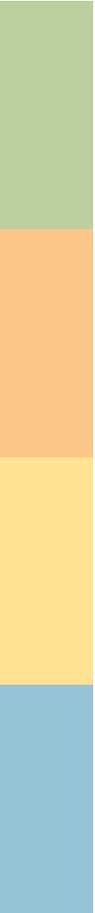**Gender in Project Management**

Experience Report and Compilation
of Material for Use in Practice

Gender in Project Management

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Contents

Foreword

This compilation of material is a building block for a project management system that seeks to implement a combination of structural and equal opportunities objectives. It is aimed at all interested regional stakeholders and provides basic methodological knowledge, advice and assistance for project implementation.

In concert with the City of Bochum, a gender process was introduced and the subsequent project development discussed for a structural policy project - the establishment of a creative industries business incubator - with the aim of offering men and women from the creative industries equal opportunities for development.
Although this exemplary gender consultation process as well as the creative industries business incubator are being funded by the North Rhine-Westphalian Ministry of Economic Affairs using funds from the NRW Objective 2 Programme 2000-2006, such a cooperation between these two projects is neither inevitable nor a matter of course.

The Objective 2 Programme is being used to make funds from the European Union and the state of North Rhine-Westphalia available to areas that are facing particular challenges in the process of structural change. The focus of the current programme phase is on the creation and safeguarding of jobs through improved competitiveness. The overall goal is made up of four horizontal objectives, one of which is the "creation of equal employment opportunities for women and men". Quantitative indicators were formulated for this horizontal objective: the proportion of women is to be increased to 40% in the newly created jobs and training places and to 35% in the supported business start-ups. The programme objectives are to be implemented through every single project.

This compilation of material is also an experience report. It is the result of a gender consultation carried out as part of the "Creative industries business incubator" project. With this project, the City of Bochum wants to establish young enterprises and start-up businesses from the arts, music, photography/film, media and culture management on a former mining site in 2004. The business incubator, which will occupy two large machine shops, offers convenient premises, advice and support services in order to help young firms get started in business and establish themselves in the market.

As part of the gender consultation for the business incubator, objectives and measures were developed hand in hand with the project managers, project participants and co-operation partners, aimed at promoting equal opportunities for men and women with regard to future involvement in the business incubator.

It was our task as gender experts to lead the process of collective identification of objectives and the translation of agreed objectives into concrete operational requirements for the establishment and subsequent running of the business incubator. In addition, it was necessary to develop a control mechanism to ensure that the proposed measures were being implemented and the agreed objectives achieved.

To this end we researched data on the job situation in the sector, revised methods and procedures of project management, planned and conducted the meetings of the gender process, documented and evaluated the results. In relation to a number of issues we benefited from the broad expertise of our colleague Bettina Vaupel.

On using the material

We have given this publication a modular structure in order to make this compilation of material as easy as possible to use in the day-to-day running of projects. The four chapters describe the steps from the sensitisation to gender issues to the identification of objectives and the operationalisation of these objectives through to the implementation of effective gender controlling.

Each chapter is divided into four modules, each with a distinct colour.

The first module provides a theoretical introduction to the particular subject.
The second module describes the concrete steps using the example of the creative industries business incubator.
The third module cites examples from other projects
Finally, the fourth module describes the concrete instruments and tools in greater detail and also provides practical tips, internet addresses, annotated references and network addresses.

This ensures that project managers who do not have the time to read all of the documentation can also benefit from this compilation of material. Anyone who wants to can use the colour coding to read only a particular section, for example the case study of the creative industries business incubator, or perhaps to look up tools or internet addresses in preparation for a special workshop.

This compilation of material is targeted primarily at project managers.
It explains which gender consultation approach was successful at the start of our example project and which measures will consolidate equal opportunities as the project develops. On the one hand, the point is made that the initiation of the gender process demands a certain amount of effort.
On the other hand, however, the improvements in quality that are achieved for a project by gender mainstreaming are also highlighted.

Sex and gender - biological and social aspects

Gender refers to the socially and culturally determined roles of women and men. Unlike the biological "sex", gender roles are learned or assigned, i.e. they can be changed.

When developing the gender orientation of a project, these are the kind of differences between women and men that have to be considered: What are these differences? What effects do they have? What changes could we, should we or do we want to make to this? How can they be used for the success of the project?

The term "gender mainstreaming" is commonly used in politics. Its means taking the different personal circumstances and interests of women and men into consideration from the outset in every plan and project, defining project objectives separately for women and men, in other words constantly incorporating them into the mainstream.

Gender sensitisation - critical questioning of gender definitions

If many of the attributes are not innate, but have developed due to cultural factors and been ascribed to the sexes, then it is possible to subject the effects of such a gender definition to critical analysis.

Changes to the gender definitions are necessary and desirable.

- Because ascribed attributes distort reality.
  In a test, two groups of subjects were asked to estimate the weight and size of different babies. One test group was told that the babies were boys while the other group was told that they were girls. The babies that were supposedly "boys" were consistently estimated to be bigger and heavier.[1]

- Because ascribed attributes are associated with expectations which limit self-development.
  Between eight and twelve years of age many girls lose their strong, self-confident voice. During the process of adjustment as they progress towards adult life, they opt for a softer voice which guarantees them more attention..[2]

1 *Merz, Veronika et al.: Salto, Rolle, Pflicht und Kür, Zürich 2001, p. 66*
2 *Merz, Veronika et al.: Salto, Rolle, Pflicht und Kür, Zürich 2001, p. 89*

- Because false expectations lead to actions that are inappropriate or even life-threatening.
  Because heart attacks are regarded as a male illness, the symptoms are often over-looked in women. This leads to misdiagnoses of acute myocardial infarction patients and to an increased risk of death.[3]

Why use gendering?

Because it is equitable:
Although the equality of women and men has been established in law for many years in the German Federal Republic, actual equality still lags far behind in practice. For example, the average income of women in full-time employment in Germany is roughly one third below that of men.[4]

Because it is efficient:
Gendering changes the perspectives in a project and, with this, the project development. Projects that do not deal critically with the social reality of a two-tier, two-gender world limit their own potential. They place a limit on their target group and supporters and block additional possibilities for developing innovative results.

- Gendering subjects the orientation of a project to critical analysis:
  Have the expectations and requirements of all the target groups been considered? Have target group specific impediments to participation been adequately considered and not marginalized, suppressed and made invisible?
- Gendering prevents individual interests from receiving a disproportionate influence by checking the weighting of interests.
- Gendering reflects the extent to which target group specific disadvantages can be abolished through special additional measures.
- Gendering checks the access to positions and resources.

Because it is the law:
At EU level, gender mainstreaming was established in the Treaty of Amsterdam in 1997, at Federal level in a Cabinet decision of 23 June 1999. Gender mainstreaming is therefore mandatory for EU projects in particular.

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3 *Ministerium für Frauen, Jugend, Familie und Gesundheit des Landes Nordrhein-Westfalen (ed.): Landesgesundheitsbericht 2000, Bielefeld 2000, p. 181 f.*
4 *Bericht zur Berufs- und Einkommenssituation von Frauen und Männern, prepared on behalf of the Bundesministerium für Familie, Senioren, Frauen und Jugend, Berlin 2001*

Gender mainstreaming: How can equal opportunities be firmly established in the project?

Gender consultation vis-à-vis projects in the world of work and employment is, in the first instance, concerned with increasing awareness. In many cases a perspective based on male employees is accepted as "normal". A gender-sensitive project assumes that men, too, have a gender and do not represent the general human standard from which women deviate. Thus men take on responsibility for gender relations in the implementation of equal opportunities in the same way as it has always been expected of women.

With gender mainstreaming in the narrower sense, the project is no longer evaluated and overseen by external gender consultants, instead the project participants take on the gendering of the project themselves. Gender role stereotypes are exposed and challenged. This facilitates a shift in perspectives and a new understanding of previously unnoticed attributes, behaviour patterns and spheres of experience. Gender mainstreaming therefore calls for the willingness and ability to develop social skills. Equal opportunities become a commonly agreed project objective. The employees develop gender-sensitive measures, both at the decision-making and implementation level, which allow the project to be enhanced and controlled.

The establishment of gender mainstreaming in a project often starts with a gender training course. In gender training, the project participants examine their own unconscious and preconscious perceptions. Gender mainstreaming therefore also changes the working culture of the project teams.

The different ways of communicating lead to considerable disruption between men and women in the workplace:
HE sees HER team orientation as a weakness and as shirking responsibility
SHE sees HIS risk taking as irresponsibility.
SHE sees HIS direct criticism as disrespect and arrogance, HE sees HER reserve as shyness and a lack of leadership skills.
By being clear about gender conditioning one avoids jumping to conclusions and is able to communicate more effectively.

Project requirements

Gender mainstreaming is mandatory for all European Union (EU) funded projects. In principle, therefore, all structural policy programmes must comply with the following equality objectives:

- Balanced participation of women and men in the job market,
- Balanced participation of women and men in general and vocational training measures,
- Balanced participation of women in the start-up and growth of businesses,
- Compatibility of work and family life,
- Participation of women in decision-making processes.

However, there is little guidance for project managers as to how these objectives can be achieved. Structural policy related projects are either purely women's projects or are planned and carried out as "completely normal projects" with no distinction between men and women. This leads to programme objectives not being achieved as effectively and equal opportunities not being improved sufficiently.

The "Gender in Project Management" project by the Zentrum Frau in Beruf und Technik (ZFBT) was aimed at helping to fill this gap. The basic conceptual component of the project was the testing and implementation of a gender process based on a concrete example. The example selected was the "creative industries business incubator" in Bochum. An important precondition for the selection of the project was the willingness of the participants to cooperate. They had to

- be interested in the gender process of their project,
- designate contact persons for the collaboration and
- be prepared to establish collaborative relationships and processes (agreements on objectives, access to project documentation, participation of ZFBT staff in project planning structures).

The collaboration with the business development agency of the City of Bochum came about on the basis of existing contacts and through the agency of the city council's equal opportunities officer. The Zentrum Frau in Beruf und Technik was able to offer to provide the city council with an instrument for the implementation of equal opportunities that is developed collaboratively and guarantees better achievement of project objectives.

Further discussions led to the decision being made in favour of the "creative industries business incubator" on the site of the former Lothringen I/II colliery in Bochum-Gerthe, because

- it is a structural policy relevant Objective 2 project,
- an immediate start was possible,
- the benefit to the cooperation partners is visible,
- the group of project members and the project environment are manageable,
- the direct cooperation partner is an institution with a gender obligation,
- there is a lot of room for manoeuvre in terms of how to implement the overall project.

Project profile

"Creative industries business incubator on the Lothringen I/II site"[5]

In May 2001 the Ministerium für Wirtschaft und Mittelstand, Energie und Verkehr NRW (MWMEV) and the Ministerium für Städtebau und Wohnen, Kultur und Sport NRW (MSWKS) presented a study into creative industries business incubators. The core result of the study was that the creative industries sector has a high business start-up potential which is currently not being utilised.

Taking up the results of this study, the MWMEV announced a competition for the establishment of creative industries business incubators. The City of Bochum also took part in this state-wide competition. The concept of the "creative industries business incubator on the Lothringen I/II site" which they submitted was one of the projects chosen.

Objectives:
The business incubator for new and young businesses in the creative industries fills a gap in the market of business start-up facilities, thereby offering less financially strong companies from sectors that are not predominantly

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5 Described in detail in: Stadt Bochum, Wirtschaftsförderung/Kulturbüro; Entwicklungsgesellschaft Ruhr-Bochum (ed.): Kulturelles Gründerzentrum am Standort Lothringen I/II in Bochum-Gerthe, Beitrag im Rahmen des Landeswettbewerbs „Kulturelle Gründerzentren", Bochum 2001

technology-oriented an opportunity to set up and develop their businesses. The Lothringen business incubator supports "young businesses that provide innovative and creative services and products." [6]

This project will provide commercial premises in two large machine shops on the site of a former colliery with the aim of letting them to new and young businesses in the creative industries at favourable rates.

In the business incubator, the young firms from the arts, music, media, culture management, photo/film/video sectors will receive advice and support in establishing themselves in the market.

Target group:
Businesses in the arts sector, the photo, film, video and TV industry, culture management, the media industry, the music industry as well as businesses in the visual and performing arts, plus companies from complementary sectors (e.g. lawyers or management consultants; max. 40% of new companies).

Spheres of activity:
- Choice of low-cost premises
- Sophisticated physical and technical infrastructure
- Comprehensive advice and support services

Body responsible for project:
Stadt Bochum
(Amt für Wirtschafts- und Beschäftigungsförderung, Kulturbüro)

Cooperation partners:
Entwicklungsgesellschaft Ruhr-Bochum mbH, Bochumer Kulturrat e. V.

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6 Stadt Bochum, Wirtschaftsförderung/Kulturbüro; Entwicklungsgesellschaft Ruhr-Bochum (ed.):
   Kulturelles Gründerzentrum am Standort Lothringen I/II in Bochum-Gerthe, Beitrag im Rahmen des Landeswettbewerbs
   „Kulturelle Gründerzentren", Bochum 2001

Involvement of project participants

Once the project had been selected, the gender consultation with sensitisation activities could begin.

First of all it was necessary to clarify precisely who would be involved in the process in order to be able to include all the participants in the process. In cooperation with the head of the department for structural development and employment promotion, a meeting was arranged in order to get to know all the project participants and introduce them to the idea of a gender consultation. The aim was to make the advantages of a gender consultation for the creative industries business incubator clear to all the participants and to encourage them to cooperate. All the participants said they could envisage a beneficial collaboration. The benefit - for example in recruitment and organisation - was apparent to everyone:
- Attracting tenants from different sectors,
- Expanding collaborative relationships,
- Broadening recruitment opportunities.

After clarifying the willingness of both sides to cooperate, the terms of cooperation were agreed. This included clarifying the participants' time resources as well as assigning organisational control of the gender process to the ZFBT. Access to project documents and the inclusion of ZFBT staff in project planning were also agreed. In addition, there were discussions with individual participants in order to learn more about the goals for the creative industries business incubator and the current status of the planning process.

A letter was sent to all the participants, marking the formal introduction of the gender consultation. The start of the gender consultation also got things moving in terms of the project participants' cooperation. The introduction of the gender process can therefore be regarded as having provided an impetus in this regard.

Analysis of project concept

The next important step in the gender consultation was analysing the project with regard to possible gender-relevant issues. The fundamental concept with the basic data for project planning was already available - but not "gendered". So to begin with it was necessary to analyse the situation of people setting up new businesses in the creative industries in order to be able to work out what might be required of a business incubator for this target group. In addition to doing a literature and internet search, we had several discussions with experts from the arts and cultural sector as well as with business start-up experts. The aim of this was to obtain data and facts about the job situation and qualifications, the proportion of women and men in selected occupations and positions in the culture and media industry and among new business start-ups in art and culture, as well as to describe individual sectors in greater detail. Furthermore, there was a visit to the building site of the business incubator and its surrounding area in order to get an initial collective impression of the buildings and their environment. On site we discussed the site's transport links with the surrounding area, its accessibility using public transport, the shopping facilities and care provision as well as the design and layout of the buildings and the site.

Planning and structuring of gender consultation

On the basis of the analysis described above, the ZFBT staff tailored their theoretical concept of gender consultation (gendered, target-oriented project planning, workshops and planning groups - more on this in Chapters 2 and 3) to the specific requirements of the example project and drew up a schedule with key data for the gender consultation process. Throughout this process, the Zentrum Frau in Beruf und Technik kept in constant touch with the participants from Bochum City Council, in order to agree individual steps and proposals.

At the end of the analysis phase, the first workshop had to be organised in January 2003.

Problem definitions are changed by a gender-sensitive perspective. This can give rise to new, hitherto hidden, requirements which alter previous actions.

School failures [7]

Many studies have shown that boys are less successful in school than girls. They play truant more often, get poorer grades and fewer of them achieve higher school-leaving qualifications than girls. This is attributed to the loss of male authority in families and the lives of children. In early childhood, boys grow up predominantly with female attachment figures: mother, nursery school teacher, primary school teacher.

Experts are now calling for the employment system of professional carers and teachers at pre-school and primary school age to be gendered. They claim that male role models will provide the boys with more adequate direction and identification in their self-discovery, thereby improving their educational prospects.
Such a measure would have far-reaching consequences for the employees.
These jobs have traditionally been female-dominated in Germany and are poorly paid in comparison with other teaching jobs. This would have to change with a gendered per-sonnel policy.

Medical care [8]

Almost half of all deaths in Germany result from cardiovascular disease. According to the data of the Augsburg Heart Attack Register, the risk for women who suffer a heart attack without having been admitted to hospital is significantly higher than for male heart patients.

Heart attacks were long regarded as a "male disease", and medical research into the development of the disease and the risk factors concentrated on middle-aged male patients. This perception continues to be widespread in outpatient practice. Acute chest pains are misdiagnosed in women and not examined further. The fact that women often have a different pain sensation than men is not well enough known.
The mortality risk from heart attacks is 44 per cent for female patients and 31 per cent for male patients.

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7 Bölsche, Jochen: Fusch am Kind - Die sieben Todsünden des deutschen Bildungssystems, SPIEGEL 18/2002
8 Ministerium für Frauen, Jugend, Familie und Gesundheit des Landes Nordrhein-Westfalen (ed.):
   Landesgesundheitsbericht 2000, Bielefeld 2000

In order that the horizontal objective of equal opportunities is seen as important, if possible, in all areas of a project, the sensitisation of all the participants is the most important factor for carrying out gender analyses and thus facilitating the collective development of gender objectives. A variety of tools and methods were developed for this process.

Gender training

A gender training course at the beginning of the process is worthwhile. Gender training courses contain a module on information and cognitive formulation as well as a module that deals with sensitisation in the narrower sense and is intended to develop aware-ness of attitudes and prejudices. The participants in gender training courses are expec-ted above all to learn to examine their own field of work from a gender-differentiated point of view. They are supposed to identify the areas of their everyday working lives in which gender relations are relevant.
Gender trainers can be found, for example, in the NRW (North Rhine-Westphalia) Gender Network.
The Zentrum Frau in Beruf und Technik (ZFBT) also offers gender training courses (Contact: Bettina Vaupel, phone +49 (0) 23 05/9 21 50-13, e-mail vaupel@zfbt.de).

The 3R method [9]

This method was developed on the basis of experiences in different Swedish local authority districts. 3R stands for:

Representation
• How are women and men distributed horizontally
  (based on hierarchical levels) and
  vertically (based on divisions, departments)?
• How well represented are they on boards and committees?
• How involved are they in professional development schemes and in informal
  meetings such as regular get-togethers or company parties?

Resources
What resources are available to women and men? This should take account of the follo-wing, for example:
• Time resources (e.g. use of a sport hall, service, consultation times)
• Space (e.g. office space, leisure facilities, recreational areas, parking)

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9 *Swedish Association of Local Authorities, The 3Rs-Tool for Gender Equality in Local Government.*
   On gender mainstreaming and the 3R method in Swedish municipalities, Stockholm 1999

- Information
- Money
- Political and economic power
- Education and training
- Job and career
- New technologies (e.g. computer equipment)
- Health care
- Housing conditions
- Transport facilities / mobility

Realia
- What is the nature of the project output: does it appeal more to women or men?
- What possible explanations are there for the quantitative analysis results from the areas of "Representation" and "Resources"?
- To what extent does the dominant value structure of the organisation, project, and network play a role?
- What norms and values influence the gender roles in the organisation or specific project (division of work according to gender, attitude and behaviour of men and women, disparities in the valuation of men and women or of male and female characteristics)?

6-step test according to Krell/Mückenberger/Tondorf [10]

The so-called 6-step test according to Krell/Mückenberger/Tondorf divides gendering into six phases, some of which can run in parallel to each other. Steps one and two are relevant for gender sensitisation.

1. **Definition of the equality policy objectives in view of the actual situation**
   What target situation does the project hope to achieve?

2. **Analysis of the problems of those affected**
   What are the specific obstacles in the way of more equal opportunities?

3. **Development of options**
   What alternatives exist with regard to implementation?

4. **Analysis of the options and development of a possible solution**
   What are the anticipated effects on gender equality?
   Which option promises the highest degree of goal accomplishment?

5. **Implementation of decision**

6. **Monitoring of results and evaluation**
   Were the objectives achieved? Reasons for not or only partially achieving objectives?
   What measures are necessary?

Gender competence

Any gender analysis requires the relevant *gender competence.*

"Gender competence is the key qualification for any professional handling of the gender perspective." [11]

The following are building blocks of gender competence: [12]
- Understanding and evaluation of knowledge stocks
  - Knowledge about the structures of the gender relationship
    (basic ideas / theories/ research results)
  - Knowledge about the objectives, ideas, discourses, approaches to action of the women's movement and men's movement
  - Knowledge about the strategies of gender implementation Mainstreaming
  - Recognition of own gender-related genesis
  - Biographical examination of own gender role and reflection on own gender role
  - Reflection on own work and work contexts (in organisations, projects and networks)
  - Gaining insight into the alterability and designability of the gender relationship
  - Developing the will and willingness to implement gender mainstreaming in everyday working life

11 Landesinstitut für Qualifizierung NRW (ed.) im Auftrag des Gender Netzwerk NRW: Basisinformationen und Angebote zur Umsetzung von Gender Mainstreaming, Soest, 2003
12 Based on the definition by the NRW Gender Network

- Ability to put gender mainstreaming into practice
- Consideration of acquired knowledge in everyday working life
- Ability to develop and introduce quality standards for gender appropriate work
- Ability to carry out process and result evaluation as well as controlling with gender aspects
- Aktiver Einsatz für die Realisierung von Geschlechterdemokratie

Due to mostly limited financial and time resources, the gender analysis will, in the first instance, be based on secondary data (e.g. statistics from federal and state offices, studies, specialist literature).

Make it possible for gender competence to be represented in the project team. To do this you can arrange for your own colleagues to be trained or hire external consultants. For example, you can find contacts in equal opportunities offices, the Frau & Beruf regional offices, at the NRW Gender Network or the Zentrum Frau in Beruf und Technik.

Networks

NRW Gender Network
The NRW Gender Network is a cooperative network of women and men whose aim is to help implement gender mainstreaming.
Its members work in institutions in the fields of labour market policy, research, qualification and professional development. The network

- provides information about gender mainstreaming and its implementation,
- develops concepts for the qualification of participants in gender mainstreaming processes,
- develops quality standards for qualifications for the acquisition of gender competence.

Contacts:

Landesinstitut für Qualifizierung NRW, Dr. Hermann Buschmeyer,
+49 (0) 2921/683-298, hermann.buschmeyer@mail.lfq.nrw.de

Zentrum Frau in Beruf und Technik, Bettina Vaupel,
+49 (0) 2305/92150-13, vaupel@zfbt.de

Literature, guides and links

Bundesministerium für Familie, Senioren, Frauen und Jugend, Berlin (ed.):
Gender Mainstreaming. Was ist das?, Berlin 2002

Bundesministerium für Familie, Senioren, Frauen und Jugend (ed.):
Gender-spezifische Aufbereitung der amtlichen Statistik. Gutachten des Instituts
für Mittelstandsforschung. Möglichkeiten respektive Anforderungen.
In: Materialien zur Gleichstellungspolitik, Nr. 82/2001

Döge, Peter: Gender Mainstreaming als Modernisierung von Organisationen.
Ein Leitfaden für Frauen und Männer, Berlin 2002.
(IAIZ - Schriften Band 2)

GeM-ToolBox (Austria), www.gem.or.at
The GeM-ToolBox contains guides to different areas of the European Social Fund
(ESF) implementation (e.g. Guide to establishing gender mainstreaming in organi-
sations responsible for projects; Gender appropriate formulation of labour market
policy). It is aimed at anyone involved in the development, selection, implementa-
tion and evaluation of labour market policy related projects. For funding agencies,
organisations responsible for projects and territorial employment pacts, there are
different guides dealing with every strategic level of gender mainstreaming imple-
mentation.

Institut für anwendungsorientierte Innovations- und Zukunftsforschung e.V.,
Gender Mainstreaming als Modernisierung von Organisationen, Berlin March 2000

Interreg III A Österreich - Deutschland/Bayern (ed.): Wie „gender" ich Projekte?
Ein praktischer Leitfaden zum Gender Mainstream in EU-Projekten.
Order from:
GTS - Gemeinsames Technisches Sekretariat, Tel. +43/662/623455,
Gts.interregbayaut@salzburg.gv.at

Klammer, Ute; Klenner, Christina; Ochs, Christiane; Radke, Petra; Ziegler, Astrid:
WSI FrauenDatenReport, Hans-Böckler-Stiftung (ed.), Berlin 2000

Krell, Gertraude; Mückenberger, Ulrich; Tondorf, Karin: Gender Mainstreaming - Informationen und Impulse, Niedersächsisches Ministerium für Frauen, Arbeit und Soziales (ed.), Hannover 2000

Merz, Veronika: Salto, Rolle und Spagat: Basiswissen zum geschlechterbewussten Handeln im Alltag, Wissenschaft und Gesellschaft, Zürich 2001

Metz-Göckel, Sigrid; Roloff, Christine: Genderkompetenz als Schlüsselqualifikation. In: Journal Hochschuldidaktik 2002, H1

Ministerium für Frauen, Jugend, Familie und Gesundheit des Landes Nordrhein-Westfalen (ed.): Landesgesundheitsbericht 2000, Bielefeld 2000

Swedish Association of Local Authorities:
The 3Rs-Tool for Gender Equality in Local Government. On gender mainstreaming and the 3R method in Swedish municipalities, Stockholm 1999

www.frauensprache.com
Useful information on written and spoken language that respects women. (In German).

www.womencount.de
Facts and figures on the gender hierarchy.

Zentrum Frau in Beruf und Technik (ed.): Bildungsmaßnahmen und Gender Mainstreaming. Leitfaden zur Berücksichtigung und Überprüfung der Geschlechterperspektive in Bildungsmaßnahmen der EU-Strukturfondsprogramme, Castrop-Rauxel 2001

Requirements for the identification of objectives

"When a man does not know what harbour he is making for,
no wind is the right wind."
(Lucius Annaeus Seneca)

The gendering of a project is made easier if basic project management requirements are fulfilled when implementing the project.

These minimum requirements are:
• There is a project mandate.
• There is a project objective and a project development schedule.
• There is a defined project organisation specifying the available resources and all the participants with tasks and responsibilities.

When developing the gender process, all the project participants from the conceptualisation, decision-making and implementation level should be included. Gendering must be actively introduced and supported by the management (top-down method).

Nature of objectives

Objectives give direction to those involved in a project. They should, however, be reviewed from time to time to determine whether they actually still satisfy the current conditions. If this flexibility is not there, objectives lose their meaning and paralyse instead of motivate. Project objectives must be comprehensible for all participants and supported by everyone. They must be SMART: specific, measurable, accepted, realistic and time limited.

A clear definition of objectives involving all the participants at the beginning of a project guards against the overloading of projects with wishes and visions. It would be ideal, for example, if an advice centre could simultaneously create a database, run a network, set up an internet portal and be available 24 hours a day. It would also be desirable to have this centre staffed by a single parent and providing for the needs of the handicapped and migrants. In practice, however, such a project is bound to fail due to limited resources. It is better, therefore, to set priorities at the outset and thus ensure that realistic objectives are achieved.

Only clear objectives can be gendered on a sustained basis. Only they guarantee that all employees and project participants have to agree on the orientation of the project beforehand. Only clear objectives enable project progress that can be checked and, if necessary, corrected.

The development of a gender orientation in a project therefore frequently serves to clarify the overall concept as well. A precise situation analysis and probing questions reveal how precisely the concepts and ideas about the project have been formulated. Weak points, ambiguities and contradictions are exposed.

Identification of objectives

The following questions are appropriate for the systematic identification of objectives:
- Are the conditions for participation in the project designed to allow equal access to men and women?
- Are the measures and processes in the project arranged in such a way that men and women have equal opportunities to participate successfully in the project?
- What are the effectiveness objectives of the project? Do men and women benefit equally from the project results?

These questions can usually only be answered by someone with a certain level of gender competence. That is why gender training takes place at the beginning of many gender processes.

ZOPP method

The German Gesellschaft für technische Zusammenarbeit (GTZ) has established a method for its development projects which allows teams to develop project concepts and monitor project results systematically. The method is called ZOPP: "Objectives-Oriented Project Planning". ZOPP describes how a team can go through different conception phases together in order to determine objectives in small steps and to draw up a project planning overview for the implementation of the project. [13]

ZOPP envisages the following steps:
- Clarifying the project environment,
- Specifying and weighting objectives,
- Preparing a risk analysis,

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13 *Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (ed.): Ziel Orientierte Projekt Planung - ZOPP. Eine Orientierung für die Planung bei neuen und laufenden Projekten und Programmen, 1997*

- Allocating roles in the project team,
- Drawing up a project planning overview which lists all the objectives, assumptions, areas of responsibility along with the corresponding costs and clarifies the responsibilities in the project team.

A comprehensive ***situation analysis***, analysis aimed at determining the intended effects of a project and assessing unintended consequences and side effects is an important element of ZOPP. The determination of precise work structures, the allocation of responsibilities and the definition of objectives can only take place on this basis. This practice has evolved from experiences with NGO projects: without knowledge of the local social, economic and ecological environment, development projects have sometimes failed to achieve their objectives in spite of the employees' best efforts.

A research team invites farmers to attend a workshop on the introduction of soil-friendly farming techniques. The farmers are hesitant, they do not want to take on the responsibility for the risk associated with such field trials and refuse to cooperate.
A pilot project makes it clear to the research team that the field work is part of a family-specific household economy and is carried out predominantly by women and children. The invitations to the workshop overlooked the fact that any innovative forms of work and farming methods have to work with these resources.[14]

A method was therefore introduced with ZOPP which encourages the project participants to understand precisely the situation and environment of a project.

All project decision-makers must take part in the ZOPP process, since the orientation of the project may change during the process and such decisions have to be given sustained support by everyone.

If gender objectives are incorporated into a project with the aid of ZOPP, this basically highlights the overall concept. Every participant is needed as an expert. Irrespective of their future function in the project, the participants make statements about the future users and conjecture about their gender-specific needs. This ***participant analysis*** sensitises the team to gender-oriented expectations and to the services that have to be developed in the future.

14 Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (ed.): Ziel Orientierte Projekt Planung - ZOPP. Eine Orientierung für die Planung bei neuen und laufenden Projekten und Programmen, 1997

Organisation of workshops

The gender consultation for the project "Creative industries business incubator at Lothringen I/II in Bochum-Gerthe" was based on the ZOPP method (target oriented project planning, cf. Chapter 2.1). To ensure that the project objectives are actually implemented by all participants afterwards, ZOPP attaches great importance to the information and contribution of all participants. No-one should be able to say afterwards that she or he had a very different understanding of something. That is why information and discussion results are always visualised.

Workshops enable all participants to be involved in the agreement of gender objectives in accordance with the ZOPP method. Only those gender objectives that are accepted and seen as achievable by all participants have a chance of actually being implemented afterwards.

An initial one-day workshop was held in the Zentrum Frau in Beruf und Technik in January 2003. The aim of the workshop was to establish gender objectives for the project and initiate the gender process for the subsequent project development. The participants included the organisations that are strictly speaking responsible for the creative industries business incubator (project backers and cooperation partners):

- Wirtschaftsförderung Bochum, Abteilung Struktur- und Beschäftigungsförderung,
- Kulturbüro der Stadt Bochum,
- Entwicklungsgesellschaft Ruhr-Bochum (EGR),
- Kulturrat Bochum e. V.

as well as
- Gleichstellungsstelle Stadt Bochum,
- Regionalstelle „Frau & Beruf" Region mittleres Ruhrgebiet,
- Architectural firm whose design was recommended by a panel of experts for further development of the business incubator conversion plans,
- Building design expert,
- Moderator,
- ZFBT.

A total of eight women and five men took part.

The workshop was moderated by ZFBT together with a moderator with gender competence and ZOPP experience. In particular, the ZOPP participant analysis was used. The gendered participant analysis provides an overview of all persons, groups, organisations etc. that are connected with the project, and ascertains their interests and expectations as well as their potential support or opposition (e.g. tenants, customers, cooperation partners, residents, neighbouring institutions).

Definition of objectives

The preparation of the question about which gender objectives could and should be pursued in the "creative industries business incubator" project was based on a gender analysis (cf. Chapter 1.2).

The analysis highlighted the following areas of intervention for a gender consultation:

- Architectural and spatial planning and design of the business incubator,
- Marketing to attract users and tenants,
- Service offerings in the future business incubator
  (for example advice and further training).

For the "architectural and spatial planning" area of intervention, the ZFBT commissioned an architect with gender competence.

The existing project concept was brought up to date and "gendered" in the workshop. The aim was to take adequate account of women and men in the group of users.

To this end it was necessary, first of all, to evaluate the previously established requirements on a gender-differentiated basis and possibly to supplement them. By determining, in concrete terms, the potential user groups (tenants who will move into the business incubator, clientele), it is possible to determine the spectrum of requirements relating to the building and its infrastructure. Only in this way is it possible to set specific priorities within the diverse interests of users.

In a collective process of reflection, the project participants analysed how the new

Bochum offering affects different target groups and how access can be organised for the desired target groups (e.g. through target group specific communication concepts, consulting and support services, business incubator infrastructure, networks, architectural and spatial design).

Gender issues should not be dealt with as a separate, superimposed, area but should be integrated into the daily business of as many areas of the project as possible (see the above named areas of intervention). In concrete terms this meant that all aspects were discussed in terms of the contribution they will make to equal opportunities. The gender perspective also raised some points that had so far not been discussed by the 'business incubator' project team, e.g. gender appropriate building design and its benefit for men and women, communicative ways of working and targeted consulting services.

In the discussion, the participants agreed on the following primary gender objectives:
- At least 40 % of the business incubator's tenants will be women.
- To reach this proportion of women tenants, target group specific marketing concepts will be developed.
- All selection committees and working groups that are set up during the project will include at least one person with gender competence.

The stated objectives should be used for quality assurance and must not be interpreted as a "straitjacket". In order to achieve the objectives, it is necessary to consider at as many points in the project as possible whether the planned measure is contributing to more equal opportunities. When considering the content and organisation of the project, it is necessary to ask whether women and men are being addressed.

The process of identifying objectives described above has contributed to the project participants being able to clarify and reflect on their responsibilities and roles in the project.

Organisation of planning groups

Another two workshops were arranged for the remaining period of the 11-month gender consultation. Between the workshops, the work was to be carried on in planning groups dealing with individual areas of activity. The aim of the planning groups was to plan activities and measures that could contribute to achieving the gender objectives agreed in the workshop.

Planning groups were set up for three areas of activity:
• Architectural and spatial planning and design of the business incubator,
• Marketing to attract users and tenants,
• Services offerings and service infrastructure in the future business incubator.

Each planning group included an employee from the ZFBT, one from the Regionalstelle "Frau & Beruf" as well as a representative from the cooperation partners responsible for the project. Furthermore, a woman architect took part in the "construction" working group as an expert who views the building design through gender spectacles.

At the start of construction, an advisory committee will take up its work, supporting the management of the creative industries business incubator (e.g. establishing selection criteria for tenants, appointing the managers of the business incubator).

Cycle path [15]

The building of new cycle paths was being planned in an Austrian community. A survey was conducted to find out what women and men expected from the cycle paths. This highlighted diverse interests. Many of the female respondents attached importance to aesthetic qualities such as attractively designed picnic areas or family-friendly signposts. Among the men, a large group was achievement-oriented and interested in distances and degrees of difficulty. Since the survey was carried out before the building work started, it was possible to give equal consideration to both sets of opinions when designing and building the cycle paths.

Reduction of operating costs [16]

Eine Textilfirma in Deutschland investierte in familienfreundliche Angebote für ihre Mitarbeiter/innen. Unter anderem ermöglichte sie eine flexiblere Gestaltung der Arbeitszeiten und richtete einen Betriebskindergarten ein. Dadurch konnte der Krankenstand um ein Prozent gesenkt werden. Die Maßnahmen kosten die Firma etwa 100.000 Euro im Jahr, die Einsparungen durch den geringeren Krankenstand belaufen sich auf etwa 200.000 Euro pro Jahr.

Medical research [17]

The national medical survey carried out in 1991 seems to suggest that women are emotionally weaker than men. The survey asks about the subjective state of health of the respondents on the basis of standardised answers. Analysis of the question shows that women indicate more problems affecting their well-being than men. A gender-specific analysis of the answers given reveals that this result is untenable. The list of answers included - as symptoms of illness - conditions that are more common in women, such as insomnia and anxiety, whereas more specifically male conditions, such as fits of rage, were not recorded. A study with a gendered indicator system would be able to make more accurate statements about the state of health of the population as a whole.

15 Rotschopf, R; Annemoser, M.: Wie gender ich Projekte? Salzburg 2000
16 Rotschopf, R; Annemoser, M.: Wie gender ich Projekte? Salzburg 2000
17 Ministerium für Frauen, Jugend, Familie und Gesundheit des Landes Nordrhein-Westfalen (ed.): Landesgesundheitsbericht 2000, Bielefeld 2000, p. 45

Formulation of objectives

Objectives should be realistic, i.e. achievable with the available resources and in view of the general conditions. Objectives should be described as anticipated results. They describe states, not activities.

The SMART principle offers possible guidelines for considering all the requirements of objectives. SMART stands for

S = specific (precise and clearly formulated),
M = measurable (quantitatively or qualitatively; objectively recognisable whether or not an objective has been achieved),
A = attractive (supported by all participants),
R = realistic (can be actively influenced; not unattainable, but challenging nevertheless),
T = time limited.

Target group analysis

In order to be able to organise a project in a gender-appropriate way, it is necessary to know precisely the situation and the environment, the conditions of access and participation and the needs of women and men in the target group.

The following are examples of the kind of questions that have to be answered

• Do women and men in the target group have different starting positions and problems which could result in the project being used in different ways?
• How much time are women and men in the target group able and willing to commit?
• How flexible are they (e.g. due to different care responsibilities)?
• Are there barriers due to the financial situation?
• How good is the public transport network in the project location? Do women and men have different mobility obstacles?
• What differences between women and men in the labour market as well as in the specific area of intervention have to be considered in order to estimate the effects of the project?
• Are the education and qualifications of men and women different?
• Are there typical female and male domains? Do they relate to jobs or sectors (horizontal and vertical segregation of the labour market)?

Target Oriented Project Planning (ZOPP) [18] – Situation analysis

ZOPP is a planning instrument that has been used successfully for many years by the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) in its development work. ZOPP involves situation analyses that can increase awareness of gender-relevant questions. A ZOPP situation analysis involves analysis of the participants, the problems and the project environment.

Participants
Most important are the participants, their interests and goals as well as their relationships with one another (responsibilities, resources, strengths, weaknesses).

Problems and potentials
The problem analysis establishes the central problem. To begin with, each member of the planning team states a problem seen as the central problem. The suggestions are substantiated, discussed, and the team try to reach a consensus on the central problem. The question of the interests and problems of the participants is decisive.

Project environment
The situation analysis must also cover the factors in the project environment that are relevant to the project. This is anything in the project environment that influences the performance processes and anticipated effects.

Objectives analysis according to ZOPP

Objective oriented project planning makes it possible to clarify objectives through objectives analysis. Objectives analysis describes the future situation, when the problems are solved, and identifies possible alternatives for the project.

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18 Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Stabsstelle 04 (Hrsg.): Ziel Orientierte Projekt Planung – ZOPP. Eine Orientierung für die Planung bei neuen und laufenden Projekten und Programmen, 1997

Criteria for the discussion process include:
- Input restrictions,
- Probability of success,
- Political enforceability,
- Cost/benefit relation,
- Social risks,
- Sustainability,
- Time horizon,
- Gender.

The degree of specification of the objectives should be based on the maturity of the concept.
It is important to agree on a few clear and direction-giving objectives and to ensure consensus on this through visualisation. The highlighted objectives form terms of reference for the development of subsequent work packages, fine-tuning of sub-projects, cooperation agreements etc.

ZOPP application

ZOPP is a very differentiated and time-consuming planning method which has proved itself in development cooperation in particular. For structural policy Objective 2 projects, it makes sense to pick out individual modules from ZOPP and tackle the analysis steps in a pragmatic way. It does not have to be ZOPP. As long as there is project management and project planning. In the first instance, you should make use of skills and expertise in the project team. Build on existing structures.

The identification and formulation of objectives should be a participate process involving all project participants. A one-day workshop would provide a good opportunity to agree upon the most important objectives.

It is advisable to use a moderator, preferably with gender competence and ZOPP experience.

Make sure that women and men are represented as equally as possible in the objective setting workshop. Involve gender experts from the outset.

Dialogue and participation oriented methods

You should also use dialogue and participation oriented methods to moderate the identification and analysis of objectives. Examples of such methods include scenario writing, relationship maps, force field matrix, SWOT, problem tree analysis or mind mapping.[19]

Literature
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (ed.): ZOPP. Zielorientiertes Planen von Projekten und Programmen der Technischen Zusammenarbeit (Einführung in die Grundlagen der Methode). 3/87

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Stabsstelle 04 (ed.): Ziel Orientierte Projekt Planung - ZOPP. Eine Orientierung für die Planung bei neuen und laufenden Projekten und Programmen, 1997

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Stabsstelle 04 (ed.): Prozessmonitoring, eine Arbeitshilfe für Projektmitarbeiter/innen, 2000

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Abteilung 402 (ed.): Methodenkompaß. Eine praktische Orientierungshilfe für Planungs- und Managementaufgaben im Umweltbereich, Bonn/Eschborn 1997

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19 These methods are described in: Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ),
    Abteilung 402 (ed.): Methodenkompaß. Eine praktische Orientierungshilfe für Planungs- und Managementaufgaben
    im Umweltbereich

What does operationalisation mean?

When the project team has agreed upon the primary gender objectives for the planned project, it is necessary, on the one hand, to plan activities and measures in order to achieve the desired objectives and, on the other hand, to define indicators in order to measure achievement of objectives. This process is called "operationalisation".

Measures are specific proposals designed to facilitate or support the achievement of an objective. Indicators are facts, figures, or findings which measure changes in a particular context over a specific time span. They contribute to keeping different views (for example those of men and women about a particular seminar topic) apart, provide pointers to changed situations and indicate what stage a project has reached in relation to the set objectives. Indicators must be able to identify differences - between two points in time or between different situations. They are supposed to help participants to make decisions. Indicators should be gender-sensitive and make it clear to what extent projects have fulfilled their gender objectives.

Suitable indicators can only be found if the situation to be measured has been defined and clear objectives have been formulated.

Indicators – staying in touch with reality

Indicators are instruments used for evaluation/controlling and monitoring. They provide an accurate picture of the results of projects and serve as a yardstick without which progress (or deviations or lack of progress) would not be obvious. They include details of the target group (who?), the location (where?), the quality (what/how good?), the time period (when?) and the quantity (how much?).

Indicators should:

- make the achievability of an objective clear,
- be as easy as possible to determine,
- be clearly interpretable.

There should be a balanced proportion of quantitative and qualitative information.

Quantitative indicators

facilitate the preparation of reliable sets of information that can be compared with each other. They indicate the changes that are being achieved from one measuring point to the next. Of course, it is always necessary to use the same indicators. Examples of quantitative indicators include the number of products sold, the number of consultations carried out, the changes in turnover of a company, the changes in the number of participants in seminars etc.

Qualitative indicators
provide information about assessments, evaluations and opinions. Thus, for example, participants in a seminar might be asked to assess the content. Often the information content of qualitative indicators is more immediate and comprehensive than that of quantitative indicators. It might be helpful to quantify qualitative indicators and represent them as measurable factors on scales ("very satisfied", "reasonably satisfied", "not satisfied"). This makes it easier to compare the results with others - though again with some loss of information.

All indicators should be gender-sensitive, so that they can be used to measure the success of gender objectives. For example, this means that the satisfaction level would be surveyed separately for women and men or that any quantitative measurements would necessarily take account of gender specific differences. Thus, for example, when measuring working hours, it is necessary to allow for the fact that more women work part-time.

Selection and combination of indicators

When selecting the indicators, or when evaluating, presenting and interpreting the data, it is always necessary to ask the question about implicit gender-relevant norms.

Gudrun Sander and Catherine Müller cite the following example in their publication on equality controlling in companies and public bodies: "If, for example, the evaluation of appraisal interviews reveals a difference between the assessment of women and men, the question then is how to represent and communicate this difference. That is to say, it is not immaterial, in terms of the measures that have

to be taken, whether it is announced that women have been assessed as 20 % worse than men (implicit norm - men) or whether it is announced that there is a tendency to overrate men (implicit norm - women). The measures to compensate for these differences will vary accordingly". [20]

Sufficient time should be allowed for the selection of the indicators as this can have a fundamental bearing on the subsequent development of the project. In order to make project planning transparent and comprehensible for all participants, the indicators have to be combined in a clear and coherent way. Objectives-oriented Project Planning (ZOPP), which is described in Chapter 2.1, provides a suitable instrument for this: it is called Project Planning Matrix (PPM). It is described in detail in Chapter 3.4.

20 Sander, Gudrun; Müller, Catherine: Gleichstellungs-Controlling in Unternehmungen und öffentlichen Verwaltungen, Zürich 2003, p. 11

Organisation of planning groups

The aim of the planning groups was to follow up the gender objectives agreed in the first workshop in the areas of building design, marketing and service infrastructure, and to translate them into specific measures and activities. At least one person with gender competence took part in each of the three planning groups. The planning groups were convened, organised and led by the Zentrum Frau in Beruf und Technik. Minutes of the meetings were made available to all participants. Communication was done by telephone or e-mail, thus ensuring that information was transferred between the planning groups.

Each planning group met twice for a half day. There was a lot of overlap in terms of the content in the Marketing and Service Infrastructure planning groups, so these groups were merged after the first meeting.

Measures and activities from the planning groups

The planning groups were instructed to come up with concrete "products" and to plan activities that can contribute to increasing equal opportunities. The following are examples of the type of questions asked:
•   Is recruitment and solicitation directed equally at women and men?
•   Is the participation of women actively encouraged?
•   Is the publicity material equally appealing to women and men
     (language, pictures)?
•   Is there child care support?
•   Are there target group specific advisory services for men and women?
•   Does the building design satisfy the basic principles derived from gender
     experiences - orientation, neutrality, identification and security?

On the basis of the above questions, the planning groups managed to arrive at concrete results. Only a few examples can be listed here.

Services and Marketing planning groups

The group discussed the requirements for a gendered presentation of the business incubator and compiled key data for a "Catalogue of Marketing Measures":

- Obtaining and utilising basic information,
- Public relations
- Acquiring cooperation partners and multipliers,
- Compiling advertising material and organising events.

Activities included compiling a list of possible cooperation partners and multipliers. Networks of female specialists were added to the previously planned multiplier networks. This made it possible to widen the circle of cooperation partners when it came to attracting tenants to the business incubator. Furthermore, a competition was conceived to come up with a name and logo for the business incubator. The competition was planned as a separate marketing event. In addition to the project participants, there will also be a female external marketing consultant on the jury in order to guarantee the presence of women in the new advertising material as well.

The group also specified support offerings for the new and young businesses, determined the resources for these individual infrastructure measures and defined the responsibilities for these offerings.
Examples of support offerings include the setting up of a funding advisory committee or the establishment of target group specific advisory services.

The Services and Marketing planning groups also dealt with the development of a task profile and the question of filling the internal management posts.

The measures were developed on a gender-specific basis. In doing so, it was necessary to use the existing structures.

Construction planning group

Based on a detailed analysis of the existing planning documents and a second inspection of the building site, the Construction planning group has proposed ways of making the business incubator and its surroundings equally usable for men and women.

The group identified the following areas and principles for the implementation of the building project:
- Orientation(creation of easily traceable places),
- Security (enlivening of spaces, creation of social control, avoidance of unsafe spaces),

- Quality and usability of interior spaces (working environment with natural lighting and visual links with surrounding area),
- Communication (creation of shared places, transparency),
- Identification (creating opportunities for self involvement).

User analysis - questionnaire campaign

A written survey of potential tenants was carried out in parallel to the work done in the planning groups. This is an effective way of finding out the real needs. The results of the survey were incorporated into the work of the planning groups and also serve as a basis for the continued work of the project managers.

The title of the questionnaire was "What do you want from the creative industries business incubator at the Lothringen I/II site?". It consisted mostly of standardised questions, supplemented by some open questions to allow the respondents to give their opinion freely.
It was decided to ensure that the questionnaire included questions which took into account the potentially different life situations of men and women. For example, the respondents were asked whether they want an infrastructure that facilitates the combination of family and career. They were also asked about their place of residence and mobility.

The following extracts from the results are intended to show the kind of gender relevant information that can be provided by such surveys: [21]

- There are slightly more full-time self-employed men than women, while a larger proportion of women than men are in part-time self-employment. *This information is an important consideration when planning the provision of consulting and advisory services. It is necessary to ensure that those who are starting businesses on a part-time basis are also considered when it comes to leasing.*

- During the business start-up planning phase, women are more inclined than men to want to run their businesses on a partnership basis. However, men subsequently seem more likely to translate such a cooperative business start-up plan into reality. *Since businesses set up as partnerships are regarded as economically more stable, the advisory service should provide gender-sensitive support in this regard.*

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[21] *The questionnaire was sent by the Bochum Business Development Agency to 200 addresses and was completed by 39 people, 18 men and 21 women. Although this is a high rate of return, the results cannot be generalised due to the small number of cases.*

- The possibilities for combining family and career are considered as less impor-
tant by both women and men, though more women than men want an appro-
priate infrastructure. *The overall rather low level of demand for family/work
combination possibilities can perhaps be put down to the fact that the respon-
dents live within a radius of 20 km of the business incubator, and prefer to use
childcare provision closer to home. Childcare at the workplace is often only sought
as an "emergency solution". Surveys to determine the childcare needs of the
tenants who eventually move into the business incubator should be carried
out at regular intervals.*

- In addition, more women wanted the business incubator to offer further training
and opportunities to share ideas and experiences. *On the basis of these findings,
some of the resources should be invested in the organisation of gendered training
and exchange opportunities.*

Interim result

The interim workshop in July 2003 was used to present the results obtained so far
by the planning groups as well as the results of the questionnaire campaign carried
out by the general group.

This time the workshop was led by a male facilitator with ZOPP and gender compe-
tence. This once again provided the men and women involved in the project with a
different perspective on the gender topic.

Profile development

The question of the business incubator's profile had been the central theme running
through the individual planning group meetings. A strong profile is the basis for
many subsequent activities (advertising material, press relations etc.) and must be
able to encompass all areas of activity. That is why profile development was chosen
as the topic for the interim workshop and discussed in groups. This resulted in a set
of characteristic qualities that define the creative industries business incubator
"brand" (e.g. establishment of high quality creative and cultural businesses, reinvi-
goration of industrial heritage, networking in the cultural and business landscape,
gender-orientation, cooperation between the newly established businesses, repre-
sentation of creative businesses from all sectors).

The project managers can, for example, use the above information in their PR and media work or in the production of advertising material.

Gender mainstreaming perspectives

The question of how to ensure that the agreed gender objectives are achieved when implementing the project and that appropriate measures are initiated to achieve these objectives was dealt with separately in a group of women and a group of men with the following brief: "You are the management team responsible for implementing the Lothringen business incubator project. Describe, on one page, by what means (in particular control factors, or indicators) you propose to achieve the agreed gender objectives!"

The results of the women's and men's group complemented one another and made it clear that it is possible to incorporate control factors into the process at different levels. For example, in the form of a gender competence requirement for those actively involved in the project, through the commitment of the management vis-à-vis agreements on objectives, or through target group specific advice and training for the clientele. The question of establishing and monitoring the gender objectives and gender processes in the project development was dealt with in detail in the final workshop (cf. Chapter 4.2).

Local public transport [22]

In the Austrian village of Pöttsching in the Burgenland region, local public transport was to be expanded in order to reduce the flow of traffic through the village. A low-cost solution was sought. A study carried out in advance had shown that, in particular, mothers with babies, children and the elderly had clear mobility disadvantages and were dependent on private transport. Objectives were formulated on the basis of these findings: the public transport system was to be augmented with a flexible passenger transport system, suitable for a flexible timetable and short distances. The "Gmoa-Bus" was introduced as a suitable measure - an eight-seater taxibus providing a door-to-door service. It drops passengers off where they want and can be ordered by telephone. The fares are in line with the normal public transport prices.

Resource planning in the business start-up process [23]

Practical experience in business start-up consulting shows that men who start up businesses are inclined to make rather grand and expensive plans with regard to the equipment needed for their new businesses. They claim that they do not want their future business decisions to be blocked by a lack of resources. In contrast, women who start up businesses are more cautious in their calculations and want to expand the scope of their business in small steps. They are more inclined to apply for smaller business loans and choose more modest office equipment at the start. These different requirements have to be taken into consideration when planning the range of business space in a start-up centre. A flexible range of business space is easier to tailor to different requirements.

Management trainees [24]

As part of its organisational development, the Stuttgart Youth Welfare Office is promoting equal opportunities in the training of its management trainees. Trainee managers now deal with gender issues at the start of their careers. They look at the different career development and gender-specific approaches to management, organisational barriers and forms of support for women and men who are training to become managers in the Stuttgart Youth Welfare Office, the definition of their

22 Aufhauser, Elisabeth; Herzog, Siegrun; Hinterleitner, Vera; Oedl-Wieser, Theresia; Reisinger, Eva: Grundlagen für eine gleichstellungsorientierte Regionalentwicklung. Endbericht. Studie im Auftrag des Bundeskanzleramts Österreich, Abteilung IV/4, Vienna 2003, p. 198
23 Voigt, Martina: Unternehmerinnen und Unternehmenserfolg, Wiesbaden 1994
24 Blickhäuser, Angelika: Beispiele zur Umsetzung von Geschlechterdemokratie und Gender Mainstreaming in Organisationen, Berlin July 2002, p. 32

personal position in terms of family and career and the handling of different roles and management styles.

Reform of internal human resource policy [25]

Ringstedt town council wanted to change the gender dominance in recruitment. The focus of the project was on job requirements and recruitment procedures. The job descriptions were revised; instead of an exact description, the emphasis was placed on the requirements and responsibilities. There was equal representation on the selection panels. After just six months, as hoped for, the number of male applicants for positions in daycare facilities for children had increased.

Planning of a large-capacity car park [26]

The manager of a department store responsible for the planning of a large-capacity car park tells his colleagues to take their customers' situation into account in their analyses and proposed solutions. As soon as the first planning concept is finalised, it will also be passed on to the local women's organisations for them to comment on. This means that the entire facility - entrance, access, exit, visibility, box size etc, - can be planned and implemented with expert support from the start.

25 Blickhäuser, Angelika: Beispiele zur Umsetzung von Geschlechterdemokratie und Gender Mainstreaming in Organisationen, Berlin July 2002, p. 37
26 Stiegeler, Dr. Barbara: Wie Gender in den Mainstream kommt, Bonn 2000

Setting of indicators

Allow enough time for the selection of indicators and discuss them with all the participants. A different composition of the discussion group can lead to diffe-rent indicators.

Try to answer the following questions:
• Does the indicator actually measure what it is supposed to?
• Does the simplification capture what is essential?
• Is the indicator tailored to the specific situation?
• Do those doing the measuring agree about the survey method?

Less is more: keep the number of indicators to a minimum in order to ensure clarity and transparency!

To measure the implementation of equal opportunities, for example, you should look for indicators for the following areas:

• Access to and participation in all areas of the labour market,
• General and vocational education,
• Establishment and growth of businesses,
• Compatibility of family and career,
• Balanced participation in decision-making processes.

The following are examples of gender-sensitive indicators:
• Number of additional employees according to gender in businesses run by men/women,
• Use of income according to gender
• Changes with regard to the qualification of male and female participants in further training,
• Number and size of loans granted according to gender,
• Quality assessment of further training events by the participants,
• Quality of women and men's participation in the definition and development of the range of services offered by a project,
• The possibility of taking on a management role on a part-time basis,
• Support of part-time business start-ups,

- Provision of skilled part-time work that guarantees a living wage,
- Percentage of jobs that are liable to social security payments,
- Involvement and training of returners to work,
- Promoting and enhancing the status of social skills in working life,
- Training of managers in the subject of sexual harassment at work and gender-specific forms of mobbing.

Documentation of operationalisation according to ZOPP

In order to bring more transparency into project planning, a summary description of the project is developed with the aid of a so-called project planning matrix (PPM) as part of ZOPP (objectives-oriented project planning).
The project planning matrix is used to describe the objectives in more detail and formulate the indicators.

The PPM provides a one-page summary of
- why the project is being pursued,
- what the project aims to achieve,
- how the project aims to achieve the results (measures and activities),
- which external factors are important for the success of the project,
- how the success of the project can be measured,
- where the data can be found to evaluate the project, and
- what the project will cost.

It is important not to get bogged down in details, but to show the essential elements of the plan and how they interrelate "at a glance". For complex larger projects it will probably be necessary to develop several project planning overviews for the sub-projects. The first question should always be about which or whose information requirement the PPM is intended to meet? For example, detailed operational information is only required by the project management, whereas the authorising authorities are generally only interested in an outline.

Example of a PPM matrix [27]

Summary description	Objectively verifiable indicators	Sources of verifiability	Assumptions
Overall Goal (Superior strategic goal of the project)			
Project Purpose (The changed situation Designed by the target group)			
Results (Products and services generated by the project management)			
Activities to achieve the results			

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27 *Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Stabsstelle 04, Grundsatzfragen der Unternehmensentwicklung (ed.): Ziel Orientierte Projekt Planung - ZOPP. Eine Orientierung für die Planung bei neuen und laufenden Projekten und Programmen, Darmstadt 1997, p. 24-26*

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Gender mainstreaming as a process

Gender mainstreaming is an integrative process. Equal opportunities is the central theme running through the entire planning and implementation process of a project - from analysis to the formulation of objectives and implementation through to evaluation and controlling.

Gender controlling is an important activity in the context of gender mainstreaming. It involves the analysis of each project activity in terms of the contribution it makes towards equal opportunities between men and women

Gender controlling

Controlling supports project management with planning, steering, monitoring and information systems. It is based on the stipulated objectives and achievements of a project.

Gender controlling is an instrument used for establishing gender objectives in the ongoing planning and management processes of a project.

The development, planning and implementation process of a project is accompanied by a monitoring process and evaluated according to gender criteria and in terms of gender-related issues.

Binding gender objectives are agreed for the project within the framework of planning (for example through agreements on objectives) and controlling (for example supported by key performance indicators and evaluations).

Gender controlling may include the following key questions:
- What specific measurement categories are being used to check whether gender objectives are being met?
- What is being done to ensure that the relevant data is available for this?
- Were the objectives achieved?
- What are the reasons for not or only partially achieving the objectives?
- How can these results be incorporated into future projects?
- What other measures are necessary?

The formulation of verifiable objectives and the selection of appropriate indicators for the measuring of objectives are central to gender controlling (cf. Chapters 2.1

and 3.1 on the identification of objectives and the selection of indicators). The formulation of measurable and verifiable objectives is crucial for gender controlling. Here too the SMART principle is helpful (cf. Chapters 2.1 and 2.4).

Examples of what is checked and evaluated at regular intervals include the representation of men and women, the distribution of resources and the integration of the gender perspective into the project.

Systematic gender controlling: the gender scorecard

There are different planning, monitoring and evaluation systems and methods available for gender controlling (steering and control groups, surveys, agreements on objectives, monitoring, content analyses). Controlling is a necessary element of gender mainstreaming. It does not matter which method is used in the end: what is always required is data on achievement of objectives, a reporting system and an analysis of causes.

One example of an information and controlling system for projects is the development of a Balanced Scorecard (BSC) according to Robert S. Kaplan and David P. Norton. The BSC measures and communicates quality and change. Strategies are examined from different perspectives (for example the gender perspective) that are linked to each other. Concrete objectives are derived and indicators developed for each perspective, which make the degree of achievement of objectives verifiable (operationalisation).

The Balanced Scorecard is particularly suited for the documentation and monitoring of gender objectives and processes since it combines quantitative and qualitative factors. It supports the operationalisation and implementation of a strategy - e.g. gender mainstreaming - right down to the individual areas of a project. It therefore enables effective controlling

The aim is to achieve a balance between

- internally and externally oriented factors,
- past-oriented factors and early indicators,
- objectively quantifiable and subjective key performance indicators.

In order to measure the degree to which the strategic objectives are being achieved, indicators are defined in the Balanced Scorecard and quantified as key performance indicators (cf. Chapter 3.1). Then the desired target values are defined. These serve as the basis for the necessary operational measures and projects. The up-to-date indicator values have to be incorporated into the Balanced Scorecard on a regular basis. If there are deviations from the specifications, a cause analysis is performed and counter-measures are considered.

Project Scorecard data which is updated monthly (other intervals are also possible) and prepared in a meaningful way provides a decision-making basis for the project management. The current project situation can be illustrated in tables or network diagrams.

Closing workshop

In November 2003, the gender consultation in relation to the project planning of the creative industries business incubator at the Lothringen I/II site in Bochum-Gerthe ended with a half-day closing workshop in the Zentrum Frau in Beruf und Technik. The workshop looked at how the jointly developed results and processes might be safeguarded for the subsequent project planning and the eventual implementation of the project, and how the participants will continue to be able to use them.

To this end, it was necessary to develop a system that makes all the steps of the gender process manageable, thereby enabling the participants to measure qualitative and quantitative changes and thus check whether the objectives are being achieved.

Gender Scorecard

Following the Balanced Scorecard model (cf. Chapter 4.1), a Gender Scorecard was developed by the Zentrum Frau in Beruf und Technik, which can be used to measure fulfilment of the agreed gender objectives in the project planning process. A Gender Scorecard is a scorecard that measures the degree of attainment of gender objectives and gender processes in the project's development.

The Balanced Scorecard is suitable for controlling the gender process as it integrates both quantitative and qualitative indicators and variables. In addition, the Balanced Scorecard is a means of communication, since working with it presupposes and at the same time encourages a collective discussion process.

All the participants had already agreed on strategic objectives for the creative industries business incubator:
• Implementation of equal opportunities for men and women
• At least 40 % of tenants should be women.

The results from the workshops and planning groups formed the basis for the definition of secondary objectives and the selection of indicators.

The areas of activity in which gender objectives can be pursued and controlled are:
- Working and living (being in the building and the grounds, security),
- Representation and participation (composition of committees, external representation, gender ratio),
- Usability of facilities (equipment, infrastructure),
- Communication and cooperation between the users of the business incubator (exchange of ideas and experience, business cooperation, regional cooperation),
- Image and Marketing (marketing actions, recruitment, advertising material)

The following extracts from the Gender Scorecard for the creative industries business incubator give an idea of how gender objectives can be measured. [28]

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28 *For each of the areas of activity listed above (working and living, usability of facilities etc.), a sub-scorecard was cre-ated, with which the degree of attainment of objectives could be measured at a given point in time. The individual results have been compiled in an overall summary - in this case a network diagram - in order to show, at a glance, the areas that still require work if the desired target values are to be achieved. The target values have to be defined by the project participants. The project participants have also to establish when an objective is to be regarded as achieved, partially achieved or not achieved. Only individual examples can be provided here.*

Gender Scorecard for the creative industries business incubator at the Lothringen I/II site in Bochum Gerthe

Area of activity: Working and living
(being in the building and the grounds, security)

Objective	Sub-objective	Indicator	Target value	Actual value	Achievement of objective		
					achieved	partially achieved	not achieved
It is possible to be in the building and the grounds without fear and danger at all times.	The outside areas are well and evenly lit.	Car park lighting	x lux				
		Footpaths lit by exterior lighting	x lux				
	It is easy to find your way around the site.	The routes from car parks to entrance are well signposted					
		The building is well signposted					
		There is an information point in the passage between both entrances					
	There is social security.	It is possible to see and speak to people in the stairwells and landings					
		Common areas are lively and busy					
		The passage is visible from the upper floor					
	The building structures and the vegetation have an open design.	Low-level plants	<=1.30m				
		Plants with high trunks	>=1.70m				
		No prominent protrusions and recesses along the paths and at the ends of corridors					

Objective	Sub-objective	Indicator	Target value	Actual value	Achievement of objective		
					achieved	partially achieved	not achieved
		No tunnel effects or confined spaces due to vegetation, fences, walls					
	Female and male users feel safe subjectively.	Feeling of security among users at point in time t					
All rooms and open areas are pleasant to be in.	High level of transparency within the building.	Workplaces with natural lighting and views to the outside					
	The parking areas are designed as a location.	Functionality alongside parking					
The spatial Organisation provides opportunities for "self organisation" and facilitates communication between the tenants.	There are communication points.	Restaurant/ bistro					
		Kitchen					
		Passage as a common area with WC for users of the centre					
Conditions allowing for a balance of family/private life and career are in place	There are links to the centre of Gerthe and the surrounding area (leisure facilities, shopping, catering facilities, care and educational facilities for children).	Information available about services and facilities					

Objective	Sub-objective	Indicator	Target value	Actual value	Achievement of objective		
					achieved	partially achieved	not achieved
	The users are satisfied with the opportunities for combining career and family/private life.	Satisfaction of users at point in time t					
Number of marks							
Multiplication with factors						2	1	0
Multiplication value							
Total							
Maximum points score (= all target values achieved)							
Total as proportion of maximum value							

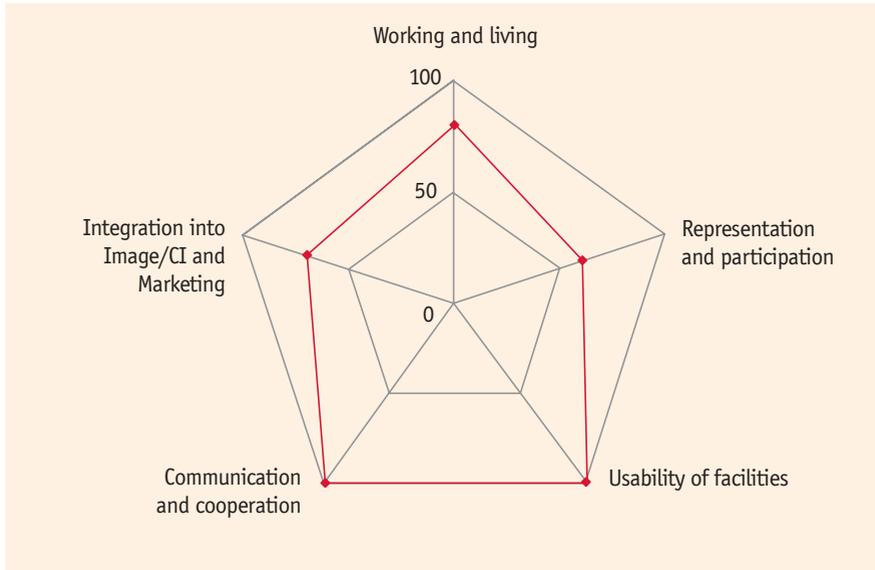**Field of activity: Representation and participation**

(Composition of committees, external representation, gender ratio)

Objective	Sub-objective	Indicator	Target value	Actual value	Achievement of objective		
					achieved	partially achieved	not achieved
Men and women are represented on an equal opportunity basis in all the groups in the creative industries busi-ness incubator (users, custo-mers, employees, consultants etc.).	At least 40% of tenants in the business incubator are women.	Proportion of women/men					
	There is a good climate for business start-ups by women and men.	Small-scale business start-ups are suppor-ted					
		Businesses from all sectors of the arts, culture and media industry are represented					
		Part-time businesses are supported					
		Business start-up advice and support is offered on target-oriented basis					
	In Gremien, Arbeits-gruppen, Beiräten usw. sind sowohl Frauen als auch Männer vertreten.	Composition of committees					
		Composition of working groups					
		Composition of advisory board					

Objective	Sub-objective	Indicator	Target value	Actual value	Achievement of objective		
					achieved	partially achieved	not achieved
	At least one person with gender competence is represented in committees, working groups, advisory boards etc.	Proportion of committees, working groups etc. in which gender competence is represented.					
Number of marks							
Multiplication with factors					2	1	0
Multiplication value							
Total							
Maximum points score (= all target values achieved)							
Total as proportion of maximum value							

Network diagram

Working and living
100
50
0
Representation and participation
Usability of facilities
Communication and cooperation
Integration into Image/CI and Marketing

Not all areas of activity are equally important in the gender process, so accordingly they are weighted differently. The red line marks the desired achievement of objectives in the areas of activity. The actual values are marked and linked in the network diagram at specified time periods in order to get a complete overview.

Adjustment mechanisms for Gender Controlling

The ZFBT gender consultation related to the concept development phase of the creative industries business incubator and ended in November 2003.

In the implementation phase of the project, adjustment mechanisms are to be incorporated into the project at different levels for on-going gender controlling. These include

- Gender competence of those actively involved,
- Agreements on objectives through the commitment of the management

The advisory board, which will take up its work at the start of construction, represents one of the control mechanisms for the agreed gender objectives. The advisory board will consist of the project managers and at least one female or male gender expert as well as the City of Bochum equal opportunities officer or a representative from the "Frau & Beruf" regional office. Additional experts will be called in on a temporary basis in accordance with the subject matter.

The responsibilities of the advisory board will include:
- Composition of the jury for the "naming" competition,
- Composition of the tenant selection panel,
- Definition of the criteria for the selection of applicants for management positions,
- Development of a job description profile in terms of gender aspects.

Conclusion End result of the gender consultation

The gender consultation has led to an improvement in the quality of the project concept for the participants in the creative industries business incubator project. Not just because it has been possible to make the project available to a potentially wider range of customers and participants, but because the planning of the project was expanded and improved even during the gender process:

- The gender consultation brought all the project participants together and was able to widen cooperation between the different institutions.
- The flow of information between the project participants was optimised.
- The different interests and objectives of the individual participants were communicated. Agreements could be reached.
- During the joint planning of the advice and support infrastructure in the future business incubator, there was an open exchange about the available resources, and new ideas for joint activities were formed.

Gender democracy in the Heinrich Böll Foundation [29]

The Heinrich Böll Foundation views gender democracy as an "integral part of its organisational processes and political work". It includes applying a quota to committees and jobs, aimed at ensuring that staffing is carried out on the basis of equal opportunities for women and men. Furthermore, the implementation of gender democracy is firmly established as a shared responsibility in the job descriptions of employment contracts. In addition, the organisation uses its own gender-oriented programme and project planning (GOPP), gender-oriented evaluations, complementary gender coaching and the internal support of business processes through a 'gender democracy' staff position.

Gender Mainstreaming in the Sachsen-Anhalt Ministry for Social Affairs and Employment [30]

In 2001, the Sachsen-Anhalt Ministry for Social Affairs and Employment decided to integrate gender mainstreaming into all policy areas. It was agreed that the following conditions would have to be met in order to achieve this: the visible commitment of the most senior managers, gender-differentiated data collection, gender training for all employees, result checking, integration of gender elements into training and professional development concepts, gendered information campaigns, consideration of gender objectives in the networking of promoters. The Ministry produces an annual report on this subject, assessing department-specific experiences relevant to the gender process, and carries out a gender check of all cabinet documents.

Total E-Quality

Since 1996, the Total E-Quality Deutschland association has been certifying businesses and institutions "that recognise and promote the talents, abilities and qualities of women and employ their workers in such a way that enables them, in accordance with their performance, to have an equal share in responsibility,

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29 Blickhäuser, Angelika: Beispiele zur Umsetzung von Geschlechterdemokratie und Gender Mainstreaming in Organisationen, Berlin July 2002, p. 32
30 Umsetzungskonzept der Landesregierung Sachsen-Anhalt, 2 May 2000, see www.sachsen-anhalt.de/pdf/pdf65362.pdf

information, education and training, and pay as well as incentive and bonus schemes." The association uses extensive check lists to examine personnel measures and the corporate culture before awarding an official seal. Interested organisations may apply to Total E-Quality (www.total-e-quality.de).

"Career and Family" audit by the Hertie Foundation

The non-profit Hertie Foundation has provided the "Career and Family" audit since 1995, which it uses to advise and certify family-conscious businesses. This involves "appraising measures that have already been implemented, identifying development potential in the company and establishing further objectives for the company's personnel policy." With the aid of different documents and guidelines, companies can find out about cost-effective solutions with little administrative effort, and they are also supported beyond the certification procedure (www.beruf-und-familie.de).

Diversity campaign by BP Amoco [31]

BP Amoco discovered through a gendered personnel analysis that its workforce is largely made up of Anglo-American men and that the gender balance gets worse further up the management hierarchy. It was assumed that this personnel composition has an adverse effect on customer retention, limits creativity in terms of developing new business ideas and is conducive neither to business relations nor to employee commitment.
Target margins were developed in a diversity campaign. The individual departments were responsible for developing and implementing concrete measures. The company made resources and budgets available for the diversity activities.

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[31] *Blickhäuser, Angelika: Beispiele zur Umsetzung von Geschlechterdemokratie und Gender Mainstreaming in Organisationen, Berlin July 2002, p.32*

We can make the following recommendations for establishing and consolidating gender objectives:

Management decision

The project management must effect a decision to implement gender mainstreaming and introduce the subsequent steps in an accountable way. Thus, for example, it should define work steps, make funds available and clarify responsibilities.

Definition of gender policy objectives

In order comprehensively to establish the guiding principle of gender mainstreaming, the gender policy objectives should be incorporated in the constitution, rules of procedure or mission statement of the responsible organisation.

Gender guidelines for the project management

Certain requirements can be placed on the project management:
• Formulation of project management's gender competence and inclusion in job descriptions,
• Inclusion of gender objectives in target agreements, appraisal interviews etc.,
• Setting up of steering and control groups, surveys, hearings etc.

Active involvement of participants and target groups

The gender approach is very much a participatory approach. Women and men are distinct target groups. Gender is regarded as a social variable that pervades all other influencing factors (for instance female and male welfare recipients, male and female handicapped people, female and male executives).

Participation does not mean that everyone who is affected has to sit round the table, however the representatives of relevant groups/institutions/ enterprises should be able to speak on behalf of the relevant target groups.

Evaluation and Controlling

The implementation process should be accompanied by a controlling procedure and regularly evaluated based on gender criteria. The central questions are: Were the

gender objectives achieved? What are the reasons for not or only partially achieving them? What further measures are needed?

Controlling should not be seen as a rigid framework but as a guide and steering aid. It should be designed in such a way, in terms of content and methodology, that all participants can play an active role (discussing and defining criteria; discussion of implementation result; changing course; formulation of new objectives).

The main guidelines for gender controlling are:

- What and whose situation is the proposed project intended to help improve?
- Who is affected by the problem situation? Only men? Only women? Women and men? Are young people or migrants particularly affected? What homogenous sub-groups are there (for example in terms of income, age, access to resources)?
- Have the perceived problems and the objectives been clarified from the point of view of those affected (women and men)?
- Is the target group described in a precise and differentiated way?
- What is the attitude of cooperation partners, employees, (specialists/sub-contractors) experts and third parties to the gender approach?
- What is the composition of the project team (Number of men/women; qualifications)?
- Is there gender competence in the team or does an external advisor have to be called in?
- Has gender training taken place? Is gender training planned for the project participants?

Gender Scorecard

One possibility for internal controlling of a project - in particular with regard to gender objectives - is the balanced scorecard (cf. Chapters 4.1 and 4.2). However, other tools can also be used. (The main thing) Important is that controlling is planned. It would, of course, make sense to integrate it into an existing controlling system.

In order to measure the degree of attainment of strategic objectives, indicators are defined and quantified as key performance indicators in the balanced scorecard (cf. Chapter 3.1). Then the desired target values are specified. On this basis, the required operational measures and activities are derived. The key performance indicators

have to show a cause-and-effect relationship. The indicator values have to be updated regularly in the balanced scorecard. If there are deviations from the specified requirements, a cause analysis is carried out and counter-measures are considered.

Networks

Ruhr Area Women's Network
Objectives:
- Establishing Gender Mainstreaming as a guiding principle in regional processes and in the implementation of projects,
- Discussion and development of main regional themes and promotion of projects,
- Continuous monitoring and helping to shape regional policy and planning measures.

Contacts at the Kommunalverband Ruhrgebiet,
Kronprinzenstraße 35, 45128 Essen:
Equal Opportunities Office: Gudrun Kemmler-Lehr, +49 (0) 201/2069-373,
gleichstellungsbeauftragte@kvr.de

Department for Structural and Economic Development:
Claudia Horch, +49 (0) 201/2069-345, horch@kvr.de
Sibylle Kelp-Siekmann, +49 (0) 201/2069-651, kelp@kvr.de

NRW Gender Network
The NRW Gender Network is a cooperative network of women and men whose aim is to help implement gender mainstreaming (GM). Its members work in institutions in the fields of labour market policy, research, qualification and professional development (cf. p. 17).

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German	English
Zentrum Frau in Beruf und Technik	Centre for Women in Employment and Technology
Ministerium für Wirtschaft und Arbeit des Landes Nordrhein-Westfalen	North Rhine-Westphalia Ministry of Economic Affairs and Employment
Universität Dortmund	University of Dortmund
Bezirksregierung Münster	Münster Regional Administration
Rheinisch-Westfälisches Institut für Wirtschaftsforschung	Rhine-Westphalian Institute for Economic Research
Amt für Wirtschafts- und Beschäftigungsförderung Stadt Bochum	Office for Economic Development and Employment Bochum City Council
Gleichstellungsstelle Stadt Bochum	Bochum Equal Opportunities Office
Regionalstelle "Frau & Beruf"	"Women & Employment" Regional Office
Regionalstelle "Frau & Beruf" Region mittleres Ruhrgebiet	"Women & Employment" Central Ruhr Regional Office
Kulturbüro der Stadt Bochum	Bochum Cultural Office
Entwicklungsgesellschaft Ruhr-Bochum (EGR)	Ruhr-Bochum Development Agency (EGR)
Kulturrat Bochum	Bochum Cultural Council
Bauplanungsgesellschaft mbH	Building Design Company
Ministerium für Wirtschaft und Mittelstand, Energie und Verkehr NRW	North Rhine-Westphalia Ministry of Trade and Commerce, SMEs, Energy and Transport
Ministerium für Städtebau und Wohnen, und Sport NRW	North Rhine-Westphalia Ministry of Urban Kultur Development and Housing, Culture and Sport
Gesellschaft für technische Zusammenarbeit (GTZ)	Society for Technical Cooperation (GTZ)
Wirtschaftsförderung Bochum, Abteilung Struktur- und Beschäftigungsförderung	Bochum Economic Development Office, Department for Structural Development and Employment
Stadtdirektor a.D.	former Chief Administrative Officer
Arbeits- und Sozialministerium Sachsen-Anhalt	Sachsen-Anhalt Ministry for Social Affairs and Employment
Heinrich-Böll-Stiftung	Heinrich Böll Foundation
Hertie-Stiftung	Hertie Foundation
Gender Netzwerk NRW	NRW Gender Network
Kommunalverband Ruhrgebiet	Association of local authorities of the Ruhr region
Gleichstellungsstelle	Equal opportunities office
Fachbereich „Strukturentwicklung und Wirtschaft"	Department for Structural and Economic Development