

# Ideas for the design and implementation of gender sensitive indicators

*Presented by Darren Thomas Baker*



# Purpose of this presentation

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- 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



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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*

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## 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*

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Quantitative

Meaningful

Realistic

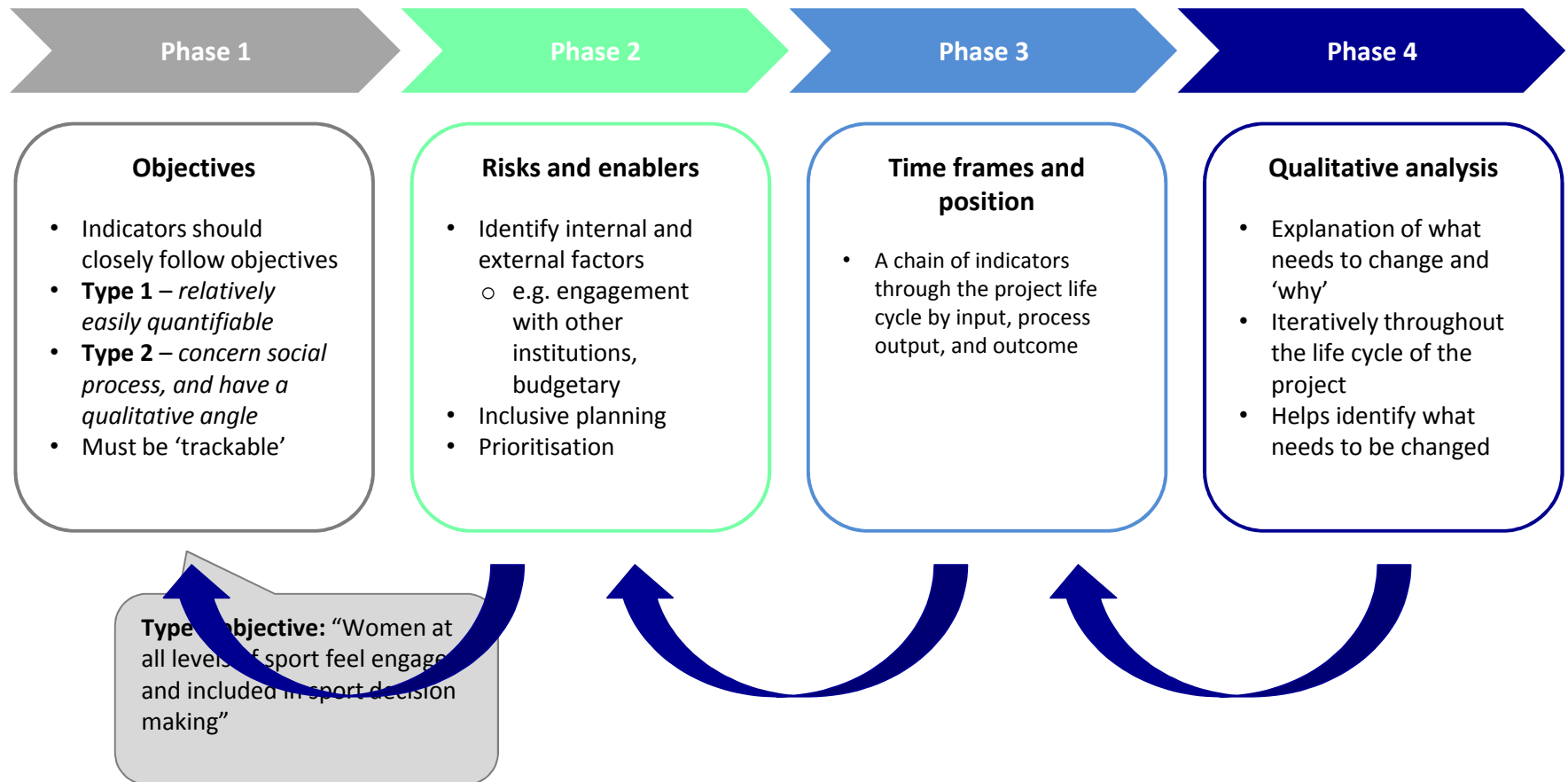
Qualitative

Input, Process  
Output, Outcome

Time bound

# Key phases in designing a criteria for gender sensitive indicators

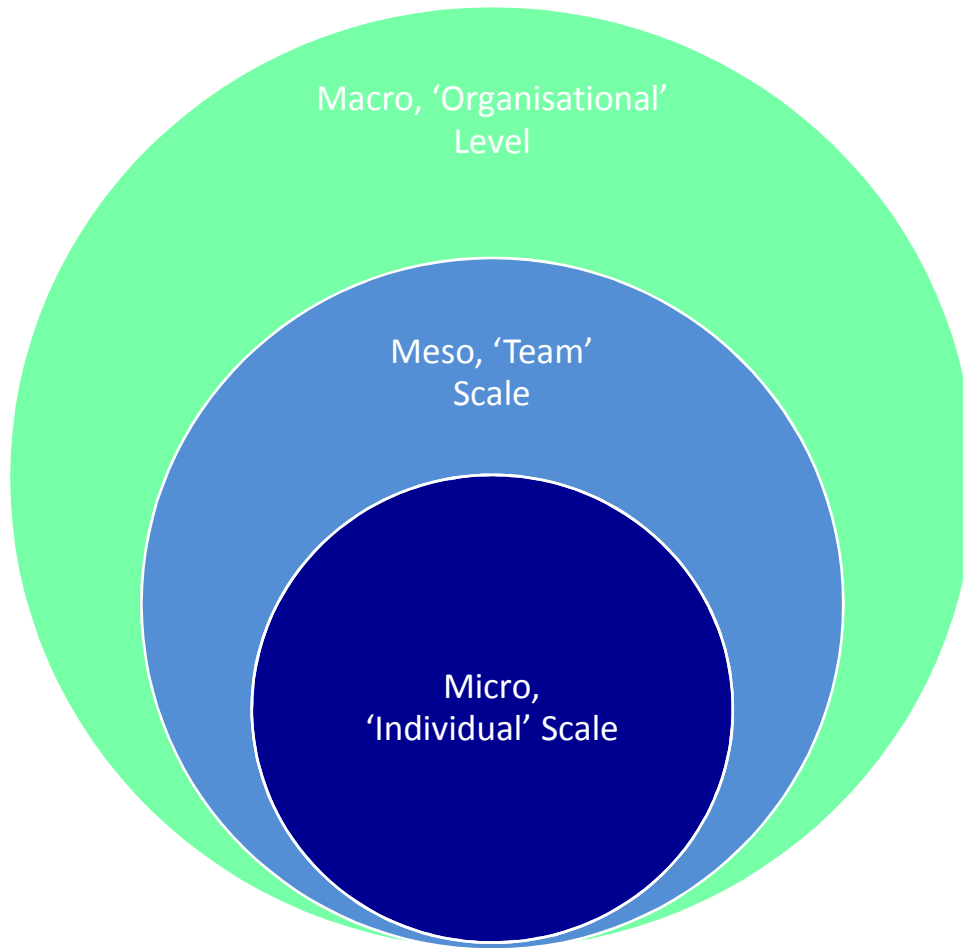
*I have designed an indicative four staged model in the design of effective gender sensitive indicators*



# 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*

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*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*

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## 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*

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- 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*

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# Governance

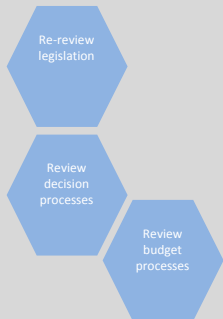
*Key decisions making processes ought to be reviewed to consider fully gender*

## 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

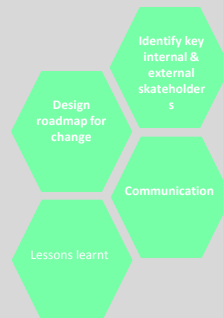
*Full consideration of how relationships can be forged with other important stakeholders in the design and delivery of programmes*



## 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*

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*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?*