



# ‘Science Management of Agriculture and Life Sciences, including Research and Teaching — ‘Gender-SMART’

[Agreement n° 824546]

## D1.2 Proceedings of the kick off meeting

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## List of Abbreviations

ANR	Agence Nationale de la Recherche
CB	Consortium Board
CICYTEX	Center for Scientific and Technological Research of Extremadura
CIHEAM	International Center for Advanced Mediterranean Agronomic Studies
Cirad	Centre for International Cooperation in Agricultural Research for Development
CMMR	Committee of Middle Management Representatives
CUT	Cyprus University of Technology
EAC	External Advisory Committee
GE	Gender Equality
GEAR	Gender Equality in Academia and Research
GEP	Gender Equality Plan
IP	Impact Pathway
ISAS	Institute of Sociology of the Academy of Sciences of the Czech Republic
KOM	Kick Off Meeting
MMR	Middle Management Representative
RFO	Research Funding Organization
RPO	Research Performing Organization
SC	Steering Committee
Teagasc	Agriculture and Food Development Authority
WP	Work Package
WUR	Wageningen University and Research
YW	Yellow Window



## Executive summary

The present document includes the major conclusions of the Kick-off Meeting of the Gender-SMART project that took place in Montpellier from February 12 to 14 in the Crowne Plaza Hotel and Cirad offices. It includes key messages of the meeting and decisions taken related to the implementation of Work Packages and tasks, with a particular emphasis on actions to be taken for the first year of the project (M1-M12).

All partners were present, represented by both project leaders and top management representatives. We also welcomed the EC policy and project officers, as well as the External Advisory Committee members. Exchanges during these 2, 5 days were very rich, inspiring and constructive.

## Introduction

The Kick-Off Meeting of the Gender-SMART project took place on February 12 to 14 2019 in Montpellier. It was organised by Cirad, *Centre de Coopération Internationale pour la Recherche en Agronomie pour le Développement*, with the attendance of representatives of the 9 project partners, the European Commission Project Officer, Katherine Quezada, the European Commission Policy Officer, Marta Artiles Viera and the External Advisory Committee members.

The Gender-SMART project is a **4-year project that started on 1 January** and will end on 31 December 2022. It is funded by the European Union under the Horizon 2020 EU Research and Innovation programme with a total budget of approximately 2.9 million €.

Gender-SMART is a community of **seven European Research Performing Organizations (RPOs) and Research Funding Organizations (RFOs)**, operating in the broadly framed field of research in food, agricultural and life sciences, supported by two technical partners.

This community has committed to the three following operational objectives:

- 1. Seven gender Equality Plans (GEPs)** are actively implemented, tackling the following areas of actions:
  - Building a Gender Equality Culture;
  - Developing equal career support measures;
  - Reshaping decision-making and governance;
  - Integrating gender in funding, research and teaching
- 2. Change is steered beyond the project timeline**, as GEPs are co-designed with relevant stakeholders, made visible and accessible to targeted audiences and the broader community, continuously supported by the top management, fully integrated and institutionalized, and adopted by target groups into their daily practices
- 3. Lessons learnt and good practices are disseminated within and beyond the academic world and Europe** : Better addressing the needs of both men and women, improving the responsiveness of knowledge and innovations to social reality and preventing gender biases in designing, implementing and disseminating research are of major relevance to

the society at large. Gender-SMART will ensure that its activities fuel the reflection and action of a variety of stakeholders both within and outside the academia and research institutions. With the same view to broadening its outreach, Gender-SMART will develop its dissemination strategy beyond Europe by making the most of dissemination opportunities and ICT and design tools “Open to the world” to optimize a wide-ranging engagement with stakeholders at different levels.

The Gender-SMART **project consortium** consist of 9 European partners (Figure 1):

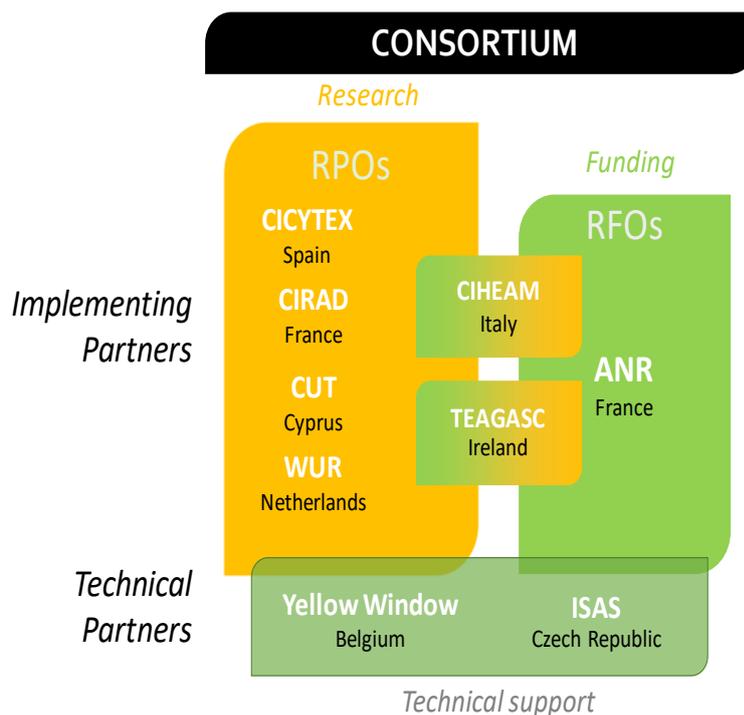


Figure 1: Gender-SMART consortium

During the meeting, the activities of the project and the role of each partner to the project implementation were discussed. The below sections reflect discussions of each day’s session.

**Day 1** was dedicated to **strategic messages** with the participation of the partner institutions’ top management (Consortium Board members), the EC representatives and the External Advisory Board members.

As of **day 2**, discussions focused on the **content of the different Work Packages** and in particular their respective work programme for the year 2019. Considerable time was spent on discussing the audit framework, a major activity of 2019 on the basis of which Gender Action Plans will be defined.

A detailed agenda of the 2,5 day meeting as well as the list of participants is annexed to this document (see Annex 1 and 2).

## Day 1: Strategic and general information [Full day at Crowne Plaza Hotel]

### 1. Opening addresses

Elisabeth Claverie de Saint Martin, *General Director for Research and Strategy at Cirad*, welcomed the audience and highlighted the strategic importance given to gender equality in the European and French policy agendas. She also commented on the high standards and expectations from donors and partners as regards gender equality.

Magalie Jannoyer, *Deputy Director for Research and Strategy at Cirad and Coordinator of the Gender-SMART project*, presented the objectives and the agenda for the meeting.

The *EC policy and project officers* Marta Artiles Viera and Katherine Quezada passed on EC policy, regulatory and project management messages.

François Pouget, *Director for resources and infrastructure at Cirad*, provided an overview of the project and his vision on the project potential and implementation in Cirad (Figure 2).



*Figure 2: Cirad top management representatives*

### 2. Partner presentations

Each partner shortly presented its institution, its Gender-SMART project core team and gender background. The technical partners also highlighted their expertise in gender related issues and support for driving institutional change.

### 3. Project bodies

Magalie Jannoyer presented the composition and the main responsibilities of the different project bodies, with advisory and/or decisionary power: Steering Committee, Consortium Board, Committee of Middle Management Representatives and External Advisory Board (Figure 33).

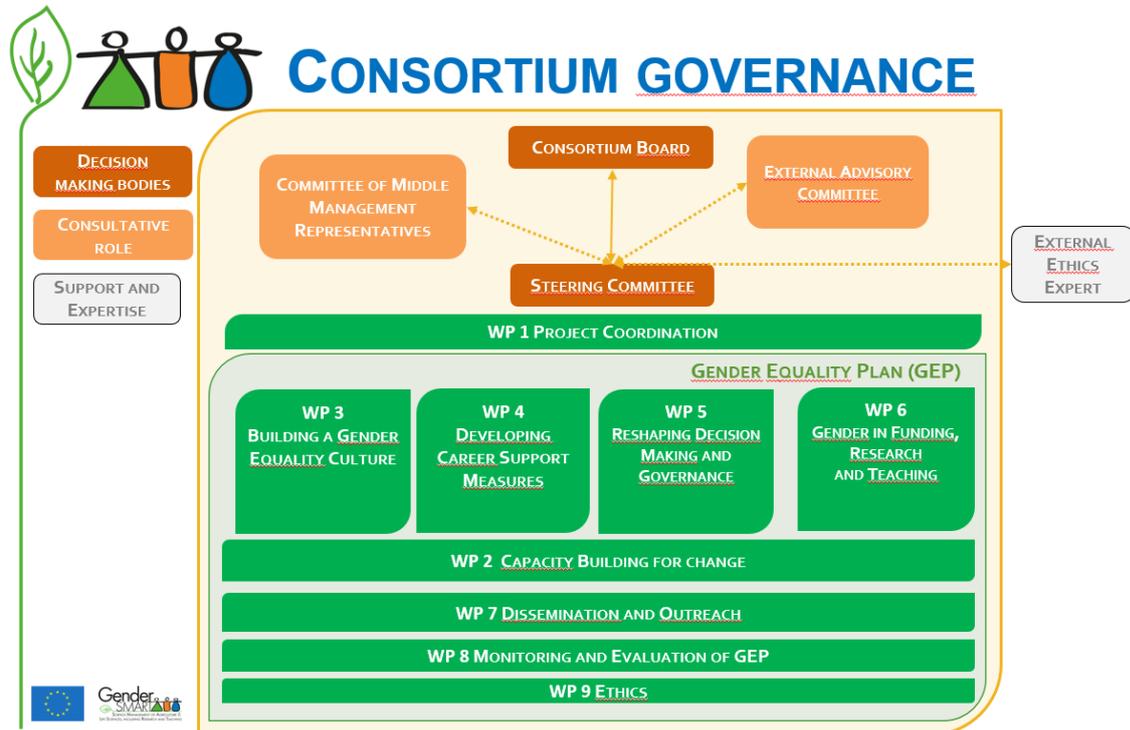


Figure 3: Schematic view of project bodies at consortium level

- *Steering Committee (SC)*

The SC is the **main project management and decision-making body of the project**. It is responsible for the scientific and technical coordination of the project, ensuring its overall quality.

The major roles of the SC are:

- to ensure the daily management and implementation of the project;
- to pilot an effective and efficient project implementation;
- to collect information on the progress of the project;
- to ensure the project meets its milestones and the timely production of planned outputs and deliverables;
- to ensure that budget and general objectives are upheld;
- to approve and guarantee the proper implementation of project dissemination,
- to seek the advice of the Advisory Committee and/or the Consortium Board, whenever appropriate;
- to provide a safe space for exchanging experience and mutual learning.

Within this session, the composition of the steering committee, the type and frequency of meetings were also addressed.

- *Committee of Middle Management Representatives (CMMR)*

Middle management is acknowledged to be a key driver of change. The Gender-SMART project therefore integrated this role into the project concept through a network of Middle Management Representatives (MMR) called “Committee of Middle Management Representatives”. Members of this project body are active both at consortium level as well as inside partners’ institutions. MMR have

a transversal role, representing the needs and challenges faced by middle management throughout the different themes covered by the project.

Estelle Jaligot, Middle management representative (MMR) for Cirad facilitated a participatory sequence to reflect on the definition of middle management and facilitate the nomination of representatives in each partners' institutions.

Participants were asked to reflect on:

- 1- How middle management is defined in their organization
- 2- What should/could be the role of the middle management representative with respect to the present project

Out of these discussions in groups, the following suggestions were made:

- Each organization has a different structure and history, therefore there can be **no unique definition** of what a "middle manager" is. It is recommended to be as inclusive as possible with respect to the definition of a manager, from large to very small levels, including at non-hierarchical positions (transversal management, project leaders, technical platforms ...);
- Need to address the **different domains within the institution**: administration, support services, research;
- The MMR needs to be someone with **good communication and people skills**;
- **It is advised to map the different levels of middle management** and how much of an organization's workforce they represent/have in their charge.

Following this discussion, partners were invited to appoint a MMR as a member of the network at consortium level and facilitator of an internal network in their institution.

- *External Advisory Committee (EAC)*

The EAC is an advisory body composed of external experts with remarkable knowledge and experience in gender related issues.

The EAC is composed of the following members (Figure4):



Figure 4: External Advisory Committee members

Guy Henry, economist and Director for the Caribbean and Latin American region of Cirad, facilitated a panel discussion, where EAC members were asked to answer the following questions:

- How is the **gender topic addressed** in your core business?
- What are the main **gender related challenges ahead** (next decade) in your domain? Do you see any of these challenges as relevant for the Gender-SMART project?
- What **specific role** do you see for yourself in advising the Gender-SMART project ?

Eucharia Meehan and Anna Koukkides-Procopiou were physically present at the kick off meeting. The other members, registered their answers on videos which were projected during the session.

Anna Koukkides-Procopiou stressed the potential of the female workforce for making the economy stronger and that science may provide answers to current issues such as salary pay gap. She also stressed the importance of making impact. Eucharia Meehan highlighted the importance of policies to induce change and the need to pay attention to intersectionality. Marcel Kraus' testimony focused on how outputs may affects gender differently and why changes in assessment criteria of research funding agencies should be promoted. Stephane Reboud provided examples of how diversity wins, and what is its added value in the private sector. He also emphasized the challenge of getting gender balance in top and middle management. Christine Verschuur provided lively examples of challenges as to integrate gender considerations into societal issues and research.

- *Consortium Board (CB)*

This strategic decision taking body, guarantees top level involvement and project endorsement. Each partner has nominated one top management representative. The Consortium Board members are (Figure 5):



Figure 5: Consortium Board members

Note: Maroun El Moujabber replaced Maurizio Reali for CIHEAM, and Dimitris Tsaltas replaced Costas Hoppas for CUT during the Kick Off Meeting.

Top management representatives of each partner institution debated in a plenary meeting, facilitated by Guy Henry, around the following 4 questions:



- What are your **overall expectations** towards the Gender-SMART project? What are the **specific products (outputs)** you envision for your institution?
- How do you see **your role as top manager** in enabling institutional change for gender equality?
- How do you see the **role of middle management** and how should they be integrated in this dynamic?
- How should the Consortium Board function in our project? What should be the TORs?

Discussions were pursued at the next day during lunch break, where a table was reserved for CB members. The major points raised during these CB discussions concerned:

- **Approval of the GEPs:** It was stated that the GEPs should not be approved by the CB, but rather at the institutional level of each partner. The CB can rather make a quality control of the GEP blueprints elaborated by the different institutions, making sure that it incorporates the right gender principles and that is in line with institutional policies. Implementation in fine details and local adaptations are as such left to the appreciation of each organization and its governance.
- **Role of the CB:** CB members stressed the role of the CB to safeguard implementation at the institution level (since the CB is composed of top management representatives). CB members as such act as facilitators, as champions/ambassadors of gender issues at the highest level. They ensure that the GEP is officially "adopted" by each institution. In this role, they should even go beyond the GEPs or the perimeter of the project by defending the gender cause beyond the institutional level (e.g. towards non-partners institutions). For problem solving, the CB is to be ceased as a last resort, when a problem cannot be solved at WP level / steering committee. The CB needs to make sure that the needs of mixed funding/research bodies and pure funding bodies are also included.
- **Appointment of a chairperson:** Frank O'Mara from Teagasc has been designated unanimously as president of the consortium board for the whole 4 years of the project. He will chair the CB in close collaboration with the project coordinator as well as the project manager.

The role of the *Ethics External Advisor* was presented during day 2 (see WP9).

#### 4. Impact Pathway session

An impact pathway describes an **intervention logic highlighting the causal relationships** between the means (inputs) mobilized by the intervention, the products (outputs) of the intervention, the changes in individual or collective practices and behaviors (outcomes) linked to the appropriation of outputs by different actors, and the medium and long-term impacts resulting from these changes. Depending on how it is built and for what purpose, it can help visualize feedback loops, external factors and influences and the assumptions behind the causal links. For Gender-SMART, the purpose is to provide a simple **visualization of the overall logic of the intervention**, given the complexity of the intervention and the fact that each partner institution will follow its own pathway towards impact based on its own GEP and its evolution.

This session, facilitated by Genowefa Blundo Canto, economist at Cirad, was organized in 2 phases: an info session on day 1 and a workshop on day 3.

At day 1, the objective was to provide a general overview of the project impact pathway. Day 3, allowed to further details and update the first version of the Impact Pathway that was defined during the project proposal phase (Figure 6).

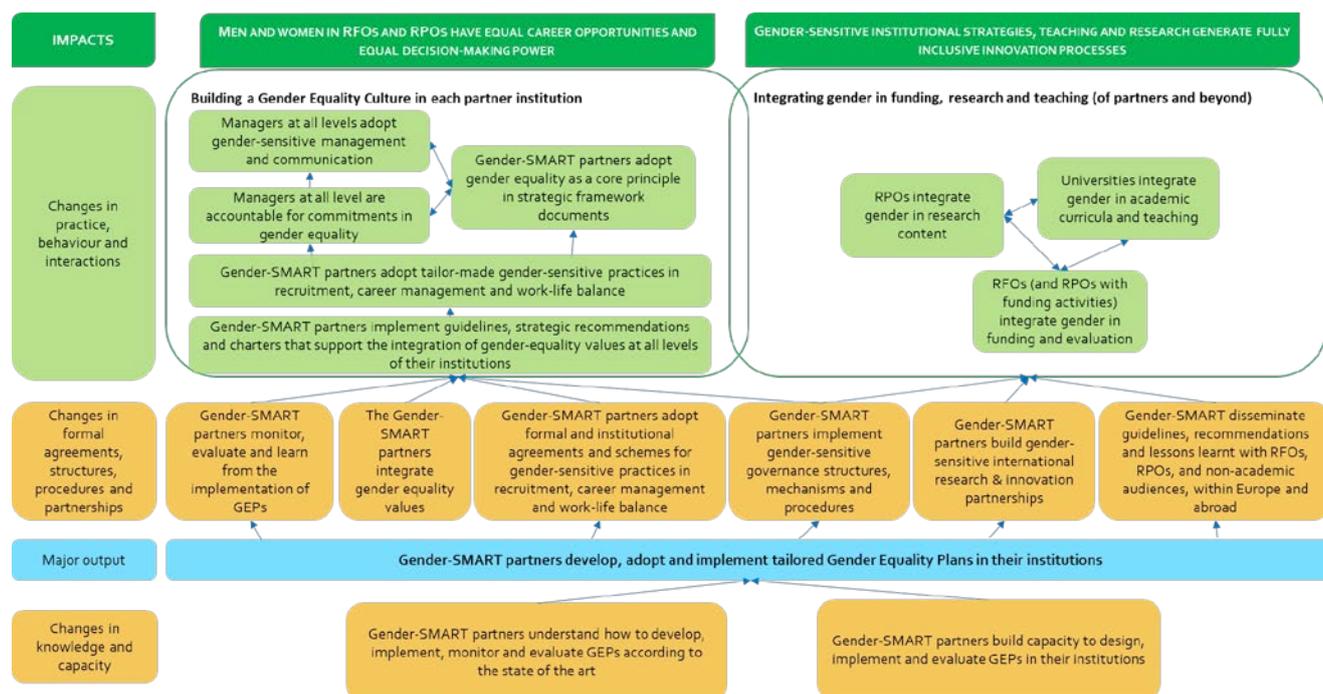


Figure 6: The final Gender-SMART Impact Pathway

The process of elaboration of the project impact pathway has been extensively described in the deliverable D.1.4 which is a public deliverable.

## 5. Tips and hints, insights and lessons learnt from earlier projects

This session was animated by Maxime Forest from Yellow Window. Some of the key point raised concerned:

- **The change process.** Change is more likely to happen when **targeting structures and institutions**, rather than solely targeting people. **Organizations, not women, need to be fixed.** As such, there is a need to focus on removing obstacles that are inherent to the research system itself. Moreover, structural change needs to be participatory, inclusive, visible, flexible and sustainable. And change must be comprehensive and holistic.
- **Mobilisation of stakeholders.** **All voices** need to be heard, the needs of all users should be considered, regardless of their minority status. They should be involved at **all stages** (assessment, GEP design, implementation, communication, monitoring and evaluation) and through **different means** (participatory workshops, focus groups, surveys, GE workgroups). This allows stakeholders to get the full picture. It also supports creativity, lowers resistance, increases legitimacy and accountability
- **Identify windows of opportunity.** Context matters, domestically and internationally. Windows of opportunity are opening and closing all the time. Institutions (RPOs and RFOs) are on the move and affected by current trends and agendas (#metoo, scientific integrity, open access/open data concerns, digitalization...). One needs to be a little political and opportunistic to "ride the wave", identify the window of opportunity at the legal and/or organizational level. It is important to build

your business case and adapt your strategy accordingly to changes in the context. Flexibility and resilience are important, move from planning to action swiftly, and experiment.

- **Resistance.** There is resistance and indifference. Several reasons explain why people or institutions do resist such as: addressing gender challenges people's personal identity/beliefs; dismissal of gender inequalities and/or feminist/gender 'ideology'; compliance with norms already in place; confronting with lack of capacity/knowledge. Resistance should be addressed as **part of the process of change itself**. It is recommended to find allies and build consent.
- **Sustainability** is about resources management: building upon what already exists, management of your own efforts and your team's (defining priorities), identifying your allies to share efforts with vs. identifying enemies to avoid putting too much efforts on. Avoid working in isolation, even temporarily (keep people informed along the way).

## Day 2: Dedicated to the Work Packages (WP) [Full day at Crowne Plaza hotel]

During this day, **presentations per WP** succeeded one after the other. WP leaders were asked to present the objectives of the WP they are in charge of and to discuss the work programme for 2019.

### 1. WP1: Coordination

Cindy Van Hyfte, project manager at Cirad, presented the Cirad Project Management team, tools and best practices. A planning of the different **deliverables** to be produced during the first 6 months was presented, as well as a best practice for the writing process (who is responsible to initiate, to re-read... and finally upload the deliverable).

Discussions also addressed tools for **project management and collaborative work**, customized to the needs of the Gender-SMART project.

- The **Orchestra project management tool** is of use to partners for the daily management of the Gender-SMART project in their institution, and also permits to manage the project at consortium level (global view of the Gender-SMART project advancement which consists in the sum of 7 projects).
- A planning for the development a **collaborative tool 'Liferay'** and its major features, including the project website ([www.gendersmart.eu](http://www.gendersmart.eu)), were presented.

The major highlights of the 3 reporting periods were recalled, as well as the requirements of the continuous reporting. Planning and functioning of project meetings and responsibilities were presented and agreed.

**Communication** was also a major part of this presentation. The difference between communication and dissemination activities were clarified, as well as the major characteristics of the communication strategy (principles, tools, audiences, ...) and the 2019 communication plan. Guidelines for the use of the EU logo and mention of the H2020 grant reference number were recalled. The newly developed project logo was discussed in depth and approved. Major characteristics of the graphic charter were touched upon. The modalities for project interactions with EC, sister projects, professional

associations within the context of WP1 (coordination, including project communication) and WP7 (dissemination) were discussed.

The session also included a discussion on the objectives, principles and planning for the production of a **Data management plan (DMP)**.

## 2. WP9: Ethics

This session was facilitated by Marjo Rauhala, the External Ethics Advisor of the Gender-SMART project. Marjo shortly presented her background expertise. She explained the ethics process in H2020, the recommendations of the Ethics Evaluation Summary Report and how to reply to these requirements. A planning for the production of the ethics deliverables was also discussed.

## 3. WP2: Capacity-building for change (support and training)

Lut Mergaert from Yellow Window, presented the major characteristics of this WP (task, deliverables, milestones) and a detailed planning for 2019. She also further explained the support role of Yellow Window and the helpdesk function. She touched upon tools developed by other sister projects, e.g. the SUPERA audit framework that can be used as a minimum set of requirements for the audits. It was suggested that ideas and contributions arising during bilateral interactions between partners and Yellow Window are made available through the collaborative tool for all.

## 4. WP8: monitoring and evaluation

Marcela Linkova from ISAS, presented the major characteristics of this WP (task, deliverables, milestones) and a detailed work programme for 2019. She explained the support role of ISAS in the Gender-SMART project and talked about the links to be established with other WPs such as WP1 (Impact Pathway), WP2 as well as the thematic WPs 3, 4, 5, 6 for the initial audits and the results thereof. She proposed to have regular monitoring skype sessions and one onsite visit to each implementing partner. Mutual learning workshops will be organized back-to-back with annual meetings.

## 5. WP3: Gender equality culture

Jane Kavanagh from Teagasc presented the major characteristics of this WP (task, deliverables, milestones) and a detailed work programme for 2019. Seen the transversal nature of WP3 activities (gender equality values, top and middle management accountability and sensibilisation, charter for inclusive communication), it was suggested to identify possible overlaps with other WPs in order to save time and decrease/optimize workload and avoid duplication of data collection.

## 6. WP4: Career support measures

Valentina Toumaniou from CUT presented the major characteristics of this WP (tasks, deliverables, milestones) and a detailed work programme for 2019. Valentina explained that data collection and analysis are the starting point for future design and implementation of appropriate measures, as well as for monitoring the efficiency of pre-existing and previously implemented initiatives. The audit guidelines prepared by CUT are inspired by SUPERA, GEAR and other sister projects. Valentina also raised the issue of taking into account the specificities of RPOs vs. RFOs and mixed organizations. Regarding the analysis of the gender pay gap, it was suggested to focus on small-scale "pilot studies" within own institutions. Once issues have been identified, they can be onwards up-scaled for sharing with other partners.



## 7. Decision making and governance

This session was introduced with a video containing a message to the consortium from Nadine Zakhia, WP5 leader. Onwards, Didier Bazile-Cirad, 5.4 task leader presented the major characteristics of this WP (tasks, deliverables, milestones) and a detailed work programme for 2019.

This was followed by a short participatory workshop where partners were asked to identify real-life cases of decision-making and governance practices to identify relevant cases for the audit task. Maxime Forest from Yellow Window presented a synthesis of this exercise. The cases identified by partners highlighted that there is a very low proportion of women across formal and official decision-making bodies; a low percentage of women in management (and even more in top management) positions; a somewhat higher proportion of women in non-formal positions of influence such as focus groups. It was also mentioned that many management positions are occupied by researchers that are not trained for (or used to) formalizing/mapping decision-making procedures, or communicating them in a transparent and clear fashion. Such lack of clarity on responsibilities, position availabilities... are all detrimental to women participation. It was also mentioned that the political level of decision/political agendas of the time should be used as a lever to advance the gender-related issues. And, that decisions in one institution may influence its partners although they are not involved directly in the same processes or have the same concerns regarding gender. Governance is not only through decision-making bodies, rather also relates to framing/reference documents, letter of objectives, strategic planning....

## 8. Cross-WP Q&A

At the end of this day, it was decided to dedicate the time foreseen for a cross WP Q&A session to audit related issues. A preliminary inventory of data (from HR departments, policies...) to be collected for each WP was elaborated, based on the audit grid established by the SUPERA project.

## Day 3: Dedicated to the Work Packages (WP) [Half a day at Cirad offices]

During this last day, **discussions per WP** were pursued for WP6 and 7. As well as **an interactive session** on the **impact pathway** (see above), and the pursuit of discussions regarding the audit grid per WP. This half a day was concluded with take home messages and next steps.

### 1. WP6: Gender in research, funding and teaching content

Margreet van der Burg from WUR presented the major characteristics of this WP (task, deliverables, milestones) and a detailed work programme for 2019. She stressed that adding a gender dimension is a mark of excellence and that this means developing and integrating gender expertise at every level. Margreet referred to the link to UN's Sustainable Development Goals (SDGs): several explicitly (SDG5) or implicitly (SDG10 among others) mobilize/target gender equality, as well as the CGIARs agenda (online collaborative platform for gender research), UN (FAO) and EU....It was also mentioned that gender issues are especially pregnant in agri-food systems and rural studies. And that gender-blind approaches (exploitative) vs. gender-aware approaches (accommodating/reinforcing or transformative/transforming) impact sustainable development (social, economic, ecological dimensions). The latter type of gender approach implies systemic, holistic views of/approaches to the issues, through relations, agency and structures. It was also stressed that the gender dimension provides added value and fills the gap that is often seen between a research project and actions of development in the field.

### 2. WP7: Dissemination

Maroun El Moujabber from CIHEAM, leader of WP7, presented the major characteristics of this WP (task, deliverables, milestones) and a detailed work programme for 2019. All partners were invited to actively and continuously provide inputs on targeted audiences, stakeholders and venues to reach them. It was acted that material should be simple, positive, enticing and versatile so that it can be translated in as many languages and contexts as possible. It was suggested to capitalize not only on scientific networks but also on women networks. Moreover, messages should not only rely on numbers, statistics but also on real life-stories (short videos) from women researchers, workers... The idea of investing in "horizontal dissemination" was also evoked, playing on middle management in different research institutes, ministries, learned societies and networks, students associations (universities and schools)...

### 3. Impact pathway workshop

Within this participatory session, discussions on the impact pathway were pursued (see day 1 above) and the representation was updated (see Figure 6).

### 4. Audit discussions

Following up on the day 2 discussions, time has been taken to pursue discussions on the audit grid. Partners were asked to indicate which indicators were relevant for the different WPs according to the SUPERA project audit grids. The objective was to define area of overlapping and to cross-check if no forgotten indicator or data.



## Next steps and perspectives

Each WP leader was asked to identify and share 2 to 3 priority tasks to get started. These exchanges reflected the importance of identifying and appointing contact persons for various tasks and responsibilities in partner institutions (e.g. middle management representatives; WPs contact points, core team members....). Another major task mentioned was the preparation of the audits (WP 3,4,5 and 6). A planning for the steering committee meetings was agreed upon (short 1h meeting taking place every 2 weeks). Partners were also requested to set up a time frame for their internal Kick Off meetings in each implementing organization. The venue of next year's annual meeting was voted upon. It will be in Cyprus (as a side-event of a late March international meeting), the week of March 23-24. A training for consortium members will be organized back to back to that meeting.

Partners were offered the possibility to visit Cirad offices and laboratories in the afternoon (climate change greenhouses, in vivo cocoa collection, techno hall).

## Conclusions

Overall, the kick off meeting met the stated objectives. The 2.5 days of time spent permitted to considerably advance on project implementation and agree on a work programme for 2019 for each of the Work Packages. The exchanges with the Consortium Board and External Advisory Committee members offered inspiring insights and perspectives. The presence of the EC policy and project officers allowed to clarify expected impacts, policy context and project management issues.

It also permitted to further strengthen relations between people and develop a feeling of belonging to the Gender-SMART project team. The atmosphere and exchanges were warm and constructive.

ISAS conducted an assessment of the KoM through a survey addressed to partners' participants. This survey revealed an overall high satisfaction percentage rate. Suggestions for improvement will be taken into account for the future annual meetings.

## Annexes

- Annex 1: Agenda of the kick off meeting



## Kick-off meeting final programme 12th to 14th of February 2019 Montpellier, France

### TUESDAY February 12th : Day 1: Strategic and general information

TIMING	TOPIC	WHO
8h30-8h45	<b>Welcome opening Cirad and agenda for the day</b>	Cirad, Elisabeth Claverie de Saint Martin and Magalie Jannoyer
8h45-9h45	<b>Message from the EC</b>	Policy Officer Marta Artiles Viera, Project Officer Katherine Quezada
9h45-10h	<b>Overview of the project</b>	Cirad, François Pouget
10h-10h15	<i>Coffee break</i>	
10h15-11h30	<b>Partner presentations</b>	All
11h30-12h30	<b>Panel discussion with EAC members</b>	Cirad
12h30-14h	<i>Lunch Break</i>	
14h-14h30	<b>Impact pathway session</b>	Cirad
14h30-15h30	<b>Consortium Board</b>	Top management representatives of all partners
15h30-15h45	<i>Coffee break</i>	
15h45-16h30	<b>WP presentation: WP1 - Project bodies</b>	Cirad
16h30-17h30	<b>Practical tips and hints, insights and lessons learnt from earlier projects</b>	Yellow Window
17h30-17h45	<b>Programme for the evening and agenda for the next day</b>	Cirad



## WEDNESDAY February 13th : Day 2: Dedicated to the Work Packages

TIMING	TOPIC	WHO (WP leaders)
8h30-10h	<b>WP presentation : WP1 - Project Management team, tools and best practices</b>	Cirad
10h -10h15	<i>Coffee break</i>	
10h15- 11h	<b>WP Presentation: WP9</b>	Cirad + external ethics expert
11h-11h45	<b>WP presentation: WP 2</b>	Yellow Window
12h-13h30	<i>Lunch break</i>	
13h30-14h15	<b>WP presentation: WP8</b>	ISAS
14h15- 15h	<b>WP Presentation: WP3</b>	Teagasc
15h-15h15	<i>Coffee break</i>	
15h15- 16h00	<b>WP Presentation: WP4</b>	CUT
16h00-16h45	<b>WP presentation: WP5</b>	Cirad
16h45-17h15	<b>Q&amp;A Cross WP</b>	Cirad
17h15-17h30	<b>Programme for the evening and agenda for the next day</b>	Cirad

## THURSDAY February 14th : Day 3: Dedicated to the Work Packages

TIMING	TOPIC	WHO (WP leaders)
9h-9h45	<b>WP presentation: WP6</b>	WUR
9h45-10h30	<b>WP presentation: WP7</b>	CIHEAM
10h30-10h45	<i>Coffee break</i>	
10h45-12h15	<b>Impact pathway</b>	Cirad
12h15-13h	<b>Next steps and Q&amp;A</b>	Cirad
13h- 14h	<i>Lunch</i>	
14h-16h	<b>Cirad Visit</b>	Cirad

- Annex 2: List of attendees

CIRAD	François POUGET
	Elisabeth CLAVERIE DE SAINT MARTIN
	Magalie JANNOYER
	Cindy VAN HYFTE
	Jeanne BELLAÏCHE
	Claire TEISSIER
	Didier BAZILE
	Frédéric BOURG
	Fatima LEYZAT
	Laurence ROUSEAU
	Laurence DEDIEU
	Jean-Michel SOURRISEAU
	Maguerite RODIER-GOUD
	Emma MILHAU
	Anne HEBERT-LEGROSDIDIER
	Marie ADELL
	Sophie DELLA MUSSIA
	Helen BURFORD
	Philippe CAUSSE
	Véronique NAPOLEON
François LAPORTE	
Guy HENRY	
Estelle JALIGOT	
Genowefa BLUNDO CANTO	
Rémi KAHANE	
TU WIEN	Marjo RAUHALA
CICYTEX	Carmen GONZALEZ-RAMOS
	Manuel CARDENAS CORRAL
	Francisco HINOJAL
CIHEAM	Chiara CIANNAMEA
	Maroun EL MOUJABBER
	Rosanna QUAGLIARIELLO
TEAGASC	Franck O'MARA
	Jane KAVANAGH
	Valerie FARRELL



WUR	Arnold BREGT
	Margreet VAN DER BURG
	Joyce VAN DER VELDE
CUT	Dimitris TSALTAS
	Valentina TOUMANIOU
AIPFE Cyprus	Anna KOUKKIDES PROCOPIOU
YELLOW WINDOW	Lut MERGAERT
	Alain DENIS
	Maxime FOREST
EC	Marta ARTILES VIERA
	Katherine QUEZADA
ISAS	Marcela LINKOVA
	Hana TENGLEROVA
ANR	Yves FORT
	Angela ZELLER
	Emmanuelle SIMON
	Laurence GUYARD
DIAS	Eucharía MEEHAN