

# TARGET



Taking a Reflexive approach  
to Gender Equality for  
institutional Transformation

## D6.1 Initial Dissemination and Exploitation Toolkit

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**List of Abbreviations Used in the Text**

CoP: Community of Practice

CSA: Coordination and Support Action

GEA: Gender Equality Audit

GEAT: Gender Equality Audit Tool (this document)

GEII: Gender Equality Innovating Institution

GEP: Gender Equality Plan

HR: Human Resources

HRM: Human Resource Management

IGAR: Integrating Gender Analysis into Research

RFO: Research Funding Organisation

R&I: Research and Innovation

RPO: Research Performing Organisation

## **1. Executive Summary**

The TARGET Dissemination and Exploitation Toolkit is a practical document which aims to provide the consortium partners with practical tools and guidelines for effective communication and dissemination. It aims to define the project’s visual identity, develop an internet strategy and provide initial institutional communication guidelines for the Gender Equality Innovating Institutions (GEIIs) in the project: ARACIS (Romania), RPF (Cyprus), FRRB (Italy), ELIAMEP (Greece), UH2C (Morocco), UB (Serbia) and RMEI (France). This Toolkit will be updated twice throughout the project.

## 2. Introduction

This document presents the initial version of the Dissemination and Exploitation Toolkit (D 6.1) of TARGET. The toolkit aims to support dissemination activities in different project phases and after the end of the project. The toolkit should be read in parallel to D 7.3 –Plan for the Exploitation and Dissemination of Results which defines the initial framework for partner's communication and dissemination activities. Both are live documents which will be updated throughout the course of the project.

The overall dissemination objectives of TARGET are:

- Raise relevant stakeholders awareness on the need/ possibility of structural change in RPOs and RFOs specifically focusing on the three dimensions of HRM, decision-making and the gender dimension;
- Disseminate the innovative tools and state-of-the-art knowledge developed as part of the project regarding the design, implementation and monitoring of customised GEPs.

In order to reach the above objectives, the initial version of the Dissemination and Exploitation Toolkit includes the following tools and activities:

- Design of project's visual identity
- Design and development of Internet Strategy
- Develop initial institutional communication guidelines for the GEIIs

This Toolkit will be updated in month 22 where more detailed guidelines will be provided for the national events (D 6.2). It will also be updated in month 48 to include validated guidelines for institutional communication plan as well as an implemented social media and traditional media strategy (D 6.3).

### 3. Visual identity

The visual identity of the project is key to its success which is defined by the TARGET logo.

The concept behind the logo is the curly bracket. The Curly brackets, also called “brace”, are used in different specialized ways. In poetry and music they are used to mark repeats or joined-up lines and to connect two or more lines of music that are played simultaneously. In mathematics they delimit sets. In many programming languages, they enclose groups of statements. The Curly brackets aims to recall the domain of science within which the TARGET project is developing its activities, and at the same time recall the idea of complex systems that have to be systematized and synthetized throughout the project.

The logo has been designed to take into account different output media such as print, icons, and the website. The logo has also been designed to be dynamic in the sense that it offers the possibility of introducing variations throughout the duration of the project. This was deemed necessary given the importance of creating a visual identity that will not only attract users to the website but will also sustain their interest.

In fact, two logos have been developed and can be used for different purposes.

The 'extensive' one has to be used in official deliverables of the project, in letterhead, in the website of the project and in partner's website.

*Figure 1 Logo TARGET - 'extensive'*



The 'simplified' one is composed only by the left part of the logo. It has to be used as a logo on the social networks, such for example in Twitter cover page.

*Figure 2 Logo TARGET - 'simplified'*



The colour has been chosen in order to be not gender specific.

Details about colour are:



**PANTONE 505 C**  
RGB 121 33 28  
HEX/HTML 79211C  
CMYK 50 100 100 25

The fonts remind us of a handwritten word, referring to study, research and a subjective/personal approach.

The **European emblem (flag)** has to be used to acknowledge the support received under EU programmes, it will be clearly displaced on top of the web site, in the picture of the Twitter account as well as in the Facebook Account.

On the project's Cloud the **Visual identity Kit** is available. It contains:

- the logo in different format and size;
- the guidelines for wording and colouring;
- template for report and deliverables
- the guidelines for the use of EU flag

More information on the rule of the European Union about visual identity are available here:

[http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication\\_en.htm](http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm)

## 4. Internet strategy

### 4.1 Website

The website of the project is: [www.gendertarget.eu](http://www.gendertarget.eu)

The website for the project is the major platform for the dissemination of project results. The website charts project progress and makes results accessible to GEIIs' staff, practitioners, policy makers, the scientific community and society at large. The website itself in its final release will provide a comprehensive dissemination platform aimed at all target groups. In addition, the website will offer other key features related to the development of the project (general project information; events information); it will clearly show the linkage with the EU Funding by the means of the presence of the EU Logo in the heading of the page, that will be maintained through the whole navigation.

The website is user-friendly and easily accessible for general users and project members. It will also be highly visible as we will periodically promote it through GenPORT and ensure it is linked to relevant sites in this field (e.g. RRI tools).

The website has an analytics system that monitors activities made by users on the website, such as the geographical origin; the time spent on a page; the number of intersection. This instrument will be used to evidence dissemination impact through the website.

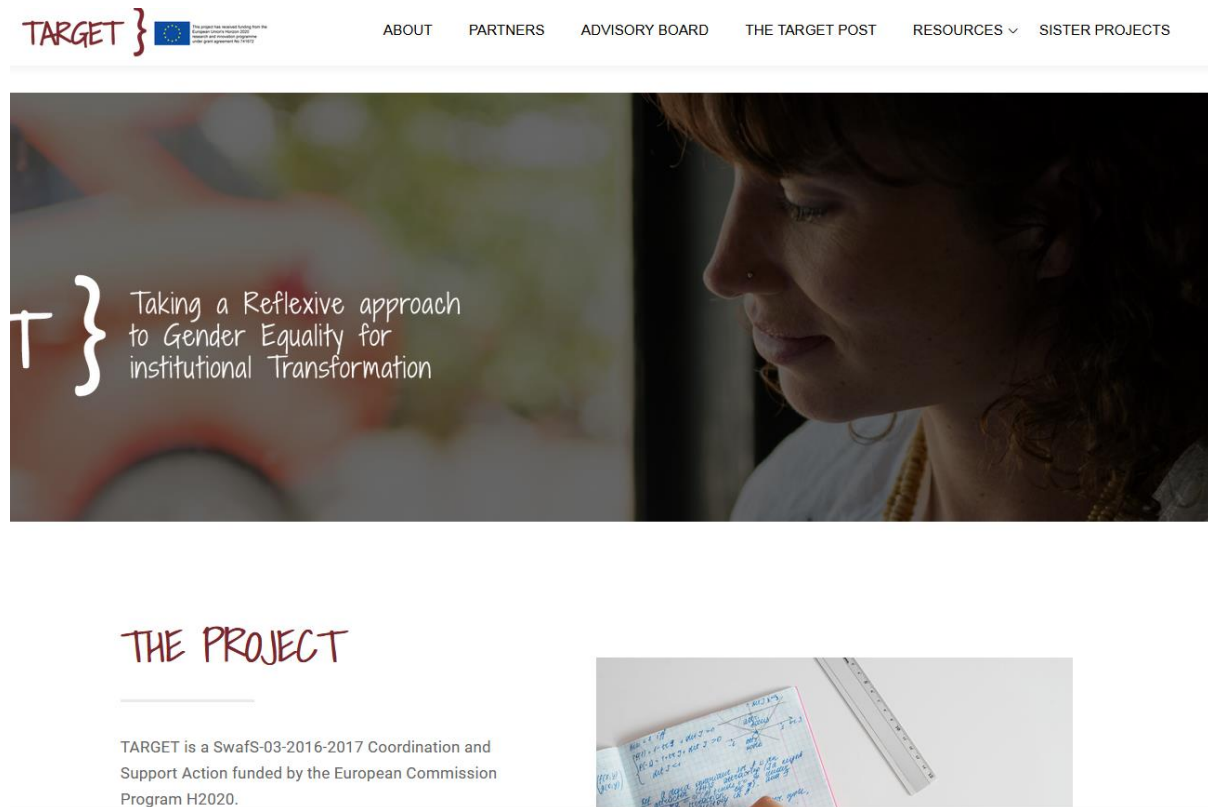
The website includes a restricted area for consortium members on the bottom right hand page.

The website is divided into seven sections.

**Home**

The Home page of the website is the first page that the user will encounter when accessing the link. It is very simple and immediate. It includes a synthetic description of the project, a reference to the H2020 Programme, a button to get more information about the activities and a menu for reaching the other sub-pages. It also includes links to our social media accounts.

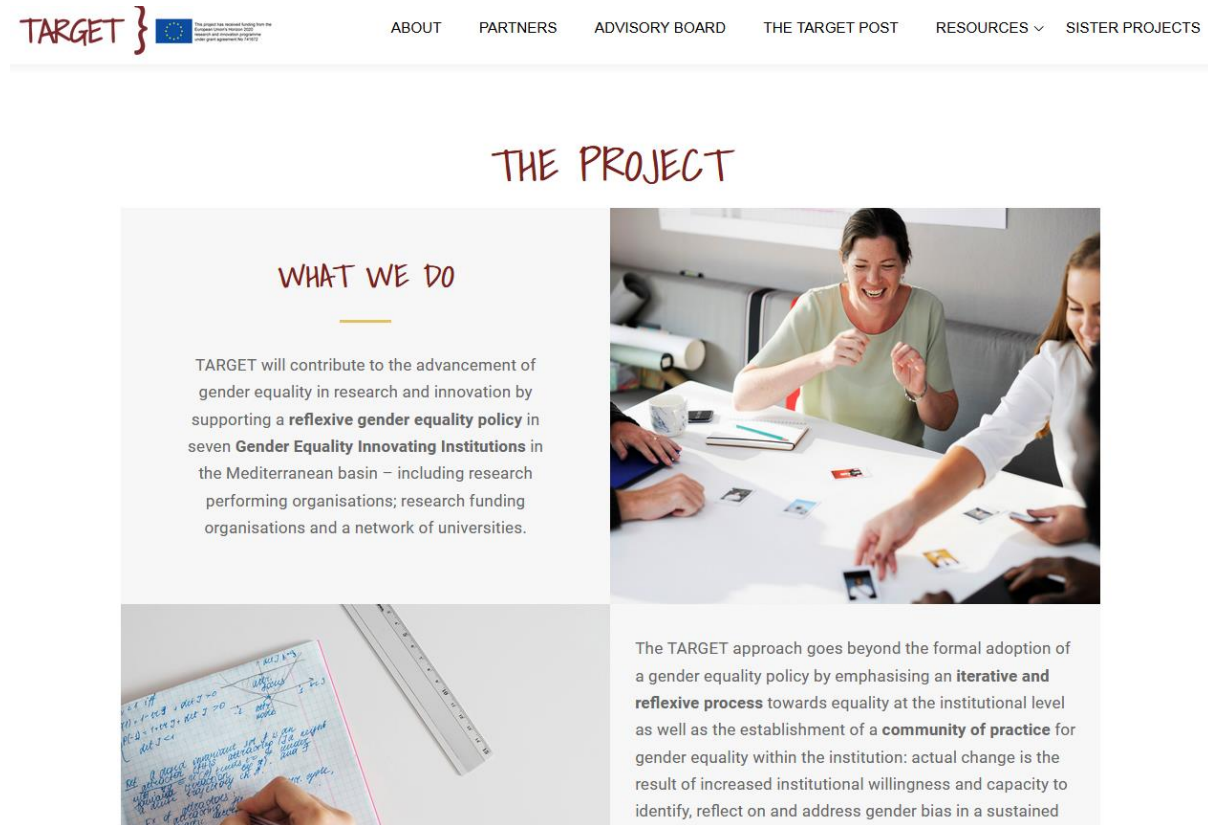
Figure 3 Preview of the Home page



**About**

The About section contains a detailed but still synthetic presentation of the project objective and work packages. A button at the end of the page allows to download a document giving more information about the list of work packages and its organisation in time.

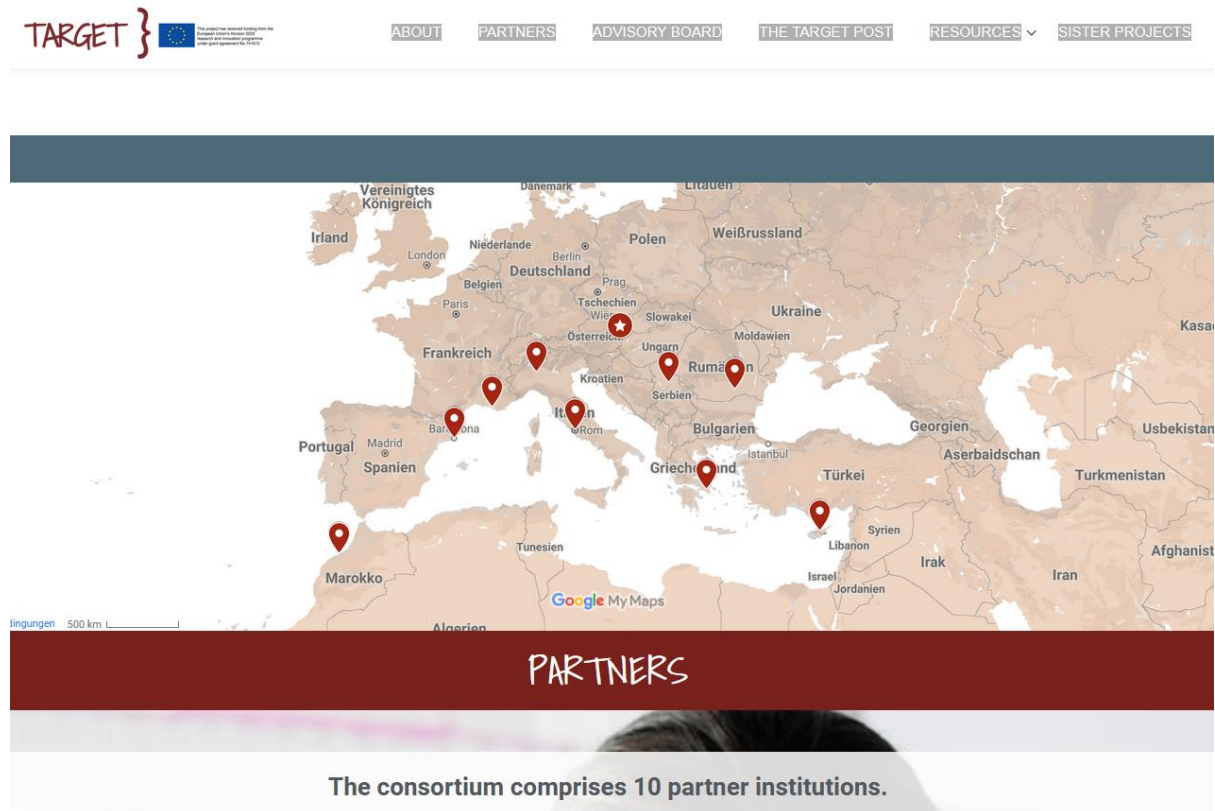
Figure 4 Preview of the About page



**Partners**

In the Partner section, a map gives an immediate overview of partner's geographical spread around Europe. Below the map a more detailed description of each partner is present, with their logo and contact details. A short description of each organisation can be read when passing with the mouse on each name. This choice allows the web site visitor to have an overview of the consortium and its localisation over Europe, being at the same time able to decide if s/he wants to know more, or not, about each single partner.

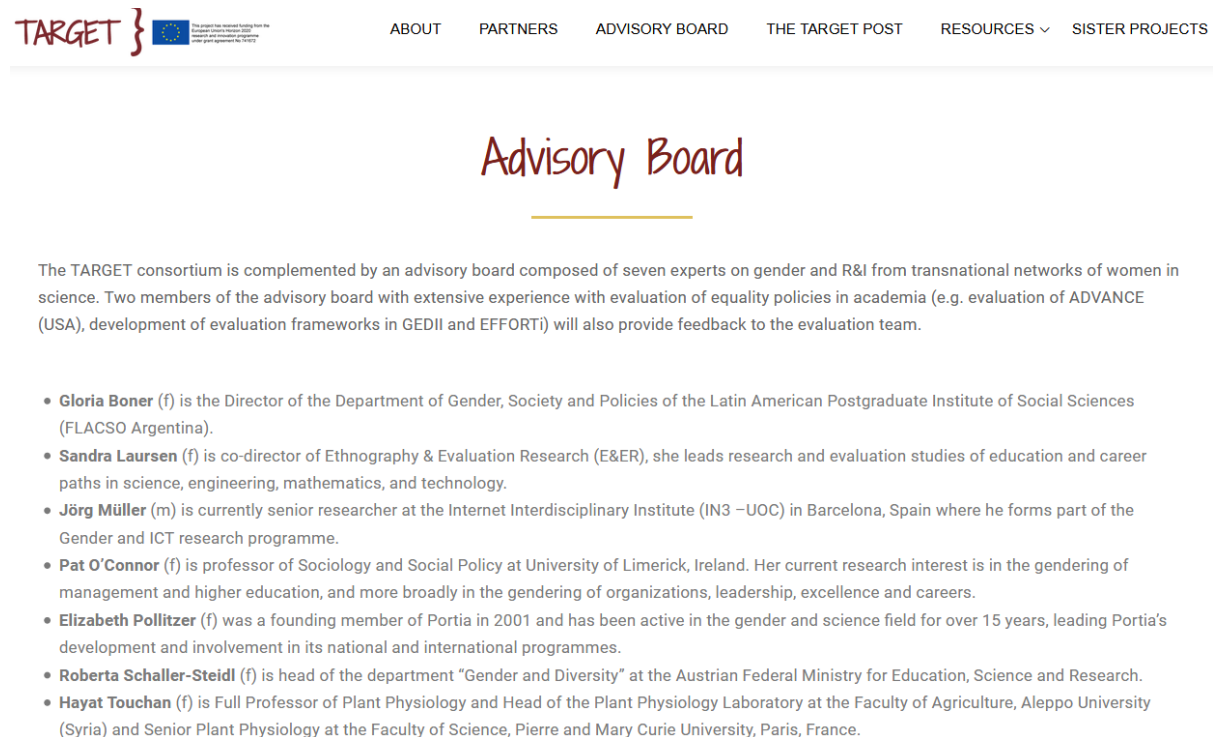
Figure 5 Preview of the Partner page



## Advisory Board

This page contains a list of the gender experts from all over the world that form Target's Advisory Board.

Figure 6 Preview of the Advisory Board page



## Resources

This section is divided in two parts: a part containing project outputs and a part containing useful background resources.

In the first part all the project's public outputs are progressively collected. The user can easily download the document in .pdf format. Outputs will be published on the website once officially approved; this part will be improved during the whole lifespan of the project.

Moreover each public output published in this page will be also available on the ISUU website. This is a digital publishing platform where readers can have a better access to the document, as it enables a more interactive reading. Moreover, this application facilitates documenting and analysing the kind of readers, their numbers and geographical spread.

For further information please see: [https://issuu.com/pubhouse/docs/thirstco\\_marapr17\\_web](https://issuu.com/pubhouse/docs/thirstco_marapr17_web)

A message reminds the user to disseminate the output thorough his/her own network.

Each deliverable, included the Newsletter, will be provided with a **QRcodes**.



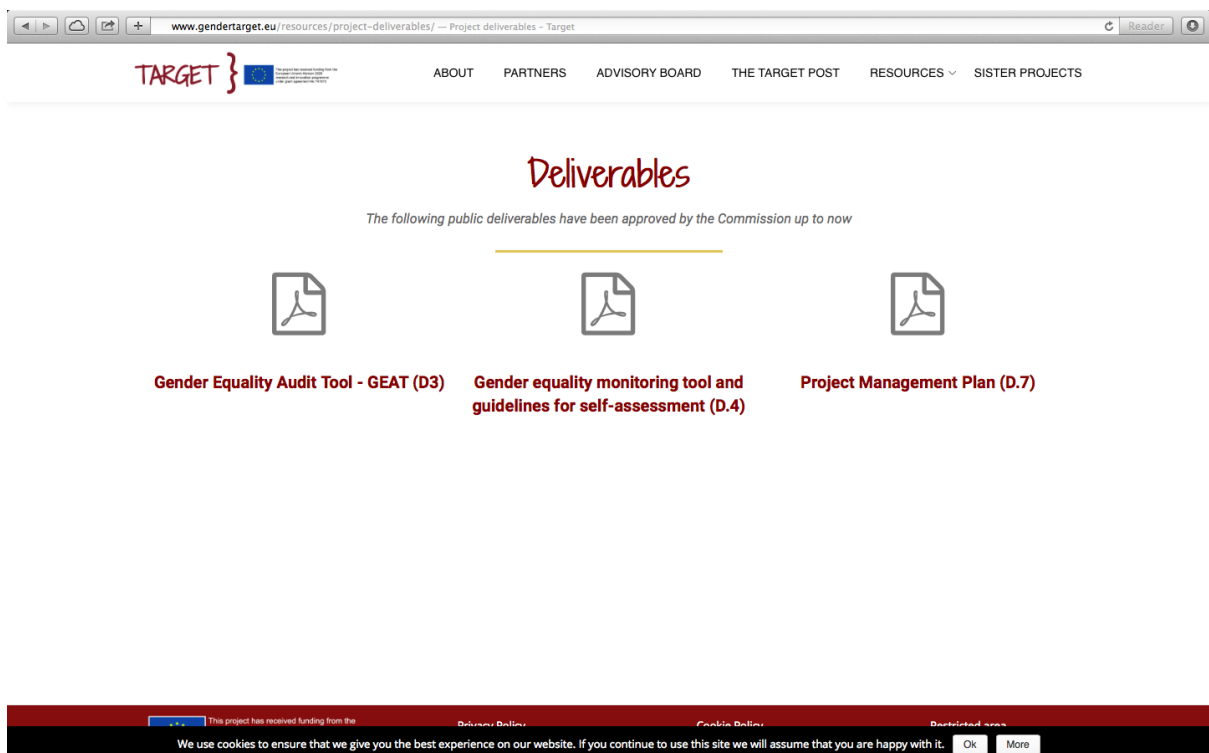
These are 2-dimensional bar codes, developed and widely-used in Japan, designed to be ‘read’ by mobile phone software. The information is an encoded URL, which can be interpreted by free software available for most mobile phones. When you take a picture with a smartphone, it will launch the phone browser and redirect to the programmed URL. The name derives from ‘Quick Response’ code, as the content can be decoded at very high speeds.

Follow this link for generation a QR code for your output: <http://qrcode.kaywa.com/>

Each participant of the TARGET project is invited to download an application in his/her own smartphone, in order to have the possibility to use this tool.

Find free software for your phone <http://www.mobile-barcodes.com/qr-code-software/#upcode>

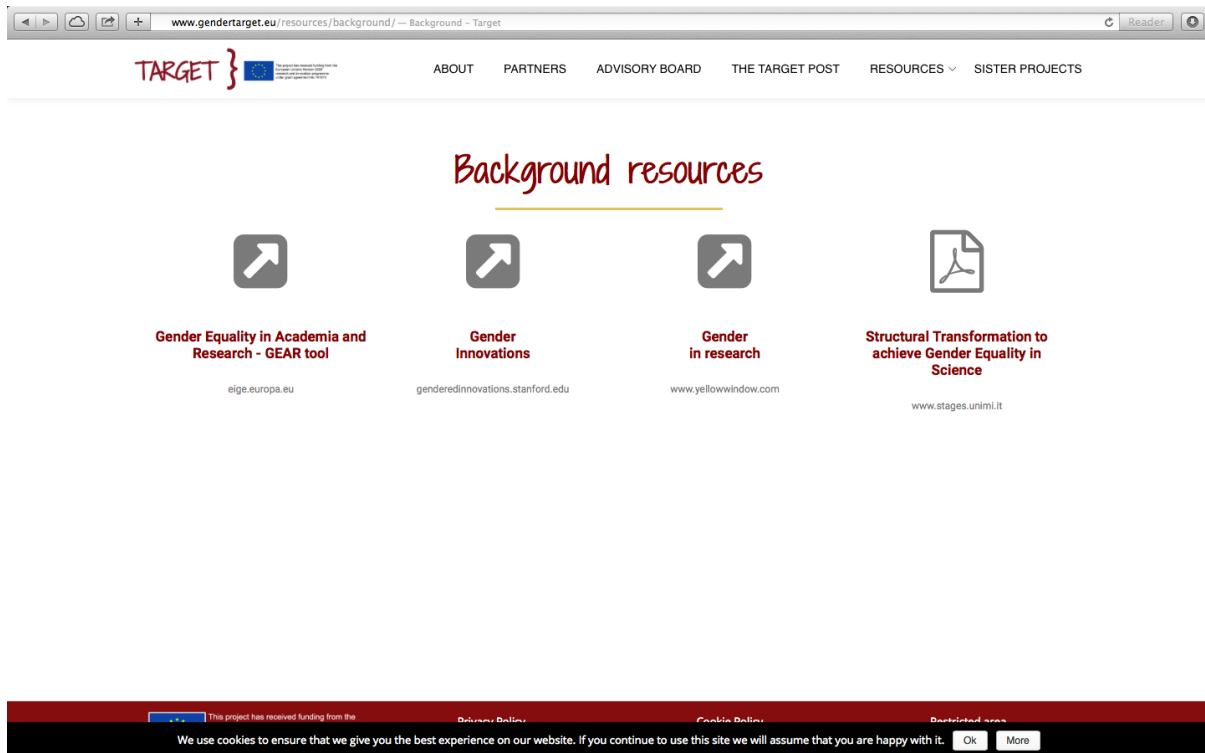
*Figure 7 Preview of the Project output page*



All publicly available project outputs will also be uploaded onto RRI tools and GenPORT. *e-newsletter*

The second part contains a short selection of useful links to which theTARGET approach refers to.

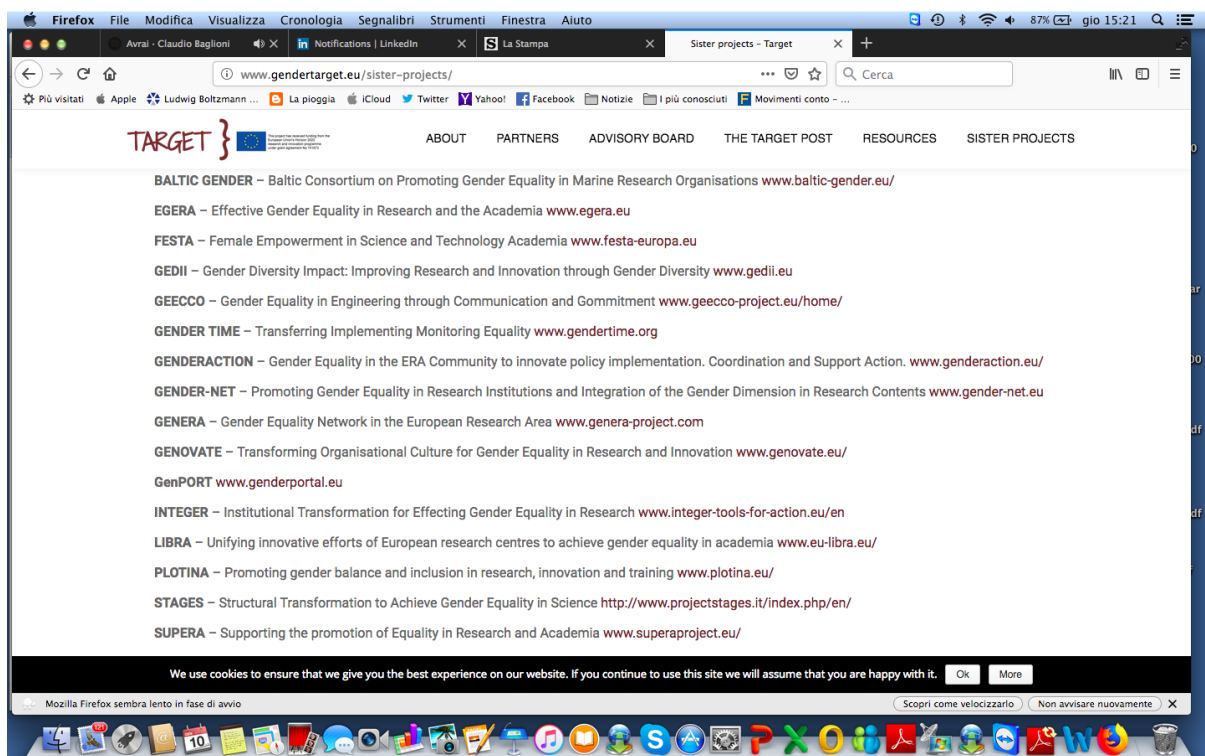
Figure 8 Preview of the Background resources page



### Sister projects

This pages contains a list of “sister” projects: projects working on the same challenges as TARGET which are considered as important links to follow and possible sources of inspiration.

Figure 9 Preview of the Sister projects page



## The TARGET Post

A section of the website is devoted to the blog called “**The TARGET Post**”.

The TARGET Post is an easily updated online journal, for public engagement and knowledge exchange. It will enable us to share content about diverse aspect of GEPs implementation, with various audiences.

Positive outcomes from blogging can include:

- facilitates a less formal approach to writing about research than academic papers;
- encourages feedback and review prior to final output of research
- networking and collaboration with other researchers.
- potentially increasing the impact achieved by TARGET outputs

All consortium members will be responsible for writing at least 8 blogposts (1 every 6 months) about diverse aspects of GEP implementation. The TARGET Post is expected to publish a blogpost every 15 days more or less. A draft calendar of the publication program will be shared

### Editorial Guidelines

1. The text should be delivered in word format to [demicheli@fondazionebrodolini.eu](mailto:demicheli@fondazionebrodolini.eu)
2. Each blogpost will be from 500 to maximum 800 words
3. Clearly states the Author and his/her role
4. Do not forget the TITLE
5. It is suggested to add a subtitle of maximum 50 characters
6. Indicate one or two important sentence of your article.
7. Please, try to provide references for the information you report. It is enough one link, also in your language.

with all project’s staff.

A first proposal for the topics of the 8 blogposts are those listed below. Nonetheless, project’s partners can agree different topic during project’s meeting in case important or interesting topics will emerge.

1. Presentation of the organization and role in the TARGET project;
2. Institutional Workshop Reflections 1
3. Institutional Workshop Reflections 2
4. GEP Ready!
5. Institutional Workshop Reflections 3
6. Institutional Workshop Reflection 4
7. Institutional Workshop Reflections 5
8. Moving Forward!

For drafting a blogpost each author should follow the Editorial Guidelines (See box Below).

For dissemination, synergies created between different medium can create a powerful communication tool. For example, every page of The TARGET Post includes a visible Twitter logo. Another strategy for maximum dissemination includes multi-author blogs which are updated frequently.


Each partner is invited to tweet about every new blogpost, perhaps two or three times over a few hours with somewhat different phrasing. Popular items, or older blogs which become topical because of new developments, often merit ‘reminder’ tweets.

More information on how blogging help research, here:

<http://blogs.lse.ac.uk/impactofsocialsciences/2017/09/27/how-can-blogging-help-research-make-an-impact-beyond-academia/>

## 4.2 Internet presence

TARGET will be strictly integrated with two other important internet portals: GenPORT and RRI Tools.

 GenPORT ([www.genderportal.eu](http://www.genderportal.eu)) is a community sourced internet portal for sharing knowledge and inspiring collaborative action on gender and science. A developing online community of practitioners, policy-makers and researchers is served by the GenPORT portal, and made up of organisations and individuals working across the globe for gender equality and excellence in science, technology and innovation. This covers all sciences – natural and social sciences, and humanities. TARGET has been added as a project to GenPORT and approved public deliverables have been uploaded to GenPORT.



“Responsible Research and Innovation” is a cross-cutting issue in Horizon 2020, the EU Programme for Research and Innovation 2014-2020. It aims at involving society in science and innovation ‘very upstream’ in the processes of R&I to align its outcomes with the values of society. The European Commission has provided more concrete normative orientations in the form of six policy keys that RRI should further. Among them also gender equality. Through the online platform RRI Tools ([www.rri-tools.eu](http://www.rri-tools.eu)) it is possible to be in contact with a community of practice that bring issues related to research and innovation into the open, to anticipate their consequences, and to involve society in discussing how science and technology can help create the kind of world and society we want for generations to come.

The TARGET project has been added within the repository of projects of the RRI Tools. Moreover deliverables of the project, after publication, will be uploaded on the platform in the specific section called “Library Element”. Finally, when a blogpost published in The TARGET Post is related to the description of a successful practices developed by one of the partner organization, it will be also added to the section “Inspiring practices” of the RRI Tools.

Figure 10 Preview of the RRI Tools Website



Partners will also explore other websites where TARGET can be published (other institutional change projects or gender-related projects at the international level; relevant stakeholders at the international and the national level).

## 4.3 Newsletter

The website will include a 3-monthly electronic newsletter in the section "Resources", freely available on .pdf format.

The Newsletter has the objective to summarize the activities carried out during the three months period and foster sharing of experiences, lessons learnt and good practice among all the partners, to enhance peer learning in the implementation phase and discussion with other gender experts and practitioners involved in institutional change and GEP implementation.

The Newsletter will be also distributed to a wide email list of relevant stakeholders at institutional, national and international level. The email list will be created starting from a first list of project's partners network.

A specific tool for subscribing to the Newsletter is available on the footer of the website. This will enable us to build up the email list during the project implementation.

The structure of the Newsletter is as follows:

### } Cover

The cover reports the number of the Newsletter and the period covered. As for example (October – December 2017). It contains also the Table of contents.

In the bottom part the emblem of the EU is shown, with reference to funding of TARGET through H2020.

### } Summary

A short introductory paragraph summarizes the last three months project's activities.

### } Food for thought

This section provides a reflection linked to GEP implementation, with the purpose of sharing experiences and building good practice. This section will be based on the experiences of TARGET implementing institutions as well as the experiences of other sister projects.

### } News and updates

This part reports the news published on the website about project's meeting, events, outputs delivery

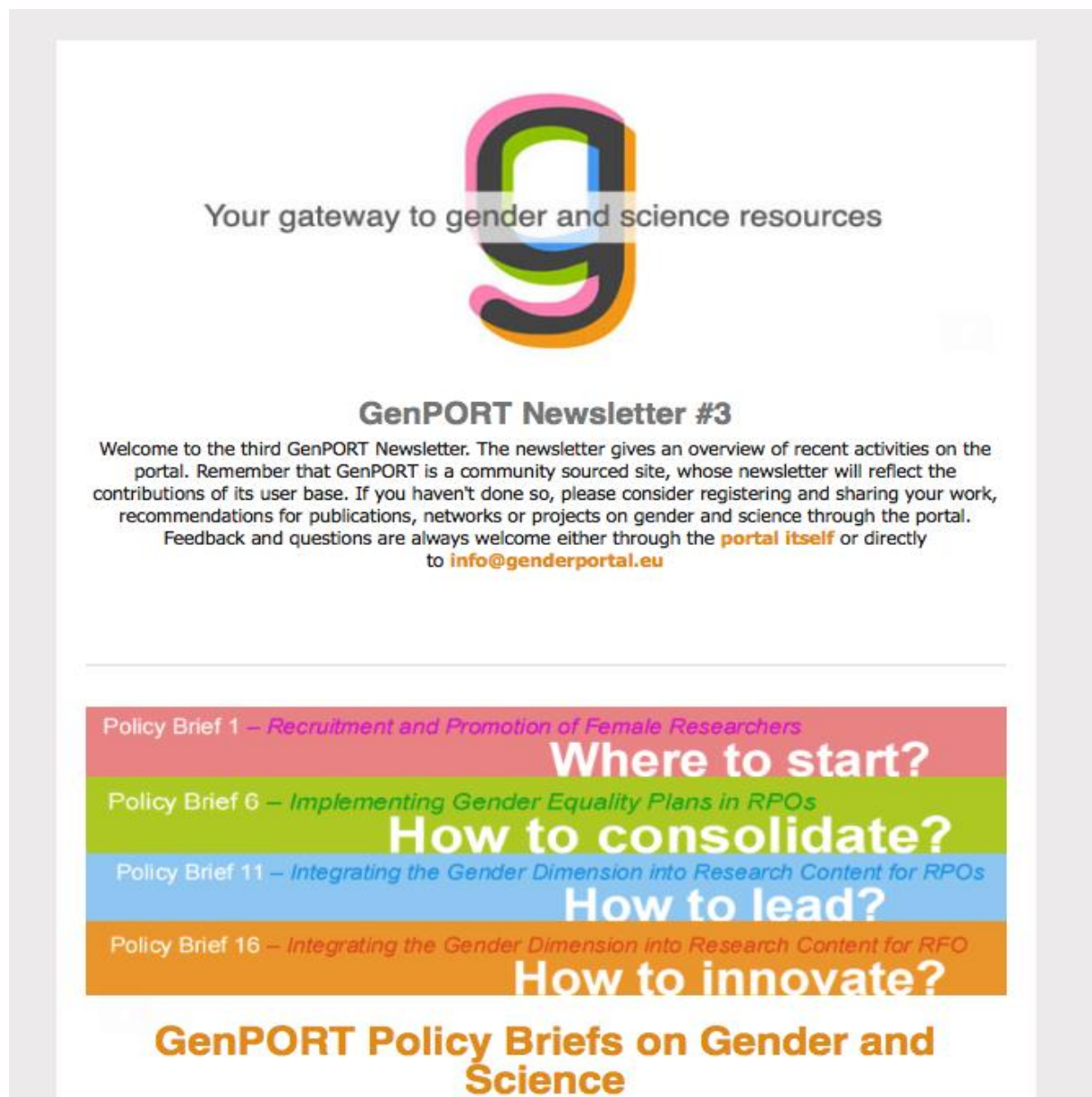
## } From the TARGET Post

In this section all the posts published in The TARGET Post are reported. This will help to maximize the spreading of outputs already produced and diversify target audiences.

## } Highlights

This section highlights the most relevant new publications as well as events in the field of gender and science to be held in the next months, for wider dissemination.

The layout of the Newsletter is under preparation. As an inspiring example, the newsletter of Genport is considered. It offers an attractive graphical design in combination with an appropriate drafting of the content of each section for online dissemination.



Your gateway to gender and science resources

**GenPORT Newsletter #3**

Welcome to the third GenPORT Newsletter. The newsletter gives an overview of recent activities on the portal. Remember that GenPORT is a community sourced site, whose newsletter will reflect the contributions of its user base. If you haven't done so, please consider registering and sharing your work, recommendations for publications, networks or projects on gender and science through the portal. Feedback and questions are always welcome either through the **portal itself** or directly to **[info@genderportal.eu](mailto:info@genderportal.eu)**

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Policy Brief 1 – <i>Recruitment and Promotion of Female Researchers</i>	<b>Where to start?</b>
Policy Brief 6 – <i>Implementing Gender Equality Plans in RPOs</i>	<b>How to consolidate?</b>
Policy Brief 11 – <i>Integrating the Gender Dimension into Research Content for RPOs</i>	<b>How to lead?</b>
Policy Brief 16 – <i>Integrating the Gender Dimension into Research Content for RFO</i>	<b>How to innovate?</b>

**GenPORT Policy Briefs on Gender and Science**

Notus will be in charge of the newsletter, in collaboration with all the partners.

The Newsletter (layout, structure and first issue) will be discussed in January 2019 and launched afterwards.

## 4.4 Twitter



Twitter is an ongoing public conversation where people all over the world can post short messages (140 characters is the limit) which are picked up and responded to by others who share their interests instantly. If you have a particular area of research interest you will soon find yourself communicating with others who share that interest. Twitter is a fast and brief form of staying in touch. You can check Twitter in your spare moments to see what like-minded people are talking about. Apart from direct publication of news, Twitter is also connected with Facebook and LinkedIn, thus permitting automatic publication of changes made in the Facebook profile ('What's on your mind' field). These three networks are therefore interconnected, and their connection with a new website will open further possibilities for online promotion.

A TARGET Twitter account has been created. The account is **@gendertarget** Sign up on the Twitter and start following the TARGET account!

The presentation page of the Twitter account clearly explains what TARGET is and gives evidence to the fact it is an H2020 funded project.

Figure 11 Preview of the Twitter Account



TARGET account will be managed by Fondazione Giacomo Brodolini (**@FondazBrodolini**)

Tweets will summarise project activity: i.e. publishing a report or blogpost activities, online discussions.

### Top tips for tweeting

1. Keep it short. If you are stuck for space, delete redundant words such as ‘very’ and try to limit your tweet to 120 characters to allow people room to retweet it.
2. Make it easy to read. Watch spelling and grammar, and correct punctuation. Avoid ALL CAPS as it comes across as shouting. Use quote marks if you’re quoting a source.
3. Write as if you are writing a newspaper headline. You want to grab people’s attention. Use strong, colourful, everyday nouns and verbs. People will be more inclined to retweet your tweet if it is superbly written and grabs attention.
4. Rewrite if necessary. If you’re linking to a blog post or an article on a website that is not your own, you don’t have to use their headline if you think you can write a better one.
5. Check your tweets before publishing. Tweets cannot be edited once published, but they can be deleted and rewritten if you notice an error immediately. However, planning before publication and correcting errors in follow-up tweets is better than deleting something which has already been published and seen by your followers.
6. Don’t just tweet to promote yourself. Tweeting about your own work is great, but constantly overselling yourself will turn people off, and you will become invisible to them.
7. Engage in conversation: Twitter is as much about the conversation you have with others, so don’t be afraid to @mention others on relevant topics, and to respond to people who interact with you.
8. Retweet with careful consideration. You are displaying your editorial judgement to the world, and what you retweet reflects on you.
9. Credit others. If you’re retweeting someone, credit them for their work—it’s common courtesy

Given the importance of Twitter, several activities are planned. The main activities will be:

- To connect with partners’ accounts, relevant EU and stakeholders’ accounts.
- To post on Twitter each news about TARGET events, deliverable and important results.
- To repost main news about partner activities related to the topic of interest of TARGET
- To live tweeting during TARGET events

Each partner should tag the TARGET Twitter handle/ username and the official institutional Twitter handle/ username in all relevant posts in order to interact with the TARGET account and its followers.

Live tweeting from TARGET related events and promotional activities is also strongly encouraged to help create an online “buzz” about the project. During events of the TARGET project is strongly recommended to tag the TARGET account and tag the institutional twitter account and use the hashtag **#gendertarget**

The projects Twitter account is automatically linked to the portal. Blog posts and new resources are published automatically to Twitter if desired.

In addition, Twitter will probably be important to reach non-gender related stakeholders and scientists in general through well-known science accounts (such as LifeScience and other).

Our initial Twitter analysis is based upon capturing Tweets that contain either “gender”, “women”, or “woman”. The analysis presented previously filtered out those accounts and users from the initially captured Tweets that published frequently about “science.”

A first step of the strategy is to define additional keywords for filtering out users and accounts that are very prominent in related fields such as:

Women Woman | Gender &&

- innovation or
- technology or
- research

Based upon this analysis, TARGET would have the means to contact (follow or reply) the popular accounts in order to drive traffic to our portal and spread news about TARGET to those groups which are probably not directly part of the inner circle of Gender and Science.

Since Twitter activity changes rapidly and is highly ephemeral, monitoring the Tweet stream will continue. A possible service consists of extracting the most popular tweets each week and post them on our portal. This would allow us to produce content for the portal blog posts meanwhile the associated analysis of users would also help to expand our presence on Twitter by following/back-following new users.

### Useful Twitter Terminology

Term	Definition
Follow	Following another user means that all their tweets will appear in your feed. Click on their user name, and their profile will appear on the right of your screen, with a bright green Follow button. Just click this to follow.
Who to follow list	This is a list of Twitter’s suggestions of people or organizations that you might want to follow, based on points of similarity with your profile. Scroll down the list and click the green Follow button next to anyone you want to.
Unfollow	To stop seeing someone else’s tweets, go to your following list and find the person you want to stop following and hover the cursor over the green Following button until it is replaced by the red Unfollow button, then click.
Block	From time to time a spammer or other unsavoury character may appear in your Followers list. Click the head and shoulders icon next to the unwanted follower’s name so that the ‘Block [their name]’ option appears – click this and they will be removed from your Followers list. For any form of spammer or malware user it’s a good idea to click also ‘Report [their name] for spam’ so as to limit their capacity to annoy others. You should look at and weed out your ‘Followers’ list regularly. Twitter shows the new followers at the top of the list.
Retweet or RT	To share somebody else’s tweet that you have seen in your feed, hover above it and select retweet. It then goes to all your followers, with a small arrow icon, which shows others that this wasn’t originally your tweet.

Reply	To respond to somebody else's tweet, hover over it and select the Reply option, which will then appear in their @Mentions column. They may also reply to you, so check your @Mentions column.
@	Used in tweets when you want to mention another user. Also the first part of every Twitter user name - for example @gendertarget
Mentions	Check your @Mentions column to see when others have mentioned you.
#	Hashtag - used to categorize tweets. Popular topics are referred to as trending topics and are sometimes accompanied by hashtags, such as #london2012 #davidwillets. Click on any of them listed on the home page and you'll see a list of related tweets from many different users. Including popular hashtags that are already in use in a tweet may attract more attention. Hashtags are also used as part of 'backchannel' communication around an event, be it a conference, a TV programme or a global event. An event audience can share comments, questions and links with each other while continuing to follow the formal presentation.
Direct Message or DM	These are private messages that you can send to other Twitter users. Click the Message menu at the top of the home page.
Shortened URLs	Given that a typical web address is rather long and clumsy, free URL shortening sites such as bitly.com and tinyurl.com provide shorter links which you can paste into tweets. Simply copy the web address of the page that you'd like to share, paste it into the box on either site, and you will be given a short link which will re-direct anybody who clicks on it back to the original page you want to share.

## 4.5 LinkedIn



LinkedIn is the world's largest professional network and it is devoted to professional networking. The registration is free and it is very widespread in use.

This is a social network where stakeholders can easily share their professional background allowing an easier and faster way to understand who are the members of the online community. When connecting with others a participant can share the contact information that he/she has added to his/her profile, and have access to those of others.

TARGET is aware of the importance of defining a successful plan to raise relevant stakeholders' awareness. For this reason we believe that a complimentary strategy is the creation of an online community

- contributes to deepening and disseminating the knowledge base on on the need/ possibility of structural change in RPOs and RFOs specifically focusing on the three dimensions of HRM, decision-making and the gender dimension;
- stimulates an intellectual focus and practical action in relation to the topic from stakeholders across the 12 partners of the TARGET project and beyond.
- develops the audience for TARGET's work, builds a participative debate on this work to enrich its content, and secures a wide dissemination for the results of this work.

Since TARGET partners should invite their relevant stakeholders to join an online community created within the LinkedIn platform LinkedIn-Group will be created during the second year when first results to be shared are available. The LinkedIn discussion group will be used to actively listen to the public's views, concerns and insights. The stakeholders will be invited to join the discussion to express their own opinions and experiences. The discussion will follow a three monthly discussion. Each three months, the discussion is devoted to the topics published in the Newsletter (See Above). Soon after the publication of a new Newsletter, a new post it is published in which the new topic of discussion is communicated and described. In order to improve the communication of the content of the discussion topic participants are invited to give their opinions on the topic and provide suggestions on good practices developed in their own countries, also though links, report, video, e.t.c.

A LinkedIn Group is a private space within LinkedIn where participants can write posts visible only to the members of the group. This allow to maintain the conversation reserved and guarantee a certain level of privacy of the conversation. A LinkedIn Group is managed by an Administrator that allows access and moderate discussion. LinkedIn offers you the opportunity to communicate with other users in an easy and informal way. You will be able to reach new potential peers and organizations and share with them the experiences of the current research, as well as the tool developed.

Creation of groups stimulates interaction between members and should consequently increase the amount of exchanges among practitioners in the field.

### ***How to promote TARGET on LinkedIn?***

1. Invite your contacts to join LinkedIn

LinkedIn offers you the possibility to add contacts from Outlook, and web mails like Hotmail, Gmail, Yahoo, AOL and other address books.

2. Use the LinkedIn logo for a passive recruitment

Add the LinkedIn logo and the hyperlink to the website on the homepage of your website. This online presence will attract potential new members interested in having an exchange on the group of discussion.

3. Participate in discussion and connect with new professionals.

Express your opinion and idea about the topic, give suggestions and provide external resources posting links and similar. It will be the first step to grow your personal network of professionals

#### **IMPORTANT:**

Promotion is crucial as it will help you increase impact of the project. It is therefore strongly recommended that you dedicate time to this important activity.

FGB will manage the linkedin group.

According to consortium latest agreements the LinkedIn page will be opened in the second period of the project, when partners will have more concrete outputs from their implementation activity to share.

## 4.6 Facebook

Facebook is a popular free [social networking](#) website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. The site, which is available in 37 different languages, includes public features such as:

- Marketplace - allows members to post, read and respond to classified ads.
- Groups - allows members who have common interests to find each other and interact.
- Events - allows members to publicize an event, invite guests and track who plans to attend.
- Pages - allows members to create and promote a public page built around a specific topic.
- Presence technology - allows members to see which contacts are online and chat.

Within each member's personal profile, there are several key networking components. The most popular is arguably the Wall, which is essentially a virtual bulletin board. Messages left on a member's Wall can be text, video or photos. Another popular component is the virtual Photo Album. Photos can be uploaded from the desktop or directly from a [smartphone](#) camera. There is no limitation on quantity, but Facebook staff will remove inappropriate or copyrighted images. An interactive album feature allows the member's contacts (who are called generically called "friends") to comment on each other's photos and identify (tag) people in the photos. Another popular profile component is status updates, a [microblogging](#) feature that allows members to broadcast short Twitter-like announcements to their friends. All interactions are published in a news feed, which is distributed in real-time to the member's friends.

For the purpose of TARGET dissemination we have created a Page named TARGET – Taking a reflexive approach to Gender Equality for institutional Transformation (<https://www.facebook.com/gendertarget.eu/>), using the visual identity created of for the project and registered as a community.

FGB communication staff will be the administrator of the page; the page will be mainly in English with the possibility for partners to make posts in their own languages.

The page will contain a short description of the project and a reference to its webpage, one post per week will be made by FGB communication team once the page activated in the second period of the project.

Partners will be asked to contribute, following Facebook netiquette.

The netiquette, or behavioral "etiquette" on the Net, is the set of rules that can be used to participate in digital community projects, forums, chat, social media, user generated content.

Here too on Facebook, for our official page, we suggest a netiquette, which we pray for respect for a good civil co-existence of all the participants. Systematic transgression of one or more suggestions will result in postal removal or, in the most serious cases, Facebook reporting.

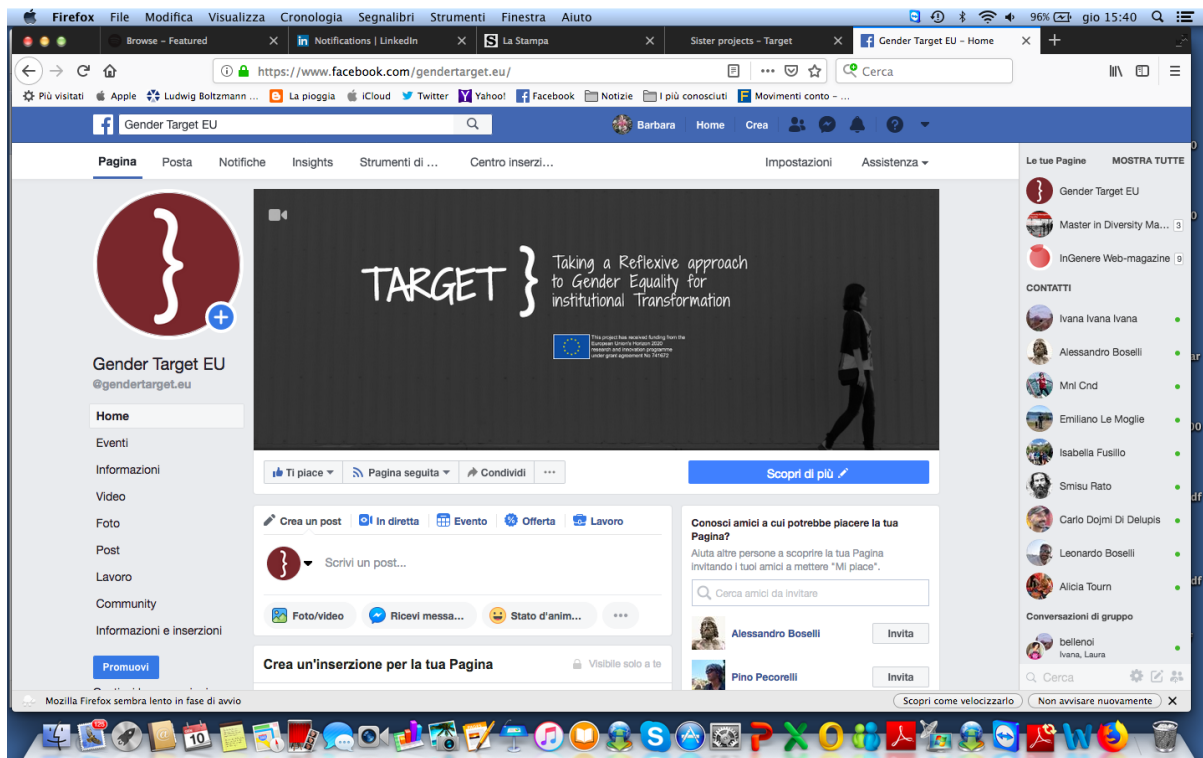
1. To understand the content of the comments and not to be out of place, it will be useful before you write read the messages / posts / notes already published: it is the easiest way to understand the topic and the way it is dealt with.
2. Do not write all in uppercase in the text of posts or comments: on the web this behavior is equivalent to raising the voice and, just like in the offline world, is considered unmanaged.
3. Do not brag, do not go out of the question about the post topic or the published note: remember that the comments "off topic" can be removed. Use the open wall or the "discussion" tab if you want to post a report or non-theme content with the topic of the day.
4. Do not post content that is beyond TARGET's interest in its activities, products, and competitions around which our fan page is based.
5. Do not promote events or other fan pages unrelated to TARGET on our page board.
6. Avoid the "flames", those personal dissensions that can become uncontrollable "flames" on the net. It is better not to bring a private debate into a public area, especially if it is controversial. Do not post useless messages or comments that simply take part of one or the other of the contestants in a discussion.
7. Never publish, without the express permission of the author, the contents of e-mail or private messages.
8. Never post personal data, yours, or others, such as your mobile number or email address.
9. Do not be intolerant with those who make syntactic or grammatical mistakes. Anyone who writes is, however, supposed to improve their own language so that they can be understandable to the community.
10. Any post containing insults, disparaging or discriminatory words against ideas, sex, race, religion, expressed by other users will be removed immediately.

The Facebook page of TARGET has been created and linked with the website and Twitter account; we expect it to grow, in terms of contents and followers, in the second part of the project when more concrete outputs will be shareable from the implementation of the Gender Equality Plans in the GEEIs.

The Facebook page dedicated to the project was opened <https://www.facebook.com/gendertarget.eu> - and to date it has 80 likes.

For the next 6 months we plan to intensify the dissemination activity on Facebook.

Figure 12 Preview of the Target Face Book page



### Editorial planning:

The sources from which the content will be drawn are diverse: website, influencers and stakeholders, industry media, web research. There are an increasing number of articles on mainstreaming media focusing on Women in Science, Women in STEM and gender balance in Academia that could be posted to start a discussion on the Face Book. Sources of reference could be: the European Network of Women in Science, Gendered Innovations website,

In detail, the following are the types of content, the style and tone of voice of the messages, as well as the frequency and methods of publication.

### Contents:

The contents will be mainly taken from the project website, from the partners website and from influencers/media on these issues. Posts will be divided into the following themes:

- news from the project: activities, updates and results;
- news from the world of gender and diversity": news from the media of the sector or influencers (such as Women Science communities, the European Institute on Gender Equality, The European Parliament FEMM Committee, Catalyst)

- sister projects: news from other similar European projects like GEECCO, SUPERA, CHANGE, ACT, etc.

Style and tone of voice

- - Simple, clear and transparent to reflect the values of the project.
- - Use of visual elements, such as photos and videos, that increase the interest, the participation of the recipients and their interaction with the proposed content ("I like", comments and shares)

**Methods of publication:**

The Facebook page should host an average of 1 post per week made by Facebook account owner, interaction with Target partners and other fans will hopefully support increasing the traffic on the Face Book page.

**Objectives of the dissemination activity:**

In the upcoming months we plan to achieve:

- Fan: almost 200 fans (individuals or other pages which “like” our project page)
- Post coverage: 2.000/3.000 (total number of visualizations (“clicks”) on our page)

In D6.2, at the end of the first 18 months of the project, we will conduct an assessment of the social means in order to consider if they are the most appropriate for TARGET dissemination strategy.

## 4.7 Youtube Channel

A YouTube channel is a member's personal presence on YouTube, similar to other social media sites. A personal YouTube channel is available to everyone who joins YouTube as a member. The channel serves as the home page for the user's account.

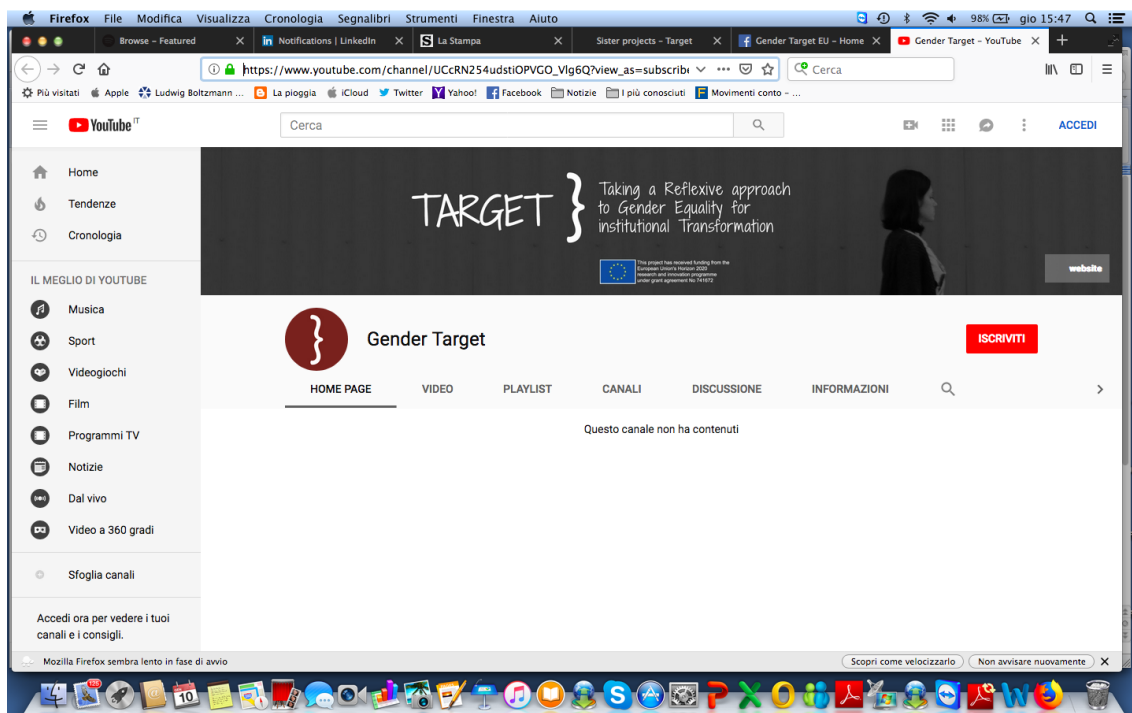
After the user enters and approves the information, the channel shows the account name, a personal description, the public videos the member uploads, and any user information the member enters.

For these reasons a Youtube Channel is a perfect tool to disseminate original videos, like the video interviews that Target partners will implement in the second period of the project implementation.

A YouTube channel has been created:

[https://www.youtube.com/channel/UCcRN254udstiOPVGO\\_Vlg6Q?view\\_as=subscriber](https://www.youtube.com/channel/UCcRN254udstiOPVGO_Vlg6Q?view_as=subscriber)

Figure 13 Preview of the Target Youtube Channel



The following details our plan to create videos:

- Video 1: FGB to develop a short introductory video about TARGET by mid February
- Video series 2: To be carried out in the next Capacity Building Workshops to be held on the 26<sup>th</sup> and 27<sup>th</sup> September 2019 at ELIAMEP in Athens. Interviews with project members on the implementation of GEPs through TARGET in their organisations. Videos will be edited and uploaded to YouTube by November 2019.

- Video series 3: Institutional leaders backing the GEP implementation process. To be carried out in selected GEIs during the next three rounds of Institutional Workshops. This video series will start in selected institutions at the end of January/ February 2019 and will finish with the last round of institutional workshops planned for September 2020.

## **4.8 Bookmark**

An additional tool for dissemination and communication is the TARGET Bookmark.

The Bookmark, on the one hand aims at providing a very low cost publicity material for the project to be disseminated during meetings, conferences, and events to which project's partners attend. On the other hand, it allows realtime access to updated information about the project's activities and results. In fact, the Bookmark contains a QRCode that links to the website.

This solution is considered better than a flyer or a brochure since it is designed at the beginning of the activities and does not need to be updated during the project.

## 5. Guidelines for Institutional Communication

The guidelines for institutional communication are addressed to support GEII internal communication about TARGET and GEP/GES development. An effective communication of the GEP/GES to all staff is key for its success. The basic objectives are:

- Help engage top-management with the project and GEP process
- Help define the main communication channels for the community of practice in each GEII
- Help define how communication actions can be integrated into the GEP as well as how to communicate and disseminate the GEP
- Help address how institutional workshops can support internal dissemination activities

### 5.1 Engaging Top-Management with TARGET and the GEP process

Engaging top and upper level management is crucial for the overall development of the GEP at the institution. In particular, strong and explicit commitment at the initial stage (gender audit) is required to increase the perceived legitimacy of the GEP and facilitate its development. The TARGET GEAT provides practical suggestions on how to strengthen the commitment at the highest organisational levels of the GEII. For further examples of convincing arguments of the benefits of gender equality targeted to different stakeholders including senior staff see the GEAR tool's 'Speaking Notes' (EIGE, 2016:13). In the gender equality audit phase, each GEII should develop a specific communication strategy to address management. Regular communication with management should be maintained throughout the different stages of GEP.

Top and upper level management should play a central role in the communication strategy from the start. The GEIIs senior managers should announce the gender equality audit, the goals of initiating a process of institutional change towards more gender equality, and the expected institutional opportunities and benefits. This can be implemented through different means:

- Ensure an explicit endorsement of TARGET from top management in the GEII's website. GEII's website should announce the participation of the institution in TARGET and provide a basic outline of the project. This should be combined with advocating gender equality in the institution and potential benefits.
- Ask top-tier management to send an email to the entire staff in which they express their support for the TARGET GEA and the work of the GEII change agent, authorising all required information flows and reiterating that standard anonymization procedures will be strictly complied with whenever sensitive personal data is involved.
- Identify someone from top-tier management to be videoed with their message of support for TARGET. This video could be filmed during one of the institutional workshops, ideally at the gender audit or planning phase.

## 5.2 Communication channels for a community of practice in each GEII

It is important to use the GEA process as an opportunity to build an effective community of practice for the whole GEP process. In this sense for an effective intra-organisational communication staff need to understand why they are being asked to participate in the gender audit process. Essential aspects to deal with are:

- What is the value of conducting the GEA?
- What are the gains and benefits that may be expected (individual/ institutional levels)?
- What role should they play in the GEA process?
- What does the GEA lead to? (GEP)

It is also necessary to identify who is responsible for internal and external communication of the institution and invite them to take part in the community of practice. First invitation may be the institutional workshop.

Defining the main internal communication channels of the community of practice at the beginning of this process is beneficial. Each GEII needs to define the main means of communication for their CoP – it may be face to face meetings (including the Institutional Workshop), combined with email communication (building an email list), or skype. It is also necessary to define who is responsible for populating the main communication channels (change agent/gender equality assistant) and who is responsible for acting as the communications interface with TARGET supporting partners (Notous/ FGB) within the project (for project newsletters, blogposts, tweets etc).

The CoP will play a crucial role in the initial GEP process (audit, and design) and therefore in designing the overall communication strategy that may be better defined in the GEP. Each GEII will discuss this with inputs from their supporting partner.

## 5.3 Communication strategy for GEP development

A communication strategy for GEP development should address two different aspects:

- how communication actions can be integrated into the GEP
- how to communicate and disseminate the GEP

Regarding the first point, the GEAR tool (EIGE 2016) recommends involving the communications department of the institution to give them an important role in order to make sure:

- gender-neutral language in internal and external communication is used in the institution
- non-stereotypical and non-sexist images in internal and external communication are used

A revision of internal and external communication processes could be included in the GEP as one of the lines of action.

Regarding the second point, basic aspects are:

- GEP needs to be publically available on the institutions website
- Ideally there will be a written endorsement of the GEP by top management
- Project resources (e.g. newsletter, blogposts and social media posts) should be used to reinforce internal dissemination and communication activities

In addition, the GEAR tool states that regular communication actions are crucial to give constant visibility to the GEP. It suggests that institutions should:

- mobilise the institutional communication channels to promote the actions undertaken within the framework of the GEP (with the support of the communication department of the institution)
- develop key messages tailored to different target groups
- advertise activities well in advance using popular communication channels to ensure maximum participation
- report on the progress towards gender equality in the institution at regular intervals. Monitoring progress and subsequent findings can provide the basis for content to share. Develop key messages for organisational stakeholders and provide online access to the full reporting publications and or data (bearing in mind data protection)

## 5.4 Institutional Workshops

The institutional workshops provide a forum for institutional communication. There are five institutional workshops in total planned in each GEII throughout the project, two workshops in WP3 ('Knowing and planning') and three workshops in WP4 ('Implementing, monitoring and self-assessment').

It is important to inform all staff about the institutional workshops– through regular institutional communications procedures at least three weeks before they take place. It should also be included on the institutional calendar to give increased visibility to the project.

All relevant stakeholders within the institution must be encouraged to either attend or send someone to represent them (these will be mainly those from Human Resources, belonging to decision-making bodies, gender equality roles, communications departments, IT departments etc). This includes all the members of the community of practice and additional stakeholders. The specific audience of each institutional workshop should be defined in advance, depending on the objectives of the workshop.

One option for the Institutional Workshop is to combine a more closed operational workshop with key stakeholders with an open session where staff are invited (limited to a certain number who register) to part of the institutional workshop for a general presentation of GEP progress and envisaged activities.

The institutional workshops will also provide a forum to revise communication issues and identify how progress towards gender equality is to be communicated internally and externally.

Reflections on the institutional workshops will be disseminated through the blogposts and the newsletter.

## **6. Guidelines for national dissemination events**

Each GEII will initiate at least one national dissemination workshop addressing specific target groups. These workshops will focus on stakeholders relevant for a successful implementation of the GEP. To address a broader audience and to initiate a national gender equality discourse in R&I a national final conference will be organised by each GEII. At least in three countries (Morocco, Greece and Serbia) GEII will cooperate with the RMEI TARGET team in organising the final national conference (cooperation with RMEI in the other countries depend on whether national universities join RMEI TARGET team in the course of the project).

Specific guidelines for national dissemination events will be included in the revised version of the toolkit - when GEP progress is more developed.

## 7. Useful Resources

EIGE (2016) Gender Equality in Academia and Research: GEAR Tool , Publications Office of the European Union, Luxembourg.

Laursen, Sandra L. & Austin, Ann E (2014) Strategic Intervention Brief #13: Enhanced Visibility for OWmen and Women’s Issues. In Laursen, S.L. & Austin, A.E Stretagic Tiolkit: Strategies for Egffecting Gender Equality and Institutional Change, Boulder, CO and East Lansing, MI, [https://www.colorado.edu/eer/research/documents/13\\_enhancedVisibilityBrief123115.pdf](https://www.colorado.edu/eer/research/documents/13_enhancedVisibilityBrief123115.pdf)

STAGES: Structural Transformation to Achieve Gender Equality in Science Guidelines, edited by Cacace, M, Balahur, D., Bleijenbergh, I, Falcinelli, D., Friedrich,M., and Kalpazidou Schmidt, E. (2015).

UNESCO’s guidelines on gender neutral language

<http://www.unesco.org/new/en/unesco/themes/gender-equality/tools/>

Princeton’s Office of Human Resources has developed guidelines for gender inclusive language in official HR communications

<https://www.princeton.edu/hr/progserv/communications/inclusivelanguage.pdf>

University of Pittsburg, Gender Inclusive Guidelines , gender inclusive/ non-sexist language guidelines and resources Advice for Classrooms and other spaces

<http://www.wstudies.pitt.edu/sites/default/files/Gender-InclusiveLanguageGuidelines.pdf>