



Example: district authority

Target group(s): GM steering group, authority managers

Aim: To develop an implementation concept for introducing GM into a district authority

Method: Gender counselling

Task: A request for gender consultation has been made by a (political) organisation.

Preparation:

- Ascertain data and facts/ Work on significance of data survey
- Perform project environment analysis
- Gender analysis of the organisation

Scenario: A district authority requests a gender training course. The request comes from the district authority's commissioner for women's affairs.

District authority

Background: there is a model in which the principle of gender equality has been explicitly included and a steering group has been formed. This group is unable to take its work any further.

Action: A workshop for determining the venue was arranged in the task clarification discussions, at which additional steps for implementing the overall concept of a gender mainstreaming initiative in the district authority should be developed.

2006

Step 1

- Analysis of data regarding the municipality
- Analysis of gender in the organisation

Step 2

- Project environment analysis: implementation of gender mainstreaming in the everyday working life of the municipality
- Experiences of gender mainstreaming in the district authority



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Step 3

Development of a concept for the district authority with the following main focuses:

- Identification of pilot projects
- Management training

Step 4

- Recommendations for drawing up an implementation concept by the gender team

2007

Step 1

- Run a gender workshop for employees involved in projects

Materials:

Recommendations for drawing up an implementation concept with the steering group on the basis of the workshop outcomes (see following pages)



Materials | Gender mainstreaming in district authority XY

Recommendations for drawing up an implementation concept on the basis of the outcomes of the gender workshop held in May 2006 with the XY district authority gender mainstreaming steering group.

I. Starting point and workshop outcomes

1. Take the XY district authority mission statement as a point of reference

“Working on the principle of ensuring and shaping the quality of life of our citizens, we want to contribute within the realms of the possibilities available to us towards implementing the principle of gender equality in the XY district and to take account of the specific life situations of women...”

2. Classification in the context of gender mainstreaming

The mission statement and decisions taken by the district authority and the district committee support the implementation of gender mainstreaming at district level. Mission statement and decisions require implementation both at a political and organisational level. Gender mainstreaming requires the acceptance of responsibility on the part of senior managers and the development of gender competence among managers and employees. Therefore, gender mainstreaming is also HR development. This should be achieved conceptually through management training.

3. Conceptual requirements for implementation of gender mainstreaming

The collection and evaluation of gender-differentiated data are essential, i.e. gender-differentiated data must either be produced in respect of the district authority or existing analyses conducted in terms of gender aspects.

Gender mainstreaming is an organisation-related top-down approach, i.e. the management must represent the approach, take responsibility and support employees in its implementation. It is important in this respect to raise employee awareness for gender issues and build gender competence in order to develop gender-differentiated solutions to problems.

Specific, i.e. handy tools should be developed for the district authority. The first cornerstones for this were put in place at the workshop together with the steering group:

- Development of gender competence among senior managers
- Support for employees in day-to-day work
- Provision of human and financial resources
- Identification and implementation of pilot projects

**Process to date in XY district:**

- Gender mainstreaming information session with a gender expert
- District committee decisions regarding GM implementation: steering group, qualification, identification of pilot projects
- Establishment of steering group
- Timeframe: input by gender commissioners from a neighbouring district
- Steps determined:
Workshop for the steering group – identify pilot projects – train senior managers

4. Pilot projects

The steering group brainstormed ideas for pilot projects at the gender workshop in May 2006 on the basis of the following criteria:

- Pilot projects are manageable,
- concern distinguishable issues,
- are not too simple or overly complex,
- participants can be chosen,
- possible to transfer to other areas
- pilot projects are evaluated and
- resources must be available or provided.

Ideas for pilot projects:

- Advancement of male and female migrants (Youth division)
- "Further training" contract
- Gender-related evaluation of recourse to works medical officer
- Teaching materials on the subject of training over the centuries (district archive)
- Gender-related evaluation of school dinner facilities
- Job centre: gender-differentiated evaluation of the services offered and projects to be implemented or developed
- Draw up gender-orientated IT training programmes, gender-differentiated evaluation of the participation in training programmes and their content
- Business development: gender-differentiated evaluation of business start-up programmes / centres
- Girls day: evaluation of initiatives in terms of gender aspects, where appropriate develop initiatives for boys
- Staff representative council: gender-differentiated evaluation of recourse to advisory services



5. Future approach of “gender mainstreaming” steering group in the district authority

Ms K. and Mr B will head up the gender mainstreaming steering group.

The tasks of the management/steering group leaders will include:

- Responsibility for extending invitations,
- Preparation for meetings,
- Maintaining contact with head office,
- - Maintaining contact with commissioner for women’s affairs,
- Maintaining contact with staff representative council.

The following meetings timetable has been initially arranged: monthly meetings between 9.00 and 12.00.

3 dates will be decided. Future course of action will be discussed on the last of these dates.

If anyone is unable to attend a meeting, comments should be passed to the management/leadership team in the run up to the respective meeting in line with the agenda.

9 June 2006 at 9.00 has been agreed as the date of the next meeting. Photo record and conceptual considerations of the training team will be available by then.

6. Recommendations

It is important for the future work of the steering group that

- the group clarifies its own self-concept, this includes task clarification, in particular: Who in the district authority and in the policy department expects what from the steering group?
- the group clarifies its own competencies: what can the steering group do and what will be decided where?
- the group clarifies its own working patterns; some initial steps have already been developed (see above).
- communication within the authority is clarified and a communication strategy is developed in addition to drawing up the gender mainstreaming implementation procedure.
- the group continues to develop the concept for implementation of gender mainstreaming by means of pilot projects and management training and makes it available in written format.



II. Gender orientation in the district authority, concept elements

1. Managers and departments

- Managers: development of gender competence through gender workshops held in autumn 2006
- Identification of pilot projects (see working paper)
- Communication / exchange regarding these pilot projects
- Recruitment of departments to take responsibility for implementing these pilot projects
- Decision on a maximum of 3 pilot projects
- Criteria for reviewing the sustainability of the concept: how can the pilot project outcomes be successfully transferred to the authority's general way of working?

2. Steering group

- Clarifies the respective task and own self-concept
- Develops a working programme and sets priorities for the next steps in the process
- Draws up an implementation concept
- Produces criteria for when it considers work has been successful
- Allows the concept to be decided

3. Implementation of pilot projects

- Selection of pilot projects
- Planning and implementation in individual departments
- Monitoring of pilot projects
- Formulation of key specialist gender questions
- Gender consultation, where appropriate
- Evaluation of pilot projects

4. Requirements of pilot areas

- Willingness to tackle gender-differentiated access in the pilot project
- Set and describe realistic gender-related objectives and then take action to implement these.

5. Communication strategy development

- What benefit does the authority gain from gender-orientation (from pilot projects)...?

6. Transfer of experiences to the district authority



Background information from the workshop

Compile your experiences on the following questions:

Question	Working group outcomes
1. In your experience what are the main stumbling blocks in the implementation of gender mainstreaming?	<ul style="list-style-type: none">• Lack of awareness• Different levels of knowledge• Resistance on the part of managers to deal with the subject• Failure to address this resistance• Information policy within the organisation
2. In your opinion what is the biggest challenge en route to achieving gender equality in the district authority and a gender equality policy in the district?	<ul style="list-style-type: none">• Gender mainstreaming is placed on a equal footing with the promotion of women• That gender is an essential criterion and that this is considered self-evident• How the pilot projects can be successfully transferred to the authority's general way of working
3. What is your personal experience of the organisational culture? What aims, values and standards do you consider particularly important in the culture of the district authority?	<ul style="list-style-type: none">• Processes are started, which are not continued, e.g. mission statement process – there was no reflection on the experiences• Discussions should be held with employees, but ...
4. Can you envisage that women have different expectations of organisational culture than men and vice versa?	<ul style="list-style-type: none">• There are different expectations and different behavioural attitudes• Women have a more flexible approach to certain things• e.g. timing• Process orientation and structural orientation
5. What gender-oriented changes can you envisage on which level? <ul style="list-style-type: none">• Organisational level• HR level• Specialist level	<ul style="list-style-type: none">• A better information policy• More female managers• Raising awareness among managers• Use in the context of EU projects• Ensuring continuity and sustainability



Guidelines for steering group

Aim is to establish minimum standards and quality criteria for the implementation of "gender" in the context of selected pilot projects.

- Coordinator draws up an overall gender concept on the basis of workshop outcomes.
- Information for describing the starting situation of the respective projects needs to be gathered and evaluated in a gender-differentiated manner.
- Projects need support with the evaluation of data in terms of gender aspects
- Willingness in the steering group to actively support the implementation of gender issues in the pilot projects by providing advice
- Steering group members will be asked about their potential to offer active support – they describe their support services in the context of their respective activities.
- The steering group is the contact in terms of coordination, provision of information and overcoming problems in the implementation of gender mainstreaming.

Guidelines for pilot projects

Aim is to establish minimum standards and quality criteria for the implementation of "gender" in the context of pilot projects.

- Willingness in the pilot projects to deal with gender-differentiated access and to integrate this knowledge into the projects.
- Realistic gender objectives to be specified and translated into action
- Gender-specific structures to be identified through basic project approach.