

Ideas for the design and implementation of gender sensitive indicators

Presented by Darren Thomas Baker



Purpose of this presentation

- In this short presentation, I am going to discuss how practitioners can begin to devise a criteria for the design of gender sensitive indicators, and highlight some indicative initiatives and development programmes that could be implemented to drive gender change in sport
- This shift towards using indicators has come about because of increased legislation and recommendations at a national and supra-national level, budgetary pressures, and social and political scrutiny on the issue of gender parity across all sectors of the economy and society
- Gender sensitive indicators, therefore, enable organisations to track and monitor more accurately the key parameters required to achieve gender parity, engage key stakeholders, and increase transparency and accountability for change



Darren Thomas Baker researches and has taught at the Department of Management, King's College London. His research focuses on the career trajectories of men and women in finance and accounting, low skilled service sector employees, leadership and corporate social responsibility. He regularly presents at academic and practitioner conferences, and advisors organisations on the aforementioned specialisms. Before this, Darren was a management consultant focusing on culture change.

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What are gender sensitive indicators and their benefits?

Gender sensitive indicators point to specific aspects of gender change that require action and monitoring

What are gender sensitive indicators?

- Indicators measure change and outcomes against organisational objectives and initiatives
- In turn, gender sensitive indicators measure whether these programmes have met agreed gender objectives e.g. on gender equity
- Change over the medium to long term

What are the objectives of gender sensitive indicators?

- Address gender gaps
- Require the collection of different types of data
- May build in intersectionality into their criteria
- Typically focus on change over the medium to long term
- Participatory / inclusive approach to their design and monitoring

Aims in designing a criteria for gender sensitive indicators

There are a number of focus areas to consider when designing gender sensitive indicators

Quantitative

Meaningful

Realistic

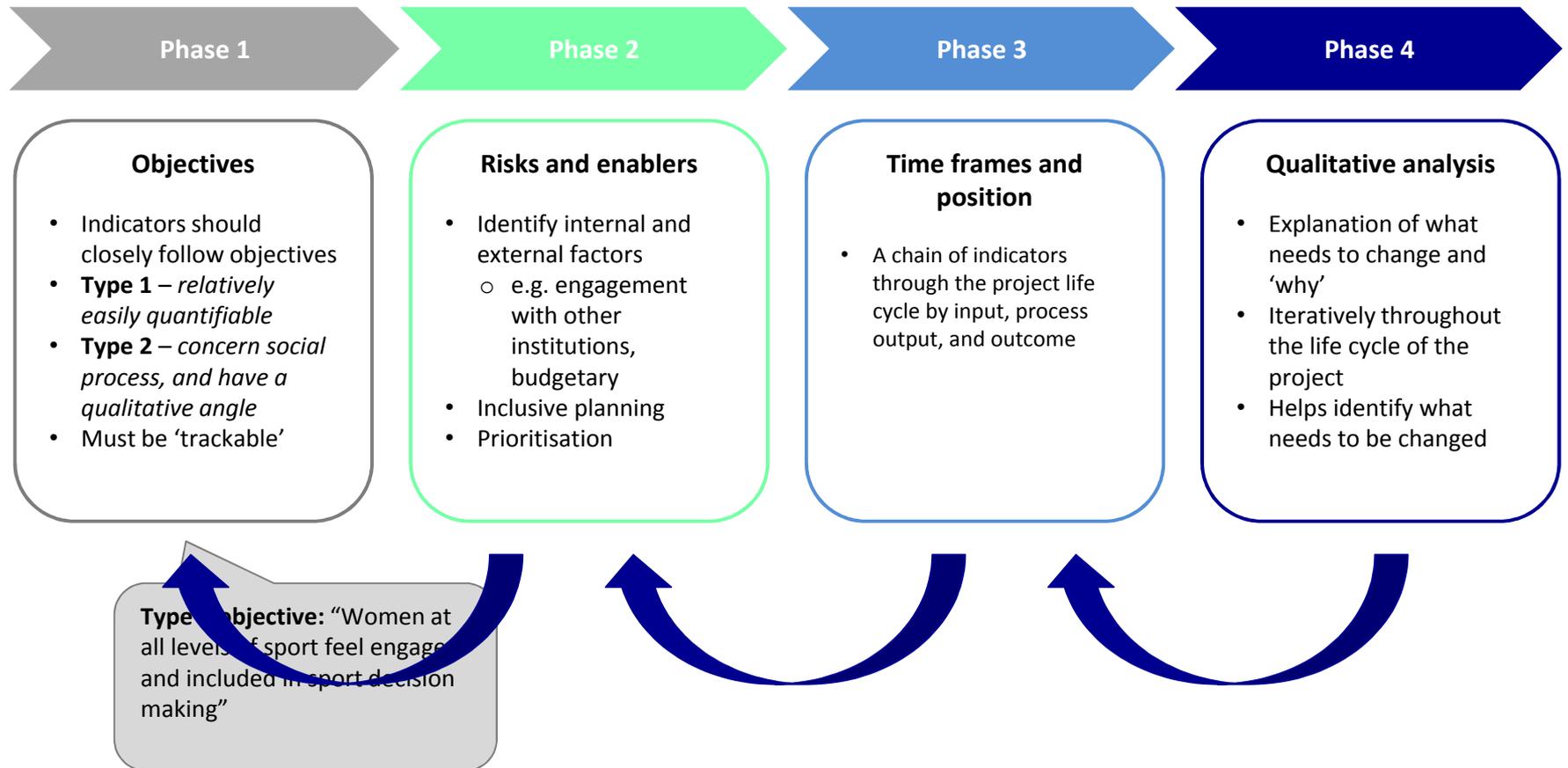
Qualitative

Input, Process
Output, Outcome

Time bound

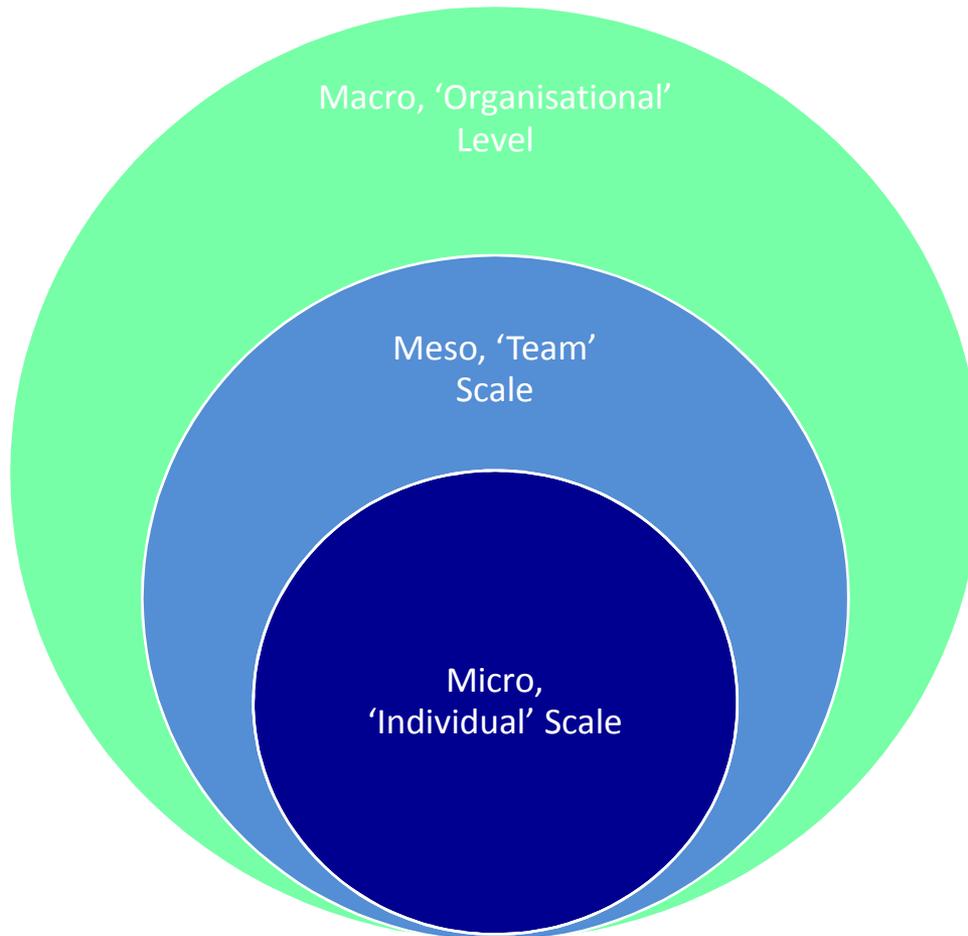
Key phases in designing a criteria for gender sensitive indicators

I have designed an indicative four staged model in the design of effective gender sensitive indicators



Example gender sensitive indicators by scale

Gender sensitive indicators must be elected by organisational scale to ensure a holistic, multi-level understanding of gender change



Example indicators may include:

- *Cultural values*
- *Engagement*
- *Budgetary practices*
- *Performance management*
- *Attrition*
- *Leadership evaluation*
- *Group level biases*
- *Performance*
- *Attitudes, beliefs and feelings of inclusion*

Hypothetical example – *gender participation*

The indicators below are examples that could be used on projects that focus primarily on increasing participation of women or where this is a sub-objective of a larger project

Risks and enablers

- Support from national or supra-national organisations, including financial or budgetary support
- Support from other key groups including men, sports charities, local representatives, and leaders

Process indicators

- Frequency of attendance by women and other groups
- Audit resources and funds regularly and with transparency
- Number of women in key decision making positions
- Leadership rotation
- Drop out / attrition rates of participants



Input indicators

- Input from women and men at different levels of sport, and also from NGOs, government departments and other local stakeholders
- Numbers of local planning meetings held with these groups
- Levels of participation and engagement

Outcome indicators

- Levels of participation by different groups including their evaluation
- Longer term benefits made to the groups e.g. upskilling, greater socio-economic opportunities, empowerment
- Community benefits e.g. positive impacts on schools and groups

Findings from the recent study on gender mainstreaming

The recent study on gender mainstreaming identified 6 areas where improvements could be made

- Background to the study:
 - Based on the recommendations of the council, CM/Rec(2015)/2, the objective of the study was to identify key areas where gender mainstreaming was weak by Member State, and where appropriate, areas of good practice
 - A questionnaire consisting of 35 questions was sent out to Member State representatives by the council
 - The key outcomes were disaggregated by geography but in this presentation only the overarching findings are discussed
- A number of key outcomes were identified by the study:
 1. Understanding gender equality in sport
 2. Legislation, Regulations and Governance
 3. Gender representation
 4. Impact and Monitoring
 5. Training and gender equality in sport
 6. Engagement with stakeholders

Indicative framework for achieving recommendations on gender mainstreaming

The framework outlines four priority areas for member states to focus on in their pursuit of gender mainstreaming



Governance

Key decisions making processes ought to be reviewed to consider fully gender

Governance

Key insights from questionnaire:

- Although many Member States had made progress on incorporating gender into national legislation and regulations, there is still further work to be done
- There is considerable scope to consider gender equality in all aspects of decision making
- There is also much work to consider gender in budgetary processes and the granting of subsidies

Ideas for change:



Key questions to consider:

- What legislation and regulations are currently in place that impact gender equality?
- Do you have processes in place when making key decisions, particularly around budgets, grants and subsidies?
- What aspects of these decisions impact on gender and how can they be changed to ensure that gender is included?



Gender Parity

Member states must review all their human capital processes to understand what is inhibiting gender parity

Gender Parity

Key insights from questionnaire:

- Most Member States stated that public institutions and bodies in general did not have equal representation of men and women
- Most Member States do not have policies and programmes in place to promote gender balance across all levels and areas of the sector

Ideas for change:



Key questions to consider:

- Review key people processes in terms of selection, recruitment and assessment
 - Which aspects are not gender neutral?
 - How can they be altered in order to support the progression of women across all levels of sport?
- Consider the implementation of targets or quotas whilst ensuring the integrity of the talent assuming more senior roles
 - How can this be used to drive accounting and responsibility for gender parity?



Readiness

Review existing gender awareness to ensure they fit the needs of teachers, instructors and trainers



Readiness

- Further work has to be done ensure that Member States have the right policies and programmes in place to prevent gender based violence
- Despite the perceived benefits of awareness programmes, teachers, instructors and trainers are not considered prepared enough to push gender equality within the sector

Key ideas for change:



Key questions to consider:

- What programmes are currently in place on awareness building?
- Do you have feedback on these?
- Are the programmes suitable?
- Are they giving practitioners what they need to deliver gender equality?
- Is there enough accountability?
- How can practitioners be incentivised to drive gender equality e.g. through targets or performance management reviews?

Stakeholder Engagement

Full consideration of how relationships can be forged with other important stakeholders in the design and delivery of programmes



Stakeholder Engagement

- The research outcomes suggest that many Member States do not engage with multiple stakeholders when designing and implementing gender equality programmes in sport
- The research also suggests that Member States do not participate in sharing best practice, lessons learnt or knowledge with other Member States or institutions

Key ideas for change:



Key questions to consider:

- *Who are the key organisations (public, private, charity and non-for-profits) operating in the gender, equality and sport space?*
 - *How and when can they be engaged with in the design and delivery of gender equality programmes?*
 - *How can these organisations be communicated with more formally and with what frequency e.g. monthly emails?*
 - *How can proposed roadmaps for change be shared and the perspectives of multiple stakeholders incorporated?*

Change matrix including key data points

The indicator objectives, priority areas and example initiatives align with particular data points



Summary – key take away questions

Consulting these questions will support you in the effective design of gender sensitive indicatives along with potential initiatives

Do proposed indicators relate to your objectives?

Is your objective a Type 1 or 2 objective?

Have you identified the risks and enablers to progress?

What indicators are used monitor the process?

Have key stakeholders been identified and included?

Are qualitative or quantitative indicators to be used?

What are the time frames?

What indicators are used to measure outcomes?