



RESISTIRÉ Project
RESponding to outbreakS through
co-creaTive inclusive equality stRatEgies

PILOT PROJECT

CARING
WORKSPACES

Call for proposals

Guidelines for Applicants



Acknowledgement and Disclaimer

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no. 101015990.

ABOUT RESISTIRÉ: Objectives and Conceptual Framework

RESISTIRÉ (Responding to outbreaks through co-creative inclusive equality strategies and collaboration) is a two-year project funded by EU Horizon 2020, designed to advance the understanding of gender and other inequalities caused by policy responses to the COVID-19 pandemic.

The objectives of RESISTIRÉ are:

- 1) To understand through qualitative and quantitative research the impact of policy responses to COVID-19 on behavioural, social and economic inequalities in the EU27, Serbia, Turkey and the UK
- 2) To develop and promote policy solutions that can be adopted by policy makers
- 3) To co-create innovative solutions that can be implemented by stakeholders and actors in different sectors to reduce inequalities.

These **Guidelines for Applicants** were conceived in the context of objective no 3.

The conceptual framework of RESISTIRÉ is informed by an **intersectionality** and **gender+** approach.

The term intersectionality describes how different inequality grounds, such as ethnicity, social class, age, gender, sexual orientation and other individual characteristics, intersect with each other and overlap¹. The result of this interaction is the generation of new and different forms of inequalities². Gender is probably the most universal inequality ground (women make up 51% of world's population)³. The gender+ approach focuses on how this specific inequality ground intersects with other inequalities⁴, recognising that women are not a homogeneous group and that "other axes of inequality always intersect gender"⁵.

After collecting and analysing policy responses and related data from a gender+ perspective (objective 1), the project worked to translate them into operational insights and co-created solutions, to mitigate the negative and unequal impacts of COVID-19 (objective 2).

This was accomplished through a co-creation phase consisting of an action-oriented analysis carried out by researchers and civil society stakeholders working together in **Open studios**. Open Studios are a technique developed to design policies and innovative solutions in a participatory way that brings together different expertise and participants' experience⁶. During Open Studios, participants analyse the current situation and depict possible improved scenarios, thereby co-creating **'better**

¹ CRENSHAW, Kimberly (1989) Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics. University of Chicago Legal Forum 140: 139–67.

² VERLOO, M. (2013) Intersectional and cross-movement politics and policies Signs 38(4), 893–915.

³BUSTELO, María (2015) Evaluation from a gender+ perspective as a key element for (re)gendering the policymaking process. Journal of Women, Politics and Policy. Special issue in Policy Making.

⁴ Ibidem.

⁵ LOMBARDO, E., MEIER, P., & VERLOO, M. (2017) Policymaking from a gender+ equality perspective. Journal of Women, Politics & Policy, 38(1), 1-19.

⁶ BOYER B., COOK J., STEINBERG M. (2011) In Studio: Recipes for Systemic Change, Helsinki Design Lab

stories'. The 'better stories' identify how a given (negative) social situation can be improved. They serve to inspire and form the basis for the development of more concrete actions, such as pilot projects.

RESISTIRÉ OPEN CALLS FOR PILOT PROJECTS

The innovative solutions identified in Open studios have been transformed into a series of **pilot project concepts**, valued as potentially effective in reducing gender+ inequalities in specific domains. In addition, these projects are thought to strengthen small-scale resilience in response to current and future pandemics.

RESISTIRÉ intends to apply and develop these pilot projects by involving different social actors through the launch of a series of calls for proposals (objective 3). Organisations selected under these calls will be asked to use the allocated funding to contribute their expertise and demonstrate the effectiveness of the developed innovative solutions.

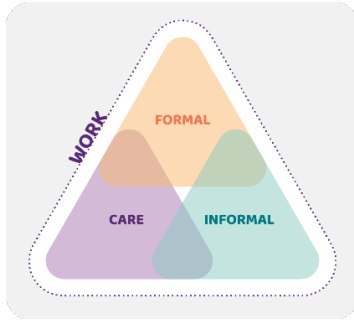
In this regard, these Guidelines for Applicants detail information on the pilot project entitled **CARING WORKSPACES**. The Guidelines also provide directions on how to structure and submit an application, information on eligibility and evaluation criteria.

TECHNICAL SPECIFICATIONS

Background

The COVID-19 pandemic has redefined the way people work. It has increased pressures on frontline workers and contributed to the restructuring of employment relationships through the spreading of telework. All these shifts have highlighted the need for more caring workspaces that value the diverse skills of the workforce and provide for an inclusive environment for its employees.

On one hand, the pandemic has created an opportunity for redefining the meaning of essential work and essential skills, as the work of healthcare and care workers (a sector over-represented by women) drew attention to the central role of emotional labour, emotional intelligence, and skills such as flexibility, empathy and resilience -rarely recognised as essential or as part of the promotion process.



On the other hand, the unprecedented rise in telework, along with the closure of schools and childcare facilities during lockdowns, contributed to the further blurring of the boundaries between the private sphere and the sphere of paid work and put an excessive pressure on many working parents. This highlights the significance for a workspace which recognizes the importance of work-life balance and calls for a greater understanding of the relationship between these different life domains.

In essence, caring workspaces provide employees and employers with multiple benefits, including an increase in the well-being of workers, a reduction of psycho-social risks at the workplace, a reduction in absenteeism and sick leaves, increased levels of creativity and greater sense of belonging and solidarity among employees.

Description of the pilot project

Objective(s) of the pilot project

“There is always a better story than the better story.”⁷
(Dina Georgis, 2013)

This pilot action is about co-creating the “better story” of a caring gender+ workspace that is inclusive, diverse and safe for employees at all levels, while also responding to the new challenges posed by the pandemic and the increase in teleworking.

More specifically, the pilot project aims at:

- re-imagining organisational culture and the working environment as inclusive, diverse, safe and caring, where everyone's unique contribution and creativity is recognised and rewarded from a gender+ perspective;
- supporting the creation of a greater sense of community, connection, belonging, collegiality, and solidarity among members of an organisation;
- developing organisational schemes for better work-life balance;
- encouraging employers to recognise versatile skill-sets, developing modalities of emotional labour to be recognised as a skill in the workspace;
- promoting organisational schemes that respond to the physical and mental health needs of all employees;
- mitigating old/new psycho-social risks and contribute to organisational and work safety (less lost workdays due to psycho-somatic or psycho-social risks).

⁷ Georgis, Dina. (2013). *The Better Story: Queer Affects from the Middle East*. Albany: State University of New York Press.

Description of the pilot project, including suggested approach

The specific tasks that the applicant is expected to perform are as follows:

- 1) **To conduct desk research** to collect existing better stories in terms of inclusive, diverse, safe and caring workspaces, implemented by organisations at national and European levels,
- 2) **To co-create** (with partners from multiple sectors, disciplines and areas) **a comprehensive checklist** for an inclusive, diverse, safe and caring workspace from a gender+ perspective, including the challenges of teleworking,
- 3) **To identify at least two organisations** (preferably from different sectors, including NGOs, trade unions, universities, public institutions, municipalities, and corporations) that are willing to engage in a co-creative process, for further developing the checklist and implementing it within the organisation,
- 4) **To launch an open call on social media**, involving organisations implementing promising practices all over Europe (including those identified during the desk research phase) for an award titled “Better story of caring workspaces”.
- 5) **To set up a communication campaign to:**
 - create a public discussion and raise awareness on the significance and potentialities of inclusive, diverse, safe and caring workspaces, inviting the general public to suggest additional items to the checklist,
 - gather input from the general public to explore different visions of an inclusive, diverse, safe and caring workspace,
 - disseminate the call for the award titled “Better stories of caring workspaces”,
 - invite public participation to vote for the award,
 - give visibility to the better stories of caring workspaces in a variety of sectors and contexts across Europe.

The campaign will be led through social media and in-person presentations in events. The social media campaign will be created by the selected candidate leverage on their own network and channels. It will be shared with RESISTIRÉ’s social media accounts. The content will include full acknowledgement of the RESISTIRÉ project and link to outputs on RESISTIRÉ’s website.

A gender+/intersectional approach will be systematically integrated in all the activities of the pilot action. Participatory methods are deployed in the implementation of its tasks. The pilot action, including its social media campaign, is delivered through an open-ended co-creation process involving key stakeholders and the general public in order to enable a sense of “shared ownership” throughout.

Required outcomes

1. A checklist for a caring workspace is co-created with participants from different sectors and disciplines (including NGOs, trade unions, universities, public institutions, municipalities, and corporations) and promoted to as many public and private bodies as possible, as well as the general public, to raise awareness.
2. At least two organisations have implemented a checklist or a charter for an inclusive, diverse, safe and caring workspace, tailoring some of its contents to the peculiarities of their sector and their type of organisation; feedback from employers at all levels is collected.
3. An award to select the “Better stories of caring workspaces” is advertised extensively (reaching 150+ organisations) and assigned.
4. A charter (also in the form of an infographic) including the basic principles of a caring workspace is co-created with the involved participants from different sectors and disciplines, based on the results of checklist implementation and the general experience of the project.
5. A dissemination campaign promoting inclusive, diverse, safe and caring workspaces and better stories is launched and maintained, through in-person presentations and a social media campaign (including diverse channels and creative communication materials, such as short videos, media posts with photos and infographics, strong engagement with high-reach accounts). A total of 10K profile/website visits reached, from various target audiences (general public, NGOs, policymakers, employers)

Territorial scope

The successful applicant is expected to be based in one of the countries involved in the RESISTIRÉ project (EU27+ Turkey, Serbia, Iceland and the UK).

It is expected that (at least two) organisations from the same country as the successful applicant engage in a co-creative process to further develop and implement the checklist for an inclusive, diverse, safe and caring workspace are based in.

It is recommended that the desk research, the social media campaign and the award announcement will cover as many countries involved in the RESISTIRÉ project as possible (EU27+ Turkey, Serbia, Iceland and the UK).

Timeframe of the project

The pilot project should be started in March 2022 and the foreseen end is November 2022. A general work schedule for the implementation of the project could be organised as follows:

Months 1 and 2 / March and April

- Carry out desk research to collect existing initiatives and promising practices in terms of inclusive, diverse, safe and caring workspaces, implemented by organisations at national and European level
- Identify (at least) two organisations willing to engage in the further development and implementation of the checklist for an inclusive, diverse, safe and caring workspace

Months 3 and 4 / May and June

- Co-create (with partners from multiple sectors, disciplines and areas) a comprehensive checklist for an inclusive, diverse, safe and caring workspace from a gender+ perspective, including the challenges of teleworking
- Design, launch and implement the social media campaign
- (At least two identified organisations) further develop and start implementing the checklist for an inclusive, diverse, safe and caring workspace

Months 5 / July

- The open call titled “Better stories of caring workspaces” is launched and open to collect applications
- Interim reporting (including desk research results)

Months 5, 6 and 7 / July, August and September

- The social media campaign is active and covers all point under task 5)
- (At least two identified organisations) keep on implementing the checklist for an inclusive, diverse, safe and caring workspace

Months 8 / October

- The open call titled “Better stories of inclusive, diverse, safe and caring workspace” closes and the award is assigned
- The social media campaign is active and covers all point under task 5)
- (At least two identified organisations) keep on implementing the checklist for an inclusive, diverse, safe and caring workspace

Months 9 / November

- The final version of the checklist is released
- The charter defining the meaning and basic principles of a caring workspace is released
- The applicant collects feedback from the (at least) two identified organizations' employers at all levels; feedback is processed in a report.

Month 10 / December

- Final reporting

Applicant organisations will be asked to provide a detailed work schedule of activities.

Risks and how to mitigate them

Alongside the risks listed below, the selected organisation can identify and point to others during the course of the project, and provide relevant mitigation strategies where capable.

- Risks associated with partnership: one risk is that it will be difficult to involve other organisations in the project. The solution is to identify partners for this pilot project in advance and include their expression of interest letters in the application for the call.
- Risks associated with originality: checklists and awards already exist. The solution is to focus on gaps that can be filled, such as gender+ and cross-sectoral aspects, accessibility of these tools and social awareness (social media campaign as one of the solutions).
- Risks associated with enforcement: there are existing regulations, checklists etc, but these are not always enforced or followed by employers. The social media campaign could be part of the solution to this issue.

WHO CAN APPLY AND WHAT EXPERTISE IS REQUIRED

This call is addressed to NGOs, private corporations, schools and universities (public or private) Trade Union Organisations, independent trainers, facilitators. Ideally, in addition to the applicant, several actors are expected to take part in this pilot project as partner organisations.

Therefore, the applicant should demonstrate proven experience in relating, working and interacting with entities from different countries, sectors, disciplines and areas. The candidate must be able to design, propose and manage co-creative processes within their own and other organisations. The candidate should be able to co-create and coordinate an effective media campaign. Besides, applicants must have extensive community and professional networks in place and be familiar with the principles and practical issues of budgeting, as they would be in charge of allocating funding to the different programmed activities.

Moreover, under this call, candidates are required to have documented and proven experience in the following areas:

- Knowledge of European, national, and local employment regulations
- Previous involvement in projects related to workplace relations and/or employment relations
- Documented network of employers and organisations which may be interested in participation in the pilot project
- Experience in the design and delivery of gender – equality, diversity and inclusion workshops and trainings with employers, managers, workers, etc.
- Experience in project design and all aspects of project management (e.g., planning, budgeting, reporting)
- Good command of the English language to ensure the cooperation with members of the RESISTIRÉ consortium.

HOW TO APPLY

To apply for this call, organisations or individuals are invited to use the Application Form for Technical Proposals available on the RESISTIRÉ website.

Applications should be submitted no later than the 31th of January 2022 at 12 PM

Applications must be submitted in English.

EVALUATION PROCESS

Financial support will be awarded to successful applicants following an open and transparent selection process based on the assessment by a panel of researchers and experts from the RESISTIRÉ consortium.

The basic guarantees of transparency are in the application of the following:

- Publicly disclosed selection criteria for applications
- A documented process of selection through equitable, written assessment of applications against the relevant selection criteria, with reasons provided for decisions to assign funds or not to assign them.

The main evaluation criteria will be related to

- a. Strength of the alignment with the RESISTIRÉ objectives and conceptual framework
- b. Strength of the alignment with the pilot project objectives
- c. Conformity with the expected outcomes
- d. Likelihood of the pilot project to result in innovation
- e. Likelihood of resulting in scalability and replicability
- f. Justification of the proposed budget
- g. Previous experience of the applicant

For each evaluation criterion, a score from 1 to 5 will be given, except for a) and g), where the score will range from 1 to 10. Following these criteria, the maximum score that can be awarded to proposals will be 45. Proposals scoring below 20 will not be considered eligible for funding.

The three organisations obtaining the highest score will be entered in a shortlist and admitted to the next selection phase. The communication to the shortlisted organisations will be given by email. In case one or more applicants withdraw, those with the higher scores immediately following them will enter the shortlist.

Ultimately, the final selection of one or possibly two successful applicants for the pilot project will be based on written documents, and also complemented by an online Questions & Answer (Q&A) session between the candidates and the RESISTIRÉ jury panel.

EXTERNAL MONITORING PROCESS

Throughout the project implementation, the candidate will be asked to participate in periodic meetings for the monitoring and evaluation process (to be communicated afterwards).

BUDGET AVAILABLE AND FINANCIAL CONDITIONS

Budget available

The total maximum available grant for the project will be 40,000 euros.

Financial Conditions

Funding is provided exclusively to meet the costs incurred by the specific project and may not be used to meet costs on another separate project or activity. Any commitment incurred before the grant starting date or any commitment in excess of the amount awarded, is the responsibility of the applicant.

The maximum grant amount set out in the agreed final budget can NOT be exceeded. The maximum grant amount of the application is calculated on the estimated and justified eligible costs submitted by the applicants to implement the pilot project. Only justified eligible costs may be used to determine the maximum grant amount.

Payment will be limited to the actual costs within the maximum grant amount set out in the agreed final budget. All costs associated with the project must be itemised and fully justified in the appropriate section F. of the Application Form. ESF, on behalf of the RESISTIRÉ project, reserves the right to examine, in detail, all items of expenditure charged to an award.

The main categories of costs which can be funded by this grant are indicated in Annex 1.

All costs should be included in EUROS (€).

Payment Conditions

The contract will be a lump sum one. The Grant Agreement will be signed with one organisation only, who will exclusively receive payments, according to the following schedule:

- 33% upon signing of the Grant Agreement
- 34% upon approval of the Interim Report
- 33% upon approval of the Final report

TIMEFRAME OF THE CALL

The timing of the present call for proposals is summarised in the following timetable.

Launch the call	13 th of December 2021
Deadline for applications	31 st of January 2022
Selection of a shortlist of applicants	From 1 st to the 14 th of February 2022
Communication to the shortlisted applicants	14 th of February 2022
Online Question and Answer session	17 th and 18 th of February 2022
Notification to awarded applicants	21 st of February 2022
Signature of the Grant Agreement	25 th of February 2022
Start date of the Pilot Project	1 st of March 2022

SUPPORT FOR APPLICANTS

The RESISTIRÉ consortium maintains a frequently asked questions (FAQs) section available on the project website: <https://resistire-project.eu/pilots-faq/>. It will be updated on a week basis through the duration of the call. The answers that you cannot find in the FAQs section can be submitted by contacting aglietti@knowledge-innovation-org, marina.cacace@knowledge-innovation.org.

AWARDING ORGANISATION

Administrative duties

The administrative tasks for the selected applicant, including activity reporting and related documents will be provided during the negotiation and contracting phase.

The selected applicant will be requested to sign a Grant Agreement, after providing appropriate documentation to prove the following:

- Legal existence: Deed or Articles of Association (corporate statutes)
- Legal representative: Copy of Power of attorney document (if applicable), National Identity Card
- Tax Agency Documentation to evidence the fulfilment of tax obligations
- Certificate of up-to-date Social Security payments to evidence the fulfilment of obligations
- Financial statements: P&L, Balance sheets (from the previous year). In the case that it is the first year of activity, it will not be asked any further information
- Bank Account information: IBAN & SWIFT code (if applicable).

Obligations of beneficiaries

Successful applicants formally accept the following conditions in case of being awarded as the beneficiary of the present call:

- Beneficiaries accept their responsibility for the accuracy and veracity of data and documents submitted for proving the fulfilment of the eligibility criteria when submitting their applications
- Beneficiaries will provide documentary evidence proving the provision of services
- Beneficiaries are obliged to store the documents for external audit purposes until January 2026 either on paper or electronic version
- Beneficiaries will make references to public funding from the EU, including suitable logos, and EU flag
- Beneficiaries will include references to the RESISTIRÉ project and specifically show that funding is 100% under European Union's Horizon 2020 Research and Innovation Programme - Grant Agreement No. 101015990
- Beneficiaries will cooperate with and participate in monitoring and evaluation activities on the implemented pilot action that will be carried out by the RESISTIRÉ project team.

If negotiation with the first applicant of the list eventually fails, negotiation will be initiated with the subsequent applicant(s).

After the contract has been signed, a kick-off meeting with the beneficiary organisation will be scheduled to define the detailed planning and work plan of the pilot project implementation, as well as obligations connected to monitoring and evaluation from the RESISTIRÉ project.

ANNEX 1

FUNDED COST CATEGORIES

1) Directly Incurred Costs

'Eligible costs' are costs that meet the following criteria:

(i) for actual costs:

1. they must be actually incurred by the applicant or their partner organisations;
2. they must be incurred during the pilot project period,
3. they must be incurred in connection with the selected project and necessary for its implementation;
4. they must be identifiable and verifiable, in particular recorded in the applicant's accounts in accordance with the accounting standards applicable in the country where the project is implemented and with the applicants usual cost accounting practices;
5. they must comply with the applicable national law on taxes, labour and social security, and
6. they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency.

(ii) for unit costs:

1. they must be calculated in consistency with the applicants' usual practice, by dividing the full annual cost by the total number of productive units and
2. the number of actual units must comply with the following conditions:
 - a. the units must be actually used or produced during the project period;
 - b. the units must be necessary for implementing the action or produced by it; and
 - c. the number of units must be identifiable and verifiable, in particular supported by records and documentation.

Direct Personnel costs

Payroll costs for staff, full or part-time, who will work on the project during the life of the project e.g. employees in local organisations, and/or individuals, and/or other actors in charge of the programme implementation.

In particular this includes:

- costs for employees (or equivalent)
- costs for individuals working under a direct contract
- costs for beneficiaries that are individuals without salary.

Personnel costs are eligible, if they are related to personnel working for the beneficiary under an employment contract or equivalent appointing act, and assigned to the action. Their cost is limited to the share of their time spent on the project.

Exceptional payroll items such bonus, gift vouchers etc. are not eligible.

Travel and subsistence

Funds for travel and subsistence are not eligible.

Consumables

The inclusion of consumables is permissible if proportionate to the workplan and is justified as providing clear benefit to the project (e.g., public awareness campaigns)

2) Indirect Costs

Indirect costs are not allowable costs.

Indirect costs are described as non-specific costs, such as overheads.

3) Other costs

Direct costs of subcontracting (including related duties, taxes and charges such as non-deductible value added tax (VAT) paid by the beneficiary) are deemed to be eligible.