



## IGG - Boosting Change!

*Innovation, Gender, Growth, IGG*



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# ***Woman Resource Centers (WRC)***

## **OVERALL**

Women Resource Centers overall objective is to contribute to regional sustainable gender equal growth by improving women's promotion in the identified fields and counteracting the horizontal gender segregation on the labour market/education, women's participation in innovation & ICT and entrepreneurship and to have an impact on policy and actions, both on an EU, national, regional and local levels. Women Resource Centers also targets both good practices attracting women to untraditional fields as well as strategies for integrating women specific action into mainstream provision. The model of Resource Centers is the most effective base for engaging women in sustainable regional and local gender equal development. The primary task and mission of Women Resource Centers is to increase the number of women participating in economic development and growth at all levels in the Society. Today Women Resource Centers in Europe and worldwide advocate for; claiming women's share of societies resources; utilizing women's capacities and potential in all aspects of life; and valuing women's and men's efforts equality.

## **LEVEL**

The fundamental principle of Women Resource Centers is that they should develop on the basis of regional, local needs, demands and conditions, including to empower women, to be a natural meeting place for networking groups of women, to be a center for information and documentation, to give women advices (counseling and mentorship) as to the way of proceeding with their own projects of business ideas and to mediate contacts with women's networks.

Women Resource Centers addresses to the challenge, of low employment rates among women, segregated labour markets/education, lack of women in entrepreneurship, lack of women in innovation, technology and ICT. To influence the policy, strategy and actions, both on an European, national, regional and local level, to have an impact on EU Cohesion policy for ongoing and next program period which have an impact on the regional operational program and beyond.

## **AIM**

Women Resource Centers overarching aim is to, increase the number of women participating in economic life on a national, regional and local level, create new permanent jobs by developing women's business and enterprise, encouraging increased production of goods and services, increase women's influence within the labour market and society. To support more equal distribution of economic resources between women and men for gender equal sustainable growth. To broaden and deepen democracy in local and regional development initiatives.

### **Thematic focus is on;**

Employment, reconciliation between work, private and family life, education and research, entrepreneurship, innovation, gendered regional development policies. Increase labour market participation of women/sectors and address occupational segregation, exchange experiences of policy and transfer of good practices across Europe and Internationally. Successful methods of positive action and gender mainstreaming to be used to secure sustainable gender equal growth with a multi governance perspective in the society.

## **METHODS**

Business and personal counselling, mentoring and networking through workshops, seminars, round table and conferences, empower individual women, in groups to develop local talents and create competitive agents of development. Besides business counselling and construction of joint action networks, the Winnet model comprises project development and implementation of successful methods in organizations. The red thread of a WRC: s is to co-operate in partnership, network, within a chosen thematic field for regional innovation and growth which has been developed in the method of a Quadruple Helix partnership, includes actors from; politics and decision makers, private companies, researchers and NGO: s is a method at all levels.

Methods of WRC: s is as follows:

- To empower women who seek support, they are not "taken care of" but rather get guidance towards self-help.
- To provide services for women such as training, education, mentoring, enterprise support, guidance, project development and finance.
- To mediate contacts with women's network and other actors such as enterprises agencies, authorities and media.
- Promote a dual approach combining gender mainstreaming with specific actions for equal inclusive development and growth.
- Networking on different levels; local, regional, national, international to promote the combination of gender mainstreaming and positive actions.

## **PROCESS**

Starting a Women Resource Center, WRC, at any level implies dealing with existing resources and specific features of a given community, region, local and country. However, regardless of the characteristics of each level, the idea of establishing a WRC starts with a group of women who get together to consolidate the existing needs of women and voice their willingness to engage in efforts addressing these needs and facilitating development through a WRC. In a nutshell, WRC is a meeting place arranged by women for women to support them in their lives, goals and careers. Experiences and knowledge collected during interregional, cross border seminars, training, study visits, workshops and conferences has served as an input for the development of the Winnet Model for gender equal sustainable growth. Development processes begin to enhance women's prospects of equality and involvement in community life. To integrate regional and local development plans with the desire of women to take part in democracy which include a more gender equal distribution of economical resources between women and men dominated areas.

## **OUTCOMES**

Employment services, entrepreneurship services – cooperation

Start-ups support and business development, peer to peer, Business Success teams

Study visits, in EUBSR and outside across countries for knowhow

Influences and impact on Policy and action plans for smart and inclusive growth, for example; six key messages of recommendations for implementation, such as the importance of gender in

1. Framework & Objective
2. Programming & evaluation
3. Allocation & Financial incentives
4. Statistics & Indicators,
5. Involvement & Partnerships
6. Monitoring & Evaluation.

A good practice Handbook with focus on WRC: s, Innovation & practices for Smart, Inclusive and Sustainable Growth, with over 40 selected good practices from EU member states (2010-2011)  
A policy and actions recommendations 8 x 8, a report with recommendations for EU 2020, and Cohesion Policy 2020-2027, which refers to regulations for the Structural Funds.

Quadruple Helix partnerships with a multi governance perspective, in Sweden, in Europe, Neighboring countries, EUBSR, internationally

Winnet Center of Excellence ® for policy evident research, established at Stettin University in Poland, 2014, an international network of researchers.

Gender Equal guidance for training, to education and for labour market

## **SUSTAINABLE RESULTS**

Influences and impact on policy and action plans for regional gender equal development and growth.  
Recommendations for implementation of gender in program and action plans, in Sweden, EUBSR, European Baltic Sea Region, in Eastern Partnership countries

Social entrepreneurship services and support

Quadruple Helix partnerships with a multi governance perspective, in Sweden, in Europe, Neighboring countries, EUBSR, internationally

Winnet Center of Excellence ® for policy evident research, established at Stettin University in Poland, 2014, an international network of researchers

Gender Equal guidance for training, to education and for labour market a training model to be used at job centers.

- Gender specific actions, priority and budget allocations, to secure women`s participation in the labour market, ICT, Innovation and entrepreneurship
- Gender mainstreaming to secure shared knowledge/ expertise on ensuring a gendered perspective in all decisions in policy and actions
- Clear result indicators and measures for gender equality must be established and follow upon.

## **Finally**

Gender Equality Makes Economic Sense, gender inequality is costing EU billions each year.

# **Winnet Centre of Excellence® (WCE)**

## **OVERALL**

Winnet Centre of Excellence® (WCE®) is an international network of researchers for the purpose of doing and promoting teaching, policy making and research on Gender, Innovation and Sustainable Development. This initiative is possible thanks to the cooperation with the organization WINNET Sverige. The activities were financed by the Swedish Institute under the project TP Winnet BSR (Thematic Partnership Winnet Baltic Sea Region, Winnet BSR, Swedish Institute: (2013 - 2016). WCE® was established at the Faculty of Economics and Management, University of Szczecin by M. Hozer-Koćmiel and S. Misiak-Kwit in 2014.

The WCE® combine theory and practice by the realization of the principle of Quadruple Helix, according to policy and decision makers, public administration, business, non-governmental organizations and academic community should be simultaneously involved in improving the social and economic situation of women. So far, Women Resources Centre model has existed as an institution created in Sweden in the late eighties in order to activate and strengthen the position of women on the labor market, entrepreneurship, for women's economic empowerment.

We have created WCE® by adding Academia and researchers as members of such institutions and creation of a network. More information about WCE® and its activities can be found on the website: [www.wneiz.pl/wce](http://www.wneiz.pl/wce)

## **Main partners of Winnet Center of Excellence ®:**

## **LEVEL**

WCE® members listed below cooperate on local, regional, national and international level:

Aleksandra Matuszewska-Janica - Szkoła Główna Gospodarstwa Wiejskiego, Poland

Dorota Witkowska – Uniwersytet Łódzki, Poland

Elisabeth Sundin - Linköping University, Sweden

Ewa Gunnarsson - Luleå University of Technology, Sweden

Ewa Lisowska – Szkoła Główna Handlowa w Warszawie, Poland

Ewa Rumińska-Zimny – Międzynarodowe Forum Kobiet przy Szkole Głównej Handlowej w Warszawie, Poland

Gohar Shahnazaryan - Yerevan State University, Armenia

Ilona Kiausiene – Aleksandras Stulginskis University, Lithuania

Kanchana Wijayawardena - University of Colombo, Poland

Karina Tomaszewska – Zachodniopomorski Uniwersytet Technologiczny, Poland

Krzysztof Kompa – Szkoła Główna Gospodarstwa Wiejskiego, Poland

Lilija Kublickiene - Lithuanian Social Research Centre, Lithuania

Lena Trojer - Blekinge Institute of Technology, Sweden

Malin Malmström - Luleå University of Technology, Sweden

Małgorzata Wiścicka – Uniwersytet Szczeciński, Poland

Maria Udén - Luleå University of Technology, Sweden

Marta Hozer-Koćmiel – Uniwersytet Szczeciński, Poland

Natia Gorgadze - Caucasus University, Georgia

Paula Wennberg - Luleå University of Technology, Sweden

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Renuka Herath – University of Kelaniya, Sri Lanka

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*list continued on the next page*

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Subasingha Mudiyanselage Dinethi Yasodara Jayarathna - University of Kelaniya, Sri Lanka  
Urszula Zimoch – University of Helsinki, Suomi  
Vaike Raudava – IDEA NGO, Estonia  
Yunhua Zhang – Ningbo University, China

## **AIM**

WCE® is an international network of researchers for the purpose of doing and promoting teaching, policy making and research on Gender, Innovation and Sustainable Development, to secure policy evident research to influence for change of gender equality the society at all levels, with a multi governance perspective.

## **METHODS**

Conferences – participation in conferences and seminars organized by other institutions all around the world + organization of the WCE® Conferences. (Participating in a conference organized by an external institution with many WCE® members we could propose a separate WCE® Session/Panel)

Exchange of knowledge on gender equality in economics and management during Sabbatical leaves – the members and experts of WCE® can visit the other Academia's or institutions for a certain period from 1 week till 3 months depending of the financial means.

Implementation of the gender equality elements to the curricula at the Universities of the WCE® members all around the world.

Organisation of the WCE® Summer Schools for WCE® members and other stakeholders.  
It is another example of knowledge exchange between WCE® members and Winnet staff.

Doing commissioned research on gender, economics and management. Analyses and diagnoses of statistical data, carrying out a questionnaire on given gender equality topic, assessment of the quality and availability of the statistical data on a given topic.

Publishing yearly the WCE® Series – numbers 1, 2 have already been published, from Winnet Sweden, co-finance with the University of Szczecin.  
A third WCE® series is under editing, 2019

Development of tools and methods for gender equality analyses e.g. tools for activating women in the labour market, entrepreneurship, women's economic empowerment and contribution to secure sustainable economic growth tools for analyzing unpaid work in economy, tools for analyzing economic convergence of regions from gender perspective.

For more information on Winnet Center of Excellence ® please visit: <https://vimeo.com/88262902>

## **CONTENT**

Examples of the positive actions (projects) conducted by WCE® members:

- Winnet Eastern Partnership, Winnet goes East (2016 – 2018), Swedish Institute Baltic Sea Cooperation, DNR: 19758/2016. The main objective was the implementation of the Winnet Model in the EAP countries;
- Thematic Partnership Winnet Baltic Sea Region, Winnet BSR, Swedish Institute (2013 - 2016)
  - One of the aims was to create the BSR Partnership Platform for Gender, Innovation and Sustainable Development;
- Going abroad, South Baltic Programme (2011 - 2012) - Project aimed to strengthen the position of female entrepreneurs with micro-businesses;
- Women in Network 8, WINNET8, Interreg IVC (2010 - 2011) - The objective was to contribute to regional growth by improving women's participation in the labour market, focusing on: the lack of women in innovation and technology, the lack of women in entrepreneurship;
- W.IN.NET Europe, Interreg IIIC (2006 - 2008) - The aim was to create WINNET Europe - the European Association of Women Resource Centres;
- FEM - Female Entrepreneurs Meetings in the Baltic Sea Region, Baltic Sea Region Interreg III B (August 2004 - July 2007) - The aim of FEM was to strengthen the structures that support women's entrepreneurship through co-operation and the exchange of knowledge and best practices.

## **PROCESS**

Implementation of the gender equality elements to the curricula at the Universities of the WCE® members all around the world.

Doing commissioned research on gender, economics and management. Analyses and diagnoses of statistical data, carrying out a questionnaire on given gender equality topic, assessment of the quality and availability of the statistical data on a given topic.

## **OUTCOMES**

The Winnet Centre of Excellence® Series, issued in English, is an edited once a year continuous publication. The No 1 and No 2 have been released:

S. Misiak-Kwit, M. Hozer-Koćmiel (eds.), Inequalities in Management and Economics, Winnet Centre of Excellence® Series, No 1, University of Kelaniya, Kelaniya, Sri Lanka, 2016.

S. Misiak-Kwit, M. Wiścicka (eds.), Development of Women and Management, Winnet Centre of Excellence® Series, No 2, Department of Marketing Management; University of Kelaniya, Kelaniya, Sri Lanka, 2017.

## **SUSTAINABLE RESULTS**

The international network of researchers and practitioners has been created. Members from more and more countries were and are joining our network.

# ***Going Abroad Business Success Teams***

## **BACKGROUND**

Going Abroad was a project in the South Baltic Cross-border Co-operation Programme 2007 – 2013, part-financed by the European Union (European Regional Development Fund). The objective was to strengthen the business potential of women's enterprises across borders by creating networks and providing new knowledge to enable them to run their enterprises in a sustainable and a competitive way. In cooperation with partners and associated organisations from the South Baltic region, Going Abroad involved approximately 300 female entrepreneurs with micro businesses. A fortune of international expertise, experience and likeminded people were used to help the participating entrepreneurs to grow and to establish their businesses on an international level. The project started in June 2011 and ended in April 2014. One of the project's cornerstones was the implementation of cross border networks and Business Success Teams to simplify the steps to export and international trade. Another cornerstone was to establish long lasting contacts between the partners and associated partners. It was also to create meeting places and contacts between the participating entrepreneurs in order to enable business development and increase the knowledge about the neighbors in the South Baltic Region.

Partners information, please visit; [www.goingabroad.nu](http://www.goingabroad.nu)

## **OVERALL**

Developed and applied cross-border within European Union and beyond cooperation During nearly three intense years 300 female entrepreneurs from Sweden, Germany, Lithuania and at the end also from Poland got the exciting opportunity to meet, share ideas and experiences, support each other and together form teams for collaboration and successful businesses – across the borders. Business Success Team is a new approach in the pattern of contacts and networks. The idea is that business women from different branches meet regularly to motivate and support each other in the management and development of their own enterprises. The Business Success Team is a group of 4-6 people, who meet regularly every 3-4 weeks to support each other and to help each other achieve the goals they set for themselves. This program usually takes at least six months, depending on the composition of the group. Activities in a Business Success Team focus on improving the participants' abilities in starting up and managing a business and on motivating each other and sharing individual experiences.

## **LEVEL**

The method can be used both on, regional, local, national levels and or in European cross-border cooperation.

## **AIM**

The aim on a structural level, is to strengthen the business potential of women's enterprises and with a cross border systematic approach, on a local, regional, national, European Union and beyond level. The aim on the individual level is to create sustainable business networks and provide new knowledge to enable entrepreneurs to run their enterprises in a sustainable and a competitive way but also to combine the business plan with policy and action plans for business development in the society.

- To detect and formulate goals
- To draw in external suggestions and impulses
- To further develop the entrepreneurs and their businesses potential

## METHODS

The idea of Success Teams originates from the USA, it's a method invented by Barbara Sher that Ulrike Bergman brought to Germany in the 1990s. Women Resource Centres (WRC) in Mecklenburg-Vorpommern have been working with Business Success Teams since 2000 and this inspired WRCs in Sweden to start using the method. Women in Business Success Teams achieve their aims faster and improve their self-discipline and management thanks to the regular meetings and the motivational impact of the group dynamics. Important factors include group pressure on members, the interactive structure of the team work and the development of common strategies applied to achieve aims. The communicative interchange, social support from others and celebrating achievements together with likeminded people are other positive success factors. In order to find suitable participants and to put together a Business Success Team with a specific focus (e.g. entrepreneurs from one specific branch, from several specific branches, from different countries), the recruitment can be based on interviews. These interviews help to evaluate and determine the preconditions and potential of the entrepreneurs and contribute to the Business Success Team's success. Moreover, the participants sign a contract with each other, committing to the work with the Business Success Team. The survival and success of the team is dependent on the commitment of the individual members.

## CONTENT

### Three steps to a Business Success Team

**Step I** Thematic Workshops are organised with the purpose to provide the participants with new knowledge relevant for them and their company and to find suitable participants for the branch network. During the workshops the participants meet other entrepreneurs, exchange experiences, discover each other's potential and get ideas for the development of their businesses and for possible types of cooperation.

**Step II** Participants that during the workshops become interested in and inspired to further develop their businesses are given the opportunity to become part of a branch network.

**Step III** Participants from the branch networks that are interested in and motivated to continue their work can become a member of a Business Success Team on a national or a cross border level. Once a Success Team has been recruited and formed, six to eight female entrepreneurs meet regularly in order to develop their businesses and to support each other. Each participant works towards their individual goals but gets help and support from the other team members. By giving themselves homework and setting achievable goals, the participants train to be successful business women.

## PROCESS

Networks are crucial for women's entrepreneurship, formal and informal networks play an important role in the process of promoting women's entrepreneurship. The example of such an efficient network is Winnet Sweden and Winnet Europe – the network of Women Resource Centres. WRC is an organisation that aims to increase women's participation in regional development, policy development and implementation.

## OUTCOMES

The national and cross border meetings were fruitful. Not only since the participants got to know each other and had the chance to attend workshops. The meetings also resulted in several different forms of cooperation. The achievements have been used and exported and international trade was simplified by the implementation of thematic workshops, cross border networks and Business Success Teams. The Business Success Team Method was at the end of the project also successfully implemented in Poland and all partners chose to start national success teams in 2014. The Business Success Team Method is also disseminated to Greece. But also, into EUBSR and EastP regions, with support of Swedish Institute, through Baltic Sea Region Partnership Platform,

Gender and Innovation for Economic Growth, a Flagship Initiative in the Baltic Sea Region, proposal.

The Handbook for starting and running Business Success Teams will be an important tool for the future. All the information, the inspiration and contact details will be kept on the website [www.goingabroad.nu](http://www.goingabroad.nu)

Some of the project results apart from the national and cross border meetings held and the many forms of cooperation and business opportunities created, Going Abroad resulted in:

The publication of the handbook: The Success Team Method – a Tool for Succeeding with your Business (download the book on [www.goingabroad.nu](http://www.goingabroad.nu)) The publication of the reports: Gender analysis of the present situation in Germany, Lithuania and Sweden – labour market, entrepreneurship, cross border exchange in trade and business cooperation, and the Life of Women in the South Baltic Countries. The Economic Approach, both written by Marta Hozer-Kocmiel and colleagues at University of Szczecin in Poland (download the reports on [www.goingabroad.nu](http://www.goingabroad.nu)).

The Branch Network: provides a list of business women, their companies, the different branches and what they are looking for. Through the Branch Network new ideas, valuable business contacts and possibilities to market the businesses together with others are created. So far fifty participants have published their company profiles on the Branch Network.

## SUSTAINABLE RESULTS

**Long lasting network;** These networks are important as they simplify the steps to export and international trade, as well as provide the entrepreneurs with a group of people that they can trust, respect and that supports them and want to do business together. Networking needs a lot of time and effort and should be a long- term strategy for the entrepreneurs and their businesses.

On a project level, an important aim for the networking was for the participants to get to know each other and their businesses. **Cross Border Business Success Teams;** the Business Success Team method was being further developed and applied for cross border Business Success Teams.

Groups of business women, who earlier had been part of a national Business Success Team in the participating countries, formed international Business Success Teams, worked together for 12 months and exchanged their experience and development potential which has been disseminated to Moldova, Belarus, Georgia, Armenia.

The development of the method entailed the use of the internet as well as social media as a tool for communication between the entrepreneurs. During the cross - border meetings, the participating entrepreneurs had the chance to meet, to exchange information and experiences. Moreover, a cross border meeting occasionally included taking part in workshops, study visits and creating valuable business contacts and different kinds of cooperation with each other.

## OTHERS OF INTEREST

The final conference of Going Abroad South Baltic cross border cooperation programme 2007-2013, part-financed by the European Union.

In November 2013 Going Abroad held the final conference in Brussels at Region Skåne's (Sweden) EU office. Dr. Marta Hozer-Kocmiel from the University of Szczecin in Poland presented an updated result on the gender analysis of the present situation for women's entrepreneurship in the South Baltic region. Dr Christiane Bannuscher, presented the book The Success Team method - a tool for succeeding with your business: A handbook for starting and running Success Teams.

Moreover, Mr. Marko Curavic from the European Commission talked about the Entrepreneurship 2020 Action Plan and Britt-Marie Torstensson, Winnet Sweden, closed the conference with a presentation on The Baltic Sea Regional Partnership Platform for Gender & Economic Growth.

Facebook pages: were created by about twenty of the participants to market their businesses.

The Going Abroad Facebook page became a popular platform for the participants to network with and market each other.

**References:**

Bannuscher, Christiane, Buchmüller, Maren & Bodil Nilsson (2013), The Success Team method – a tool for succeeding with your business. A handbook for starting and running Success Teams,  
Going Abroad Hozer-Kocmiel, Marta & Zimoch, Urszula (2012), Gender Analysis of the Present Situation in Germany, Lithuania and Sweden – labour market, entrepreneurship, cross border exchange in trade and business cooperation,  
Hozer-Kocmiel, Marta, Misiak, Sandra & Tomaszewska, Karina (2014), The Life of Women in the South Baltic Countries. Economic Approach,  
Project information Web pages:  
[www.ec.europa.eu](http://www.ec.europa.eu) [www.goingabroad.nu](http://www.goingabroad.nu) [www.facebook.com/Goingabroad](http://www.facebook.com/Goingabroad)

# ***Genovate; Promoting Sustainable change - A Tool-kit for integrating Gender Equality and Diversity in Research Innovation Systems***

## **OVERALL**

"Promoting sustainable change" involves a toolkit: processes, methods, and tools for implementing gender equality work in research and innovation systems: collaborations between academia, industry and government in so called Triple Helix and Quadruple Helix partnerships. By examining a set of phenomena in depth, relational aspects can be identified; they can be critically reflected upon in interaction with the participants, using inclusive participatory methods and tools.

## **LEVEL**

The methods of the toolkit can be used on european, national, regional and local levels, with a multi governance perspective and Quadruple Helix partnership approach.

## **AIM**

Promoting innovation; This toolkit aims to be an easy-to-use set of methods that encourages a broad group of people to implement gender equality and diversity work. However, accomplishing this aim calls for motivated and committed people to promote the benefits of gender equality and diversity perspectives. Norms and values generally serve as a ground to support social interaction and uphold a civil society. However, sometimes such norms and values contribute to discriminating people. This toolkit deals with such discrimination by creating awareness of how we behave towards one another

- Promote the benefits of gender and diversity perspectives in enhancing excellence in research and innovation systems
- Strengthen research excellence frameworks and policies for gender equality and diversity
- Strengthen innovation systems by promoting gender equality and diversity

## **METHODS**

Interactive approach this toolkit is based on interactive and participatory methods and processes to promote a sustainable gender equality and diversity through a reflective practice. Early stage research needs to identify issues, challenges, needs, and aspirations held among the people within a context. Identifying and spreading the awareness of attitudes and values is the basis to create sustainable change. An interactive approach will not determine average behaviors or attitudes, but it will most likely help you in identifying deeply held needs, desires, experiences, attitudes, and challenges held by stakeholders within a research and/or innovation system.

Because such issues impact innovative capabilities, they are important aspects to address.

Experiences and knowledge collected during interregional, cross border seminars, training, study visits, workshops and conferences has served as an input for the development of the GENOVATE Model for gender equal sustainable growth. The aim has been to influence the policy, strategy and actions, both on a European, national, regional and local levels, to have an impact on EU Cohesion policy for ongoing and next program period.

## **PROCESS**

**The Promoting Sustainable Change Process;** The process of building a gender and diversity aware innovation system starts with context specific identification tools, proceeds with creating shared understandings, and ends in creating a roadmap of actions for change. Various methods and tools can be used throughout the process, and in this toolkit, some are outlined. Process is a concept generally described as a series of actions that produce something or that is intended to lead to a certain result. There are numerous process models for different kinds of projects, but no one model ensures success. The Promoting Sustainable Change Toolkit offers tools and tips to guide a participatory process of implementing gender equality and diversity awareness methods and tools. The process should ideally involve all people of concern, all the internal and external stakeholders in innovation systems. Stakeholders are the experts of their own behaviors, values, and experiences.

The challenges you face if you are approaching gender equality and diversity within any organization or innovation system are very likely to be complex. In addition, similar situations or phenomena are very likely to have been experienced by other people. Reflection-for-action, reflection is recommended before, during, and after each of the phases as active and deliberate reflection can motivate continued actions and counteract un-reflected discriminating acts. Reflection involves an active questioning of knowledge, ideas, thoughts, attitudes, norms, values, assumptions, consequences, and alternatives. In the following outline of the process phases, you will find some questions that encourage reflection.

## **OUTCOMES**

Enhanced understanding on gender equality and diversity as drivers of innovation.

Enhanced understanding how to integrate gender equality and diversity in organisations and innovation systems. Enhanced understanding how important it is to involve people, different people with different needs, when aiming to achieve sustainable change.

## **SUSTAINABLE RESULTS**

An extended network of partnerships for co-operation to implement gender in entrepreneurship and innovation support system through development of strategy and action plans in organisations, short- term and long-term to reach the goal for gender equal actions. Enhance gender sensitive policies and allocation of finance. – gender-budget implemented at all level in the ordinary structure of the Society. A Doing Gender, Tool-Kit, manual.

**Book on-line:** [https://issuu.com/asawikbergnilsson/docs/genovate\\_toolkit](https://issuu.com/asawikbergnilsson/docs/genovate_toolkit)

**Web page:** <https://genovate.cdt.ltu.se/>

