balance in research groups and / or decision-making positions4. Mentoring Programmes5. Support to career development (counselling)6. Training courses (different targets)7. Networking8. Schemes for women returners9. Introduction of flexible working hours10. (Targeted) funding to improve the integration of gender dimension in research <p>Title of Intervention</p> <input type="text" value="Establishment of a Career Center for < Female Excellence >"/>				
<p>Country</p> <input type="text" value="Germany"/>				
<p>Status</p> <input type="text" value="Public"/>				

2. Programme Theory Generator

Creating your own Programme Theory



OBJECTIVES

An **objective** is the goal or aim of the intervention / measure / programme. Starting from the three gender equality objectives of the European Research Area (More women in research and innovation R&I), more women in leadership positions and the integration of gender dimensions in research and innovation content), typical objectives of a GE intervention in the EFFORTI context may be:

1. Improve working conditions / work-life balance
2. Boost professional capabilities of women to pursue promotion
3. Implement gender-fair organizational structures
4. Integrate the gender dimension in research and teaching
5. Foster RRI (ethics, public engagement, science education, open access and/or governance)
6. Increase research/innovation/economic outputs and impacts
7. Making research and innovation more responsible

Prepare young talents for future leadership/executive roles



Enhance visibility of excellent female scientists in the scientific community



[Return to List](#)

[Clear](#)

[View](#)

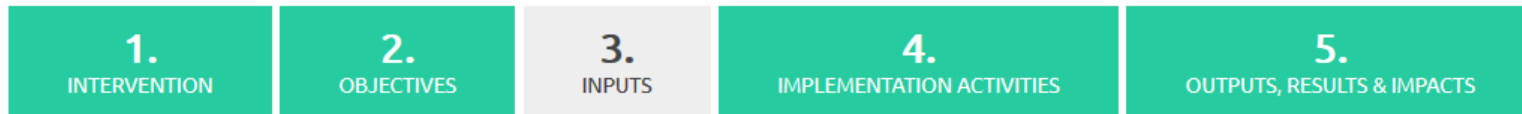
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[Next >](#)

2. Programme Theory Generator

Creating your own Programme Theory



INPUTS

In the EFFORTI-Toolbox, we use a simplified I-O-O-I-Model whereas the letters stand for Input-Output-Outcomes-Impacts. Every intervention / measure / programme typically uses one of the following kinds of input to stimulate the intended change:

- Financial resources
- Access to infrastructure
- Human resources
- Information

Human resources: Career coaches and mentors	+
Training & development	-
Personal career development budget	-

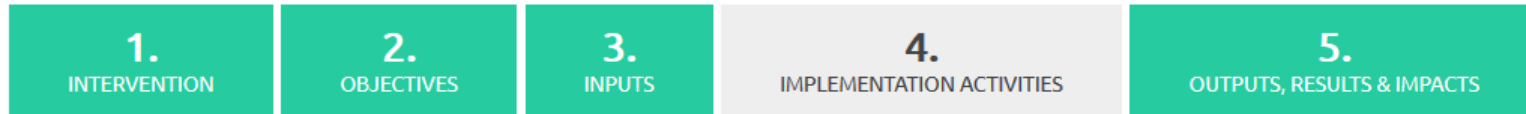
Toggle Context

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[< Previous](#) [Next >](#)

2. Programme Theory Generator

Creating your own Programme Theory



IMPLEMENTATION ACTIVITIES

Implementation activities describe the concrete support given to start the intervention. An implementation activity may consist in the assignment of a responsible person or organizational unit, information events, the definition of a concrete budget, the definition of concrete operational goals and milestone plans, the establishment of a monitoring system, etc.

- Promotional efforts & communication to enhance visibility of the career center (+)
- Ensure top management commitment (-)
- Ensure supervisor involvement and active engagement in motivating females to make use of career center (-)
- Provide access to internal and external networking opportunities (-)

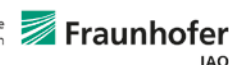
Toggle Context

[Return to List](#) [Clear](#) [View](#) [Save](#)

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Fraunhofer Center for Responsible Research and Innovation



2. Programme Theory Generator

Creating your own Programme Theory

Toggle Context

POLICY CONTEXT

Guidelines

By policy context, we mean the national or European framing conditions in force, which we expect to have an influence on the effectiveness and efficiency of equality policies. Typical policy context factors are:

- structure and competitiveness of the national research and innovation systems
- structure and main components of the welfare systems
- labour market characteristics
- existing gender equality policies including legislative measures
- participation of women in tertiary education, horizontal and vertical segregation, gender pay gap, women in decision-making positions
- evaluation cultures and policies

→ Please identify the main national contextual factors that frame and may influence your intervention thereby affecting impact.

→ Please identify Facilitating factors or Hindering factors at the policy level that might have an impact on your intervention.

Facilitating Factors	Hindering Factors
Existence of EU-gender equality programs	Underrepresentation of excellent female scientists in specific sectors

A further important component of your programme theory is *context*, i.e. the macro-, meso- and micro-environments in which the effects of your chosen gender equality measures and activities occur. Under <Toggle Context> you can reflect on potential policy-, organizational- and team-specific context factors that might shape and influence the strength and direction of these effects

The <Guidelines> section provides you with comprehensive information on why and how you should consider the context when evaluating the effects of your gender equality measures

2. Programme Theory Generator

Creating your own Programme Theory

OUTPUTS, RESULTS & IMPACTS

Outputs, outcomes and impacts are the results or effects of an intervention. They occur at different points in time (short-term, mid-term, long-term), at different levels (the team level, the organisational level, the national or supranational level) and for actor groups (beneficiaries of an intervention or beyond). We can also differentiate between direct and indirect as well as intended or unintended effects and results.

GENDER EQUALITY EFFECTS	RESEARCH & INNOVATION EFFECTS
GENDER EQUALITY EFFECTS	
Outputs: short-term (measurable) results of funded projects	
increased pool of qualified female professionals for vacant leadership positions	+
Outcomes: as effects on the participants of the programme	
Improved confidence in own ability	+
Impacts: as mid- or long-term indirect effects, i.e. beyond the participants of a programme/spill-overs	
Sector-wide normalization of female leadership	+
Gender equality in higher hierarchical positions (Science)	-
More inclusive and open organizational cultures	-
De-constructing bias with respect to gender-specific roles and professions	-

2. Programme Theory Generator

Creating your own Program Theory

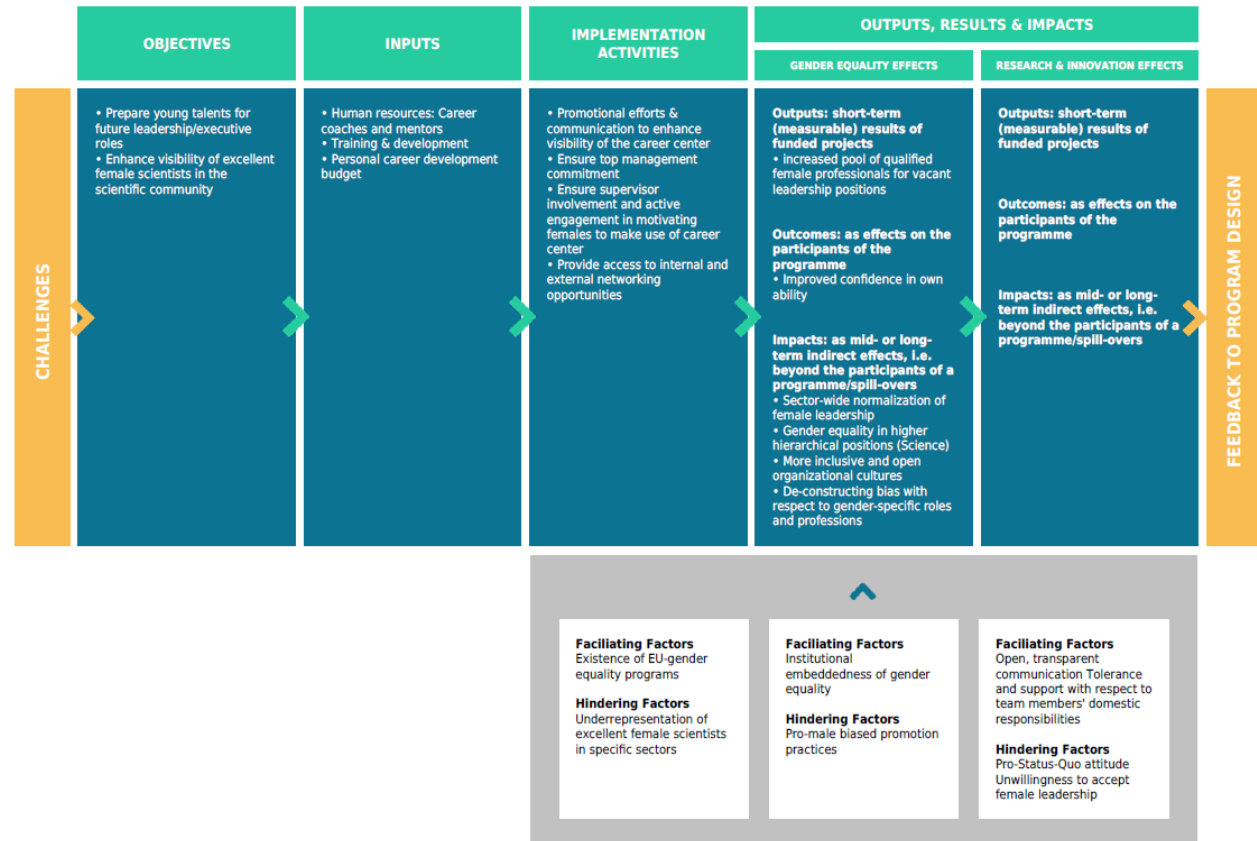
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[Clear](#)
[View](#)
[Save](#)



After filling in all five sequences/tabs and the context variables, you can click on <view> to receive an overview of your newly generated programme theory. By clicking on PDF, you receive your programme theory embedded in the intervention logic model template

Establishment of a Career Center for < Female Excellence >

Germany

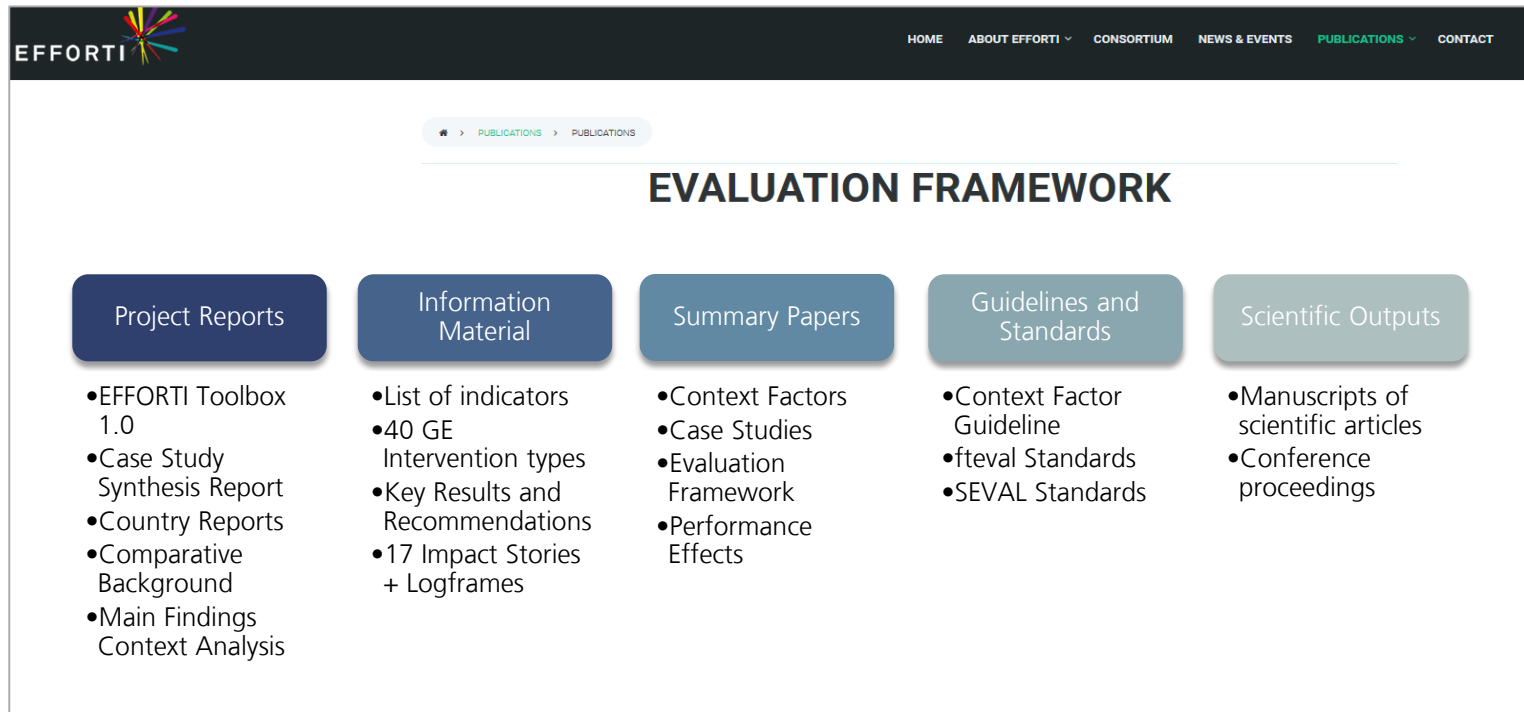




3. Evaluation Framework

3. Evaluation Framework

Document and Report Database



The screenshot shows the EFFORTI website's 'EVALUATION FRAMEWORK' page. The navigation bar includes 'HOME', 'ABOUT EFFORTI', 'CONSORTIUM', 'NEWS & EVENTS', 'PUBLICATIONS', and 'CONTACT'. The breadcrumb trail is 'PUBLICATIONS > PUBLICATIONS'. The main heading is 'EVALUATION FRAMEWORK'. Below it are five categories, each with a list of items:

- Project Reports**
 - EFFORTI Toolbox 1.0
 - Case Study Synthesis Report
 - Country Reports
 - Comparative Background
 - Main Findings Context Analysis
- Information Material**
 - List of indicators
 - 40 GE Intervention types
 - Key Results and Recommendations
 - 17 Impact Stories + Logframes
- Summary Papers**
 - Context Factors
 - Case Studies
 - Evaluation Framework
 - Performance Effects
- Guidelines and Standards**
 - Context Factor Guideline
 - fteval Standards
 - SEVAL Standards
- Scientific Outputs**
 - Manuscripts of scientific articles
 - Conference proceedings

EFFORTI's third component is a wiki-style knowledge base that is comprised of a diversified set of reports, analyses and key literature to provide you with an in-depth insight into the project's evolution. Project-specific reports and background reading can help you better understand the key components, underlying rationales and utility of EFFORTI and stimulate critical thinking on potential fields of application. Among further more generic reports, the wiki does e.g. include a comprehensive overview of the multidimensional effects of gender diversity/equality on a wide range of performance measures.