Internalizing a Gender Perspective within Local Development Processes

European Model and Guidelines for the International Project W. In D. Women in Development

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"With the support of the European Union - Programme concerning the Community framework strategy on gender equality (2001-2005)"
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With support from the European Community – Programme relating to the Community Framework Strategy on Gender Equality (2001-2005). The information contained in this publication (or in other materials) does not necessarily reflect the position or opinion of the European Commission.
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A gender oriented local development model

1. Why a gender oriented local development model

Local development processes are not neutral in terms of gender. There is now interesting theoretical and empirical evidence of a strong correlation between Local Development and Gender Equal Opportunities.

In fact, there are numerous studies which show the strong correlation between economic growth and the presence of women in the labour market. There are also numerous studies which, on the other hand, emphasize the inefficiency which occurs when discrimination and segregation hinder a better use of resources to relaunch local level competitiveness through the use of women's skills and knowledge and not just those of men.

This correlation has two implications:

(a) Gender Equal Opportunities help to improve Local Development;

(b) Local development helps to improve the position of women in local contexts.

It is evident that, these hypotheses are not only based on ethical principles (although this would also be relevant), but on very specific socio-economic evidence. The literature leaves little doubt regarding the growing role of women in processes of socio-economic growth, given the clear correlation between growth and gender equal opportunities in the labour market. The countries with the highest levels of growth and income per capita also have the highest levels of female participation and employment.

The causal direction goes primarily from growth to gender equality since a higher level of development generally leads to higher levels of education, democracy and equality between men and women (Lofstrom, 2001). But there is also a positive relationship between gender equality and socio-economic growth. Greater participation and employment for women implies greater production today, but also greater future growth, due to the effects on the future generations (higher family income, greater investment in human capital and health). According to recent estimates (Olsson, 2000), the increased participation of women in the labour market would explain, for the two decades from 1980 to 1999, approximately a fifth of the growth of the European GDP in comparison to a negative contribution by the male labour force. Although this data could be overestimated due to the greater concentration of women in part-time jobs and less productive sectors, an ever greater quota of the wealth produced and of social development, in all European countries, is undoubtedly due to the contribution of women.
In a long-term perspective, the benefits of supporting the participation and employment of women also become clear in terms of an increase in development levels, given that, again from an economic perspective, some virtuous circles are joined to improve efficiency in the use of the resources (Humphries, Rubery et al., 1999; Rubery et al., 1999).

When employment for women increases, for example, family income increases, creating a positive impact on aggregate demand and tax revenue. Another virtuous circle is represented by the relationship between an increase in educational levels and therefore investment in human capital and the increase of female participation in training courses. In addition, supporting the participation of women in the labour market helps reduce the depreciation in female human capital which occurs when a woman must stop working due to reconciliation problems and/or in case of occupational and professional segregation of the female labour force. Again, supporting participation and employment of women through reconciliation policies ensures, over the medium and long-term, the conditions necessary for social reproduction, such as, for example, those related to the growth of future generations.

Furthermore, the benefit of Gender Equal Opportunities policies is also clear, both in the short and long-term, as well as in the area mostly connected to the social development of a given territory. Equality in productive and reproductive conditions of men and women, in fact, has a positive impact on the quality of life, generally increasing the number of choices for women. Risks of poverty among the female population are reduced, working conditions for men and women are improved, and more generally speaking, life conditions are also improved.

Supporting women's participation in active life is therefore a form of investment in the female resource. This has an impact on society as a whole and on its various components, in particular, through the parallel improvement in the life conditions of men and children. All attempts analysing the efficiency of Gender Equal Opportunities policies end with considering these types of measures (Rubery et al., 1999) a true productive factor.

The female world is a resource for local development not only because it contributes to the economic growth of a territory and to its social reproduction, but also because it fosters and affirms alternative approaches to development. In this sense, experiences of microcredit in favour of women living in impoverished and backward conditions in the southern hemisphere of the world, though distant, are enlightening. Microcredit institutions recognise women as a more valid and efficient vehicle for social promotion than men, emphasising the bonds with their children and future generations as one of their basic motives. Apart from the growth of female awareness, the effects of microcredit are reflected in various aspects of social and family life and highlight the way in which women pay more attention to the future: from educational and vocational choices for their children (that foster education and oppose child labour) to planning procreation. Furthermore, women have proved to be more careful financial administrators than men in regard to the loans, and particularly in countries with a high level of pressure to emigrate, showing a reduced tendency to leave the country (Yunus, 2003).

Territorial and local dynamics are confronted with various requests from the world of women, particularly related to combining the productive and reproductive roles that women play in a given territory. These elements must be examined (and shared) in order to identify the possible solutions in terms of policy (and the territory's participation in their definition).

The factors connected to the socio-economic context – and thus the local dimension – have a particular influence in determining the choices and participational behaviours of women, more
so than with the choices made by men. Taking as data the generalized unequal distribution of care roles between men and women, it is impossible to ignore the differences in the female condition and the problems of re-conciliation entailed, for example, in urban and rural contexts, whether from a perspective of supporting participation or a perspective of supporting permanent employment.

The elements that differentiate the female condition in the local context are therefore related to a myriad of other contextual factors:

- the economic vocation of the territory (industrial, tertiary, tourism, agriculture, specialized, etc.);
- the cultural and relationship models of the community;
- the available resources for redistributing care work (care services - for infants, the elderly, and the disabled - large companies that can more readily adopt models to reorganize working schedules, a strong third sector and the spread of practices such as time banks) and non-institutionalized resources (neighbourhood relationships and exchange models, family structures and intergenerational solidarity);
- timetable scheduling and transport policies.

It is especially in the local context that women represent a development resource, and this suggests that the local dimension is a privileged environment for Gender Equal Opportunities policies. The local level is, therefore, an important dimension for gender integration (in the double sense of a mainstreaming approach and positive actions) for a series of reasons:

- the local level is becoming increasingly more important in the creation and implementation of many policies that are activated at the territorial level;
- adopting the gender perspective turns out to be more “immediate” at the local level, where policy integration is more common than at higher decision-making levels;
- it is easier to identify and involve all the relevant stakeholders at the local level, and to build knowledge regarding gender issues;
- at the local level, it is simpler to promote processes in which women become involved and participate, and therefore reinforce the social capital in a territory and the processes of “local democracy.”

Unfortunately, although the women’s world is a resource for the territory and the local context, especially when the medium and long-term perspectives are adopted (Rubery, Fagan, 1999), the issue is rarely analyzed from a gender point of view, in all its multidimensional and complex nature.

Therefore, within this framework, the W. In D. project - promoted by the Italian Department for Rights and Equal Opportunities - Presidency of the Council of Ministers - is important, setting the ambitious objective of defining a methodology to understand gender policies’ contribution to local development. This means, in other words, to verify the hypothesis of the negative influence that the non application of the Gender Equal Opportunities principle has on the local development of a territory and, vice versa, to verify to what extent the lack of local development limits the female position.

The limited women’s involvement of women in local development processes, and the poor attention given to the principle of gender equality in those same development policies, are a constant for most of the European countries. This issue was placed at the center of the V Programme concerning the Community framework strategy on gender equality that funded the project W. In D. project. The project starts from the idea that it is necessary to promote a strong coordinated action at the European level to support these issues and to contribute to the necessary cultural change in order to bring about.
the real application of the gender mainstreaming principle in socio-economic development processes.

The transnational project partnership in the project was formed in consideration of the different cultural attitudes and the various experiences in gender equal opportunities in the EU territory, as well as the different organizational/institutional structures existing in the Member States. The W. In D. partnership is structured as follows:

- Promoter with the tasks of directing and coordinating the project activities: Department for Rights and equal Opportunities - Presidency of the Council of Ministers, Italy.

Transnational partners:

- European Policies Research Centre (EPRC) University of Strathclyde, UK
- Institut de Govern i Polítiques Públiques (IGOP) Universitat Auonoma de Barcelona, Spain
- National Commission for the Promotion of Equality (NCPE), Malta
- National partner: IRS – Istituto per la Ricerca Sociale (IRS - Institute for Social Research), Italy

Spain and Italy's participation brought to the project the “typical” problems of Mediterranean countries in terms of gender equal opportunities, although they are two very different political/institutional contexts, particularly in terms of administrative decentralization.

The Maltese partner made it possible to investigate the perspective and experience of a small country which still presents a problematic situation regarding gender equal opportunities. Its recent entry into the European Union represents both a challenge and an opportunity to improve.

Finally, the Scottish partner guarantees the Anglo-Saxon perspective, characterised by a more advanced situation in terms of gender equality and, therefore, more focused on the mainstreaming principle and on a broad concept of the equal opportunities principle open to all forms of discrimination.

The project, through a comparative research action, produced an Intervention Model and Operative Directions (Guidelines) to introduce and strengthen the gender equal opportunities principles in local development processes. This tool is intended to meet a double need:

- to promote and consolidate, in the various local contexts, strategies that foster women's participation in local development processes;
- to define an integrated approach to foster the internalization of gender mainstreaming in local development processes, shared by all the project partners.

The intervention model was outlined starting by the results of the research and the indications emerged from the panels organized in each partner country. Participants were institutional stakeholders, representatives of the socio-economic partnership, and advisers referents on the best practices analysed. The model was the first step in defining concrete methods and tools for promoting gender mainstreaming as a fundamental element in local development processes as set out by the Guidelines.

The model hypothesis obviously needs to be contextualised on the specific characteristics of each country, starting with the different institutional and organizational set-ups and with the various economic and social context situations. The same local development dimension, as well as the definition of gender equal opportunities objectives, take on different meanings and configurations depending on differences among the countries. To this end, three main factors should be taken into consideration:
1. *socio-economic aspects specific to the different territories of reference* (e.g. different situations in rural areas, urban areas etc.);

2. aspects concerning the *administrative and institutional frameworks* of the territories of reference (e.g. different ways of interpreting stakeholders’ relationships, local versus national relationships);

3. aspects concerning the *relative level of progress* of the given territory regarding the achievement of equality between men and women (that may then determine different approaches in local gender sensitive development).

These factors were included in the definition of the operational steps for the application of the model (*Guidelines*). This addition is further explained with the hypotheses and conclusions that emerged from the comparative research and case studies. An attempt was made to identify approaches and operational directions in order to create a toolkit, to integrate concretely and effectively the gender dimension in local development. The toolkit is available for each country in accordance with its specific needs and specific problems.

The *Guidelines* are addressed to all those who, at various levels, are involved in the process of designing and implementing local development policies, starting from decision makers to those involved in implementing initiatives and interventions in which public policies are concretely expressed. The model was designed as a flexible tool that each “user” can use after a process that, improperly but effectively, can be defined as a sort of “self evaluation.” Its purpose is to monitor the *relative degree of progress* in that particular territorial area in terms of equality between men and women. On this basis, it is possible to identify from the operational directions supplied, the most suitable solution and/or approach. The guideline users could determine the degree of progress of their own country/territory using criteria that could include the following elements:

- levels of participation and employment of women in the labour market;
- levels of women’s participation in the institutional political field;
- presence of regulations and/or directions aimed at introducing gender mainstreaming in public policies;
- number, quality and organization of territorial services, of care services in particular, and forms for organizing work and cities’ schedules and timetables in order to foster re-conciliation between work and family lives.

The flexible use of the model should be particularly associated with the nature of local development processes themselves. These should be developed involving various levels of governance and implemented in a “local” sphere that might differ considerably depending on the administrative and institutional differences of each country.
2. The model

2.1. Local development and gender mainstreaming

The hypotheses and motivations that lead to connecting the gender equal opportunities concept, and more generally, gender mainstreaming to local development, have already been highlighted. Detecting concrete methods for integrating equal opportunities objectives in development processes requires a precise identification of the intervention field, that is circumscribing the definition of the two reference terms of the model: local development and gender mainstreaming.

As regards the first term, the generally shared assumption is that the concept of local development is based on the need to connect development policies to the territorial dimension. On the other hand, it is difficult to reach a “shared” definition of local development, considering that the experiences in this area are often experimental, based on bottom-up approaches and highly differentiated depending on the territory where the experience is taking place.

In reviewing the literature on the subject, it emerges that the idea of local development, apart from considering the territory as central to development dynamics, considers growth processes from numerous points of view, from the economic to the social and cultural ones.

Therefore, the prosperity of an economy is substantially tied to the competitiveness of the territory. This also means that the socio-economic development does not depend exclusively on the availability of material factors (such as infrastructures) and on the existence of a competitive advantage for the productive system, but also on the so-called relational factors that particularly reflect the local realities (trust in relationships between economic, institutional, and social stakeholders, sharing of regulations and values). These can be summarized by the concept of social capital: Social capital, in fact, is made up of bonds of cooperation and trust that exist in a certain social context (as the term capital indicates) and make up the real wealth for the local realities in a position to provide development opportunities.

The definition of local development considered here (also for the characteristics that, as we will see, gender mainstreaming takes on when it is included in policies) assumes the factors related to the idea of social capital as a determining force in territorial development dynamics. The concept of development is therefore understood in a broader sense than just strictly economic, although this is a necessary departure point.

The main elements that qualify local development could therefore be schematically summed up as follows:

- **Territorially based processes** in as much as the relationships between the stakeholders (economic and otherwise) have spatial boundaries. The territorial dimension is related to the concept of community and cultural identity and, obviously, does not necessarily coincide with geographical-institutional boundaries. Analyzing the relational resources of the territory makes it possible to identify the available and underused resources. With this, the aim is to act on the strong points of the territory in order to foster the growth of economic well-being and the social cohesion of the community;

- **the ability to mobilize economic, environmental, social and cultural stakeholders and resources in the territory**. Mobilizing the stakeholders of the territory is connected to mobi-

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1 Social capital can be considered as the pattern of relationships between the stakeholders who make it possible to achieve cooperative interactions (Torsvik, 2000).
lizing resources in various fields such as the economic, social and cultural ones. These resources should be used to enhance and reinforce social capital in a given territory at a local level. The use of territorial resources in local development processes takes place through policies that are potentially capable of activating a mobilization process of those same resources. From this perspective, it is clear that the integrated nature of the policies becomes the key factors for a local development process, so that it is possible to confirm that there is not just one local development policy: local development is fostered by a number of policies, belonging to various areas, receiving some of the local development requests and configuring a complex development process. If the size of the mobilization of resources of a given territory is related to the implementation of policies, the mobilization of the stakeholders in the process of defining the policy choices specifically regards the integration mechanisms of the resources of a territory;

- **vertical and horizontal integration.** Integration refers to the multidimensional nature of the programmes as well as the process of decision making. Integration refers to the ability to involve the various types of stakeholders - institutional, economic, social (horizontal integration) - as well as the various levels of competency, local, national, Community (vertical integration) of the various factors involved, and the way in which these relationships configure a specific process of local governance. The integration processes are decisive for the implementation and success of local development measures, because they contribute to the growth of social capital as a resource that fosters the development of conditions that trigger “self-generated development”;

- **innovation and learning** in favour of the stakeholders involved. The innovative character of the local development measures lies in the potential capacity for changing the pre-existing situation through processes of “self-generated” development. The involvement of the relevant factors in potentially innovative processes, from a vertical and horizontal integration perspective, can bring important results in terms of learning;

- **sustainability over time.** Because of their multidimensional nature, the local development processes, the cultural dimension in particular, require long periods of time in order to produce the desired changes and achieve visible results in the medium to long-term.

At the theoretical level, a local development intervention should include these five aspects in order to pursue socio-economic development objectives. In reality, it is more likely that a single intervention will be capable of activating only some of these various dimensions and therefore that local development will be supported by a number of actions and interventions, each one “belonging” to various spheres of policy to be activated at the local level. In other words, the local development policies are characterized as being “derivative or second-level policies” in the hypothesis that the local development policy is the result of integration between various sectorial policies to be activated at a local level. Empirical analysis shows how local development policy of the territory encompasses the various experiences and sectorial interventions implemented in various local government spheres (urban planning, economic, labour, etc.).

As regards the second term, European level provisions for some time now\(^3\), are no longer limited to promoting specific measures for the development of equal opportunities between women and men, but emphasize the need to

\(^3\) “(…) a complete integration approach aimed at equal opportunities must be introduced in all Structural Funds programmes. This involves, at the same time, efforts to promote equality, specific measures to help women and the mobilization of all general policies. It is also necessary to concretely and actively take into account, during the programming, the possible effects on the situation with regard to women and men,” in “The structural funds and the coordination of cohesion funds. Orientation project for the programming period of 2000-2006,” European Commission, 1999.
incorporate in the concept of gender mainstreaming⁴ (to consider the gender dimension in the programming of each single policy, measure, intervention) as an essential tool for putting positive development processes into motion.

In fact, gender mainstreaming is a strategy made up of ideas (theories and propositions), but also practices (decisions and actions) capable of stimulating changes in society.

Here, we wish to bring attention to the essential element in the definition of gender mainstreaming (G.M.). This is its emphasis on “political processes” and, therefore, the implication of an organization of procedures and practices, and the organization of responsibilities and capabilities for including the gender perspective. Gender mainstreaming strategies emphasise the systematic attention to be paid equal opportunities issues in organizational policies, programmes and practices and imply change at policy and programming, structural and systemic levels. In detail, G.M. implies⁵:

- the use of gender skills in designing policies;
- the use of gender impact analyses in this process;
- consultation and participation of the relevant groups and organizations in this process.

The motivations for including the gender perspective in all policies, programmes and actions (and in the related processes) are based on the assumption that men and women have different needs, resources, situations, and that this diversity influences how men and women take part in/make use of/live within the various working, personal, family, and social situations. Therefore, achieving gender equality is no longer “a problem of women,” but a constitutive or fundamental element of development policies of a given territory, in as much as:

- Gender Equal Opportunities objectives heavily involve sectorial development policies, starting with the social and economic ones, and reaching urban planning, territorial and transport policies. By taking into account the various needs and situations, the decision makers and programme managers can better define policies with respect to beneficiaries and therefore implement them effectively;
- Gender Equal Opportunities must originate from the centre and go towards the outside (at the beginning of the political processes and programming) and from the bottom towards the top (i.e. start from local situations). We have seen that these characteristics are essential for activating development policies of a given territory;
- Gender Equal Opportunities mean equal access to resources and opportunities and equal participation in decision-making.

2.2 Integrating equal opportunities and local development

In this framework, integrating the gender dimension in local development means introducing and pursuing additional the objectives of equality and efficiency in development processes:

- elimination of discrimination allows for an efficient use of human capital in a territory, and avoids inefficiency related to the non-use of the capabilities of a specific group. In this case, the group is the female component of the population (a positive link that connects gender equality and economic growth);

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⁴ The word gender refers to the two sexes in their social relationships, it means gender, and mainstream, word made up of main and stream. The “ing” indicates movement: gender released into the main current of policies, actions and programmes. It is a word that suggests dynamism, ‘movement in progress towards something, together with something’.

⁵ Mieke VERLOO, Gender Mainsteaming: practices and prospects, Council of Europe, 2000.
• an approach to local development that offers greater opportunities for participation, inclusion and choice in the various areas in which the social life of the individual is expressed (men and women). This promotes economic, social, environmental and cultural well-being for the community (a positive link that connects gender equality and social growth).

The inclusion of women in the labour market, and more generally, in socio-economic activities, contributes to the general increase in the quality of life in the territories. It also contributes to the well-being of the community, above all if properly supported by adequate territorial policies, in primis, those aimed at re-conciliation between working and family life. A sustainable increase in employment for women depends on the existence of re-conciliation policies aimed at reducing the problems of the so-called “double presence.” This is the duel role that women, still almost exclusively, are called on to play in working and family life.

A greater number of women in decision-making positions, and consequently a greater number of women in public life, will help focus enough attention on such problems so as to influence the subsequent policy choices that the various countries must make.

The local level is, therefore, important for the integration of the gender dimension (in the double sense of mainstreaming interventions and positive actions) for a series of reasons:

• as with development policies, Gender Equal Opportunities policies have a better chance of responding to policy needs as they are designed and implemented “close” to the population that expresses the need for them;

• the local dimension facilitates the policy integration process which is the essence of gender mainstreaming. In fact, labour and training policies have a better chance of being planned and implemented in synergy with the other policies that support the inclusion of women in the employment market. These include policies related to care services (children, elderly, the infirm), transport policies, timetable and scheduling policies, and all of those interventions that have an impact on the quality of life and safety, whether in the workplace or in the territory;

• Gender Equal Opportunities policies promoted at the local level offer better chances of involving the relevant stakeholders (local authorities, enterprises, civil economy, labour and management, the population at large). The question of capacity building and mobilizing local stakeholders is also an essential element in the implementation of gender equality policies. It highlights the need to promote women in policymaking processes at all decision-making levels, both through greater involvement of women in decision-making and their involvement in gender equality organizations and other women’s organizations.

The definition of the model starts with some fundamental assumptions that are part of the theories on local development and that, on the basis of the comparative research results, the national panels and analyzed projects, were selected as essential elements for guaranteeing an effective integration of the gender dimension in local development policies and processes. For each of those elements it is possible to provide a gender oriented list of specifics (see the following table which includes some but not all of these) thus making gender mainstreaming a constituent element in local development processes and policies.

Specifically, these are:

a) the “local” dimension, as the elementary unit through which to foster socio-economic development, and more generally, “territory” understood as a starting point for applying development policies according to a gender mainstreaming approach;
b) the need to involve, following a bottom up approach, all the local stakeholders using shared planning and concertation methods, which support social cohesion. The policy choices are carried out using processes that include men and women. This is done by involving the various administrative, institutional and community representative levels, and both economic and social partnerships (associations, private subjects or private citizens);

c) the need to mobilize and enhance the endogenous resources of a given territory and its community made up of men and women, through the integration of policies and interventions (from the enhancement of human resources to infrastructure, from the supply of real services to the development of communication systems, from the development of people's services to more general social interventions, etc.). The definition of local development policies presupposes, by definition, the activation of various sectoral policies at territorial level, as much as gender mainstreaming presupposes the integration of a different perspective (the gender perspective) within each policy and intervention (see paragraph 2.1). It follows that at the implementation level, local development interventions with a gender mainstreaming perspective are integrated interventions.

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<td>Some examples of gender oriented specifications in the model elements</td>
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**Territory**
- Female human capital is an essential resource for the socio-economic development of the territory;
- Women are bearers of knowledge, skill and experience in the specific needs of the territories;
- Women often promote alternative approaches to (local) development in the territories.

**Concertation and Partnership**
- Women must be involved in the management of concertation activities for local development with the objective of fostering gender equality in the territory as a constituent element of development;
- The partnership must include all local organizations, institutional and non institutional, representing "gender interests" related to the well-being of the community and the quality of life of men and women;
- The partnership must ensure a broad and balanced participation of women at all levels and in all the partnership organizations, and therefore increase women’s participation in decision-making processes;
- The inclusion of women and female representation in decision-making processes increases and reinforces the social capital of the territory.
A specific listing of the gender oriented elements, as outlined just above, makes it possible to identify the three components that provide the basis of the model:

### (a) Governance of Local Development Processes and Policies

Recently, public policies have included more elements related to gender equal opportunities, and to practices, tools, and specific processes for local development. But these are often completely independent from each other, above all at the national level.

Some recent experiences in integration between gender policies and local development policies were carried out independently of specific regulations or guidelines from the national or European level (excluding those activated in the area of interventions co-funded by Structural Funds).

The definition of specific directions and guidelines, on the one hand, offers concrete support to the local stakeholders involved in defining the territorial development strategies. On the other hand, it ensures the achievement of gender equality objectives also at the local level, in observance of gender equal opportunities as a driving principle and an integral part of European community regulations and policies. This aspect is particularly necessary in those local contexts that are less sensitive to gender issues or where there is simply not an adequate awareness and understanding of such phenomena.

At the same time, the greater involvement of women at all levels of governance, and of organizations representing gender interests at a local level, has positive effects in that they give life to a common vision on the gender equal opportunities issue and foster the adoption of a gender mainstreaming approach in all policies. This action leads to the type of participation that makes it possible for women to take positions in which, together with others, they can manage the concertation. Therefore, the partnership translates into a tool for guaranteeing a broad and balanced participation of women at all levels and in all the partnership organizations, thus increasing women’s participation in decision-making processes.

Governance of local development, with a gender perspective, should therefore include:

- forms of multilevel governance where policies to support local development are the result of a series of interactions between the various levels of governance (vertical integration). These forms should be capable of producing interventions embedded in each territory, but

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| Mobilization of endogenous resources | - Women are often the spokespersons for the needs of the community as a whole and can, more than any other group, mobilize resources and talents that often have difficulty expressing themselves;  
| - Achieving objectives of equality must mobilize all the resources (material and immaterial) in a given territory to constitute integrated development plans, programmed and implemented following a gender mainstreaming logic;  
| - The achievement of equality objectives must be included in all sectorial policies included in the definition of development programmes/measures, also using specific gender equality and life-quality improvement actions (improving social infrastructures, promoting access to employment, to services, to structures, promoting women’s entrepreneurship, conciliation between working and family life, etc.). |

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6 For “concertation” we intend activities in order to involve main stakeholders and reach consensus on a specific issue.
at the same time, integrated into a supra-territorial political strategic framework meeting the coordination elements and criteria on a larger scale. From a gender perspective, a horizontal integration approach is also necessary for involving all the stakeholders who deal with gender policies within the same level (for example, the national level rather than the regional level);

- a mixed *top down and bottom up approach*: programming of local development policies following a mixed approach that makes it possible to integrate binding elements with the integration of the gender dimension in local development processes;

- the *participation of women* at all levels of governance and in all phases of policy definition and implementation.

**(2) the contents and areas of intervention**

Integrating the gender dimension in development policies means giving priority to *the increase in the well-being of the community*, of men and women.

The integration of the gender perspective in local development policies implies, therefore, greater attention and action above and beyond the traditional fields of development of human capital (training and employment market) towards, for example, infrastructural interventions, services for citizens (particularly care and re-conciliation services) and all the socio-economic policies for urban areas that are part of recent strategic city planning experiences.

As regards the importance of the territory (area-oriented) in the local development processes, the presence of integration practices/experiences of gender equal opportunities in local development in very restricted contexts, and with particular specificities such as rural development projects, and those in marginal urban areas (*micro-territorial level interventions*) also turn out to be important.

Development policies and interventions also make it possible to detect *specific targets* within target groups of “women” (young women, elderly women, immigrant women, etc.). Considering the gender dimension in local development policies allows for the integration of a cycle-of-life perspective in the definition and implementation of interventions.

Development policies and interventions can also be directed at fostering the *equal opportunities principle in the broad sense* (gender equality and the non discrimination principle).

**(3) the methodologies and tools**

The lack of definite strategic-regulatory frameworks, inherent to the application of gender mainstreaming in local development processes, has hindered the development of specific techniques and/or methodological approaches of a general nature and with characteristics that can be reproduced and adapted to diverse contexts.

The specific nature of the individual initiatives, including those that arose from the national case studies, reveals the diverse tools that each country has developed to support local development processes implemented locally. An important critical point also regards the lack of data, information and analysis on a local scale.

Developing specific methodologies and tools, even starting with the best practices achieved in different contexts, can be a useful aid for effectively integrating the gender perspective into local development. This is especially true for those places where there are few or no experiences of this type.

Developing an adequate statistical basis and
monitoring and evaluation methodologies for policies and interventions is an essential condition for adequate planning and implementation that is coherent with the gender equality objectives.

3. Guidelines or operational directions

The following pages give an operational explanation of the gender oriented development model. It begins with the summarized explanation (a) of the motivations inspiring the introduction of the gender perspective in all development models and (b) of the key elements (that are also the same as the project W. In D. in its entirety) required to produce that type of change; it finally emphasises the main critical points to be dealt with, but at the same time, the aspects to be enhanced and opportunities to be taken.

Finally, for each of the model’s components, operational directions are clarified, and in many cases, they are supported by examples, such as with those that came to light during the overall course of the research carried out by the W. In D. project.
Why apply the gender perspective to local development?

- Because gender equality is primarily a development objective;
- Because traditional development objectives should be “reconsidered” giving a central place to the quality of life of women and men and the well-being of the community;
- Because it gives greater strength to local development interventions, avoiding a waste of talent and using untapped resources, especially female ones;
- Because women are more capable of giving a voice to the potential beneficiaries of local development interventions (such as children, the elderly, the disabled, etc.), subjects who are not always able to actively receive the benefits of such policies.

How should the "gender perspective be introduced into local development”?

- By applying the gender mainstreaming principle to all sectorial interventions and policies that, in an integrated way, deal with local development;
- By fostering the use of gender monitoring and evaluation statistics and methodologies;
- By promoting balanced participation of both genders in the local development processes.

Crucial and critical points to be dealt with

- The concept of local development is broad, complex, and lacking in an unambiguous definition;
- Local development is subject to variations depending on the different territories in which it is applied;
- At the same time, the gender mainstreaming concept is also complex. In applying it, it is necessary to take into account the different approaches to gender equality in the different contexts in which it is applied.

Aspects to enhance and opportunities

- The local dimension facilitates the process of integrating policies that is characteristic of the essence of gender mainstreaming;
- The participational approach that usually characterizes local development facilitates the involvement of the main stakeholders for promoting gender equality;
- As with development policies, gender equal opportunities policies have a better chance of meeting the needs for interventions if they are planned and implemented "near" the population that expresses those needs.
1st Component: Governance

LG1  defining explicit cogent "input" starting from the European Community governance level is necessary for ensuring the integration of Gender Mainstreaming in all the policies that deal with development and in all the phases of the policy cycle.

The definition of explicit input should assume, at least in this phase, the form of binding directions and orientations that impose the adoption of gender mainstreaming in all phases of the local development policy cycle, and at various levels of governance.

In considering the differences between the various Member States, these directions must ensure the necessary flexibility in their application depending on the different administrative, institutional, and socio-economic contexts and on the different development conditions for which each territory can strive.

LG1.1 promoting specific regulatory acts aimed at fostering the application of the Gender Mainstreaming principle at the national and local level, and also as a suitable tool for fostering development.

For example:

- **Ley Orgánica para la Igualdad Efectiva de mujeres y hombres (Spain)** - introduces the gender mainstreaming perspective in all the policies and processes and at all levels of government. Introduces the need to foster balanced participation of women and men in the decision-making processes and the use of collaboration tools between the different public administrations and social agents, women’s organizations and other private organizations (see the Spanish Case Study).

- **Gender Equality Duty (Scotland)** – makes it obligatory for all public authorities to identify and correct eventual forms of discrimination and promote equality between men and women. Inverts the perspective in which the discriminated individual must demonstrate that this has taken place (see the Scottish Case Study).

- **Prime Minister’s Circular (Malta)** – for the Ministers and Department Heads, establishes that the implementation of equality and mainstreaming policies is responsibility of each Minister and Department Head and not exclusively the National Commission for Equality. In the “Performance Management Programme” of each public administrator there is also included, as a key objective, the implementation of gender equal opportunities and gender mainstreaming policies (see the Maltese Case Study).

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7 The level of strategic governance for adopting such a solution needs to be identified in relation to how administrations and institutions are organized (national, regional, municipal, etc.).
• **Law of Region of Puglia (Italy)** - aimed at fostering “the affirmation of a new citizen solidarity that enhances gender differences” so that regional policies, and the connected implementation interventions are inspired by the following principles: a) that women and men may universally exercise their citizens’ rights according to their own culture; b) equality in the distribution of resources, power and responsibility between the genders and the generations; c) respect for identity and enhancement of gender, cultural and religious differences; d) guaranteed participation of women in political, economic, social, cultural and civil life of the regional and local communities (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

LG2 adopting at a national level, a **“mixed” governance model of local development policies** as a synthesis between a top-down and a bottom-up approach with a gender mainstreaming perspective.

The policies to support development should include reciprocal involvement of central and local authorities. This involvement should have a differentiated degree of intensity depending on the various administrative-institutional divisions, and the relative rate of progress of a given territory in achieving equality between men and women. This would make it possible to maintain the programming and implementation of the most suitable territorial development interventions. It would also include active involvement in the distribution of responsibility at the local governance levels, and at the same time, include binding elements and directions for the integration of Gender Mainstreaming. At the operative level it should make provision for:

LG2.1 defining forms of supervision and management of Equal Opportunities and Gender Mainstreaming in the development processes through the creation of committees involving the various levels of central and local governance.

**For example:**

• **Network of networks (Italy)** - Initiative created by the Advisory on Equal Opportunities of the UPI (Union of Italian Provinces) to develop action synergy between the Provinces on topics of gender policy, through an Observatory on best practices and a Web portal to publish the information on the experiences and projects taking place in the national territory (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

LG2.2 establishing **bodies/structures “dedicated”** to various levels of public administration with specific responsibilities related to introducing the gender perspective into development policies and embedding them in the regional/local structures dedicated to socio-economic programming.

**For example:**

• **Authority for gender policies in the Region of Sardinia (Italy)** – Body under the Regional Management Authority with reference to the integration of the mainstreaming principle in regional programming for the 2000-2006
period. It is involved in all the phases of implementation of the Programme and plays an advisory, and promotional role in Gender Equal Opportunities for the Regional Management Authority. It uses the team of Equal Opportunities Women Promoters, made up of one or more members who work in the Regional Administration Departments and the instrumental Bodies of the Region – and a local task force from the Department for Rights and Equal Opportunities (see the Catalogue of Best Practices W. In D.).

- **Gender Unit (Malta)** – The Gender Unit works in the area of gender issues in employment in order to improve the situation of equality between women and men in the workplace. It uses various initiatives and projects, including training sessions, research activities and media campaigns (see the Maltese Case Study and the Catalogue of Best Practices W. In D.).

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LG3 developing **professional profiles** for experts on gender themes and local development, to be developed and brought into the various structures/organizations of the Public Administration.

The development of highly specialized professionals in Public Administration can be useful, if not indispensable, in contexts where the situation is still very critical in terms of gender equality. In any case, a strong specialization in this field can create the risk of relegating responsibility on the topic to a restricted area, producing a phenomenon of “institutional segregation.” A way to remedy such a risk is making it possible for Public Administrations to hire outside specialists (technical assistance) which guarantees high specialization and “easy” access to the skills, and sets up training and awareness courses, above all at the higher levels of the administrations and organizations.

**For example:**

- **Engendering Policy (Scotland)** – pilot experience aimed at introducing the gender dimension in policies for urban regeneration and employment of North Lanarkshire. Of the various activities carried out, one included hiring gender equal opportunities experts as teaming up with municipal employees in charge of some chosen interventions (see the Scottish Case Study and the Catalogue of Best Practices W. In D.).

- **Program de Agentes Locale de Igualdad de Género della Diputación di Barcellona (Spain)** – the project included training new professionals for developing gender equality policies in the local field. The priority aim was to reinforce the Gender Equal Opportunities Departments (see the Spanish Case Study and the Catalogue of Best Practices W. In D.).

- **Taking Gender Equality to Local Communities (Malta)** – the projects carried out gender sensitive training courses for delegates of the local communities. Various projects co-funded by the European Social Fund and implemented by the National Commission for the Promotion of Equality for Men and Women were aimed at providing ad hoc training for the personnel in Public Administration (see the Maltese Case Study and the Catalogue of Best Practices W. In D.).

- **Gender Friendly System (Italy)** - Promotion of Gender Mainstreaming in trade union contract bargaining through the creation of specific professionals: gender-sensitive trade unionists (see the Italian Case Study and the Catalogue of Best Practices W. In D.).
LG4 adopting **concertation and partnership practices** with a gender mainstreaming perspective.

“Participation” is an essential part of the numerous phases that make up the definition process and implementation of local development policies. It represents a valid channel for mobilizing both cognitive and planning resources in the territory. It also serves as a driving force in the process in as much as, on the one hand, it facilitates global representation of the various interests at stake and, on the other hand, makes use of the synergies that arise from the confrontation and interaction between the various actors involved in the process. At an operative level, there could be provision for:

LG4.1 fostering the **representation of the various interest groups involved in gender policies** through the presence of (public or private) subjects representing such interests within the governance of local development policies. The partnership should include active participation by all the local organizations, institutional and non-institutional, that represent “gender interests“ related to the well-being of the community and the quality of life of men and women. This means, therefore, involving, all those institutions and groups (the informal ones as well) that have relevant points of view on gender equal opportunities issues and that can be generically defined as stakeholders.

For example:

- **Equality network of the Province of Turin (Italy)** – the initiative provides for the constitution of Equality Tables within the Territorial Pacts promoted by the province, with the strategic objective of systematic integration of situations, priorities and needs of women and men in all the policies. The Table brings together the local bodies, institutions and organizations involved in development processes, and the institutional and non institutional organizations promoters of equality policies in the territory (see the Italian Case Study and the Catalogue of Best Practices W. In D.)

LG4.2 Adopting specific actions aimed at supporting **participation in high-level positions and female representation in the institutions**.

For example:

- **Guideline Act on gender equality issues in the appointments within the competence of the Regional Council** - provides for the application of the equality principle between men and women in the composition of the personnel in administration, management and control of the Bodies or companies owned by the Region of Campania or with a regional majority quota, and a minority one when it participates in the appointments (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

- **Malta** – The national Commission for the promotion of equality (NCPE) monitors the number of women in directorates and committees at a national level and brings the situation of gender balance in elected positions to the attention of the responsible parties (see the Maltese Case Study).

- **Yo Politica (Spain)** - Integrated programme of the network Urban and aimed at offering political training to women (see the Spanish Case Study and the Catalogue of Best Practices W. In D.).
2nd Component: Areas, policies, contents

LG5 introducing the **gender dimension** as an additional **element** to support **integration between the various sectoral policies** activated at the territorial level.

The local development policies, as “second-level policies,” presuppose the integration of the various sectorial policies that exist in a territory. Each one of these with its own specific characteristics, contributes to achieving equality objectives with positive impacts on the quality of life and the well-being of the community.

At an operative level this means:

LG5.1 making **a gender sensitive interpretation** obligatory in all local development programmes/interventions including the identification of direct and indirect potential impacts;

LG5.2 promoting the **integration between the financial resources** dedicated to equal opportunities interventions and the other sources of funding for development.

**For example**

- **Ley de Barrios (Spain)** – provides for the introduction of the gender perspective in the implementation of the Law 2/2004 about the improvement of the Autonomous Community of Catalonia area. It promotes gender equality in the use of urban spaces with the objective of improving life conditions for women. It fosters participation and integration of women into the social fabric of the community (see the Spanish Case Study and the Catalogue of Best Practices W. In D.).

- **Re-Conciliation action in the Social Zone Planning for the Region of Campania (Italy)** - Integration of the Zone Social Plans resources with the resources of the Regional Operative Programmes (ROP) to activate services for infancy and/or family services - Support and orientation services for women with disabled to care for, Social-educational services for early infancy, Home help services, Playschools - (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

LG6 promoting **analysis and awareness activities** on gender issues, aimed at creating a favourable context for implementing targeted interventions.

**For example:**

- **Close the gap (Scotland)** – complex project with the following objectives: increasing the awareness on the wage gap between men and women in Scotland, creation of methodologies and tools for improving the situation and promoting positive actions for reducing the gap (see the Scottish Case Study and the Catalogue of Best Practices W. In D).
• **Wage gap analysis project (Italy)** - The Province of Bologna made wage equality one of the strategic elements in the implementation of positive actions. These were aimed at making changes and reaching innovative solutions to radically change some of the presuppositions that condition the respect for the principles contained in European Community regulations as well as national regulations (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

• **Equalabel (Malta)** - Project aimed at selecting local targeted strategies to eliminate gender inequality in the public services at the local level, to raise the population’s awareness and to introduce innovative tools based on informal gender equality education (see the Maltese Case Study and the Catalogue of Best Practices W. In D.).

LG7 promoting the gender culture also within private enterprise, seen as one of the essential stakeholders for activating a development process with a gender mainstreaming perspective.

For example:

• **ESS.ER.CI. Rewritten Social Contract (Italy)** - Awareness, training, communication and “rewritten social contract” actions. These aimed at spreading the gender approach and culture in private enterprises, social enterprises and Public Administration, and improving human resource managers’ competences in the diversity management area and the offer of services for actors in the private sector (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

• **Proyecto Ressort (Spain)** – activated by the Diputacion de Barcelona with the aim of promoting Social Responsibility practices in business with a gender perspective, in small to medium-size enterprises, and reconciliation policies in the territory (see the Spanish Case Study and the Catalogue of Best Practices W. In D.).

LG8 adopting a dual approach to the definition of policies and contents of the local development interventions.

Such an approach implies the adoption of gender equal opportunities policies (direct policies) and gender mainstreaming (indirect policies). This consists of providing at the same time vertical priorities (adoption of positive actions to enable women to overcome obstacles in access to services, training, and the employment market, therefore, projects on the subject of participation and specific themes that concerns women) and horizontal “mainstreaming” priorities (that integrate objectives of equality between the genders in all policies and measures). These are aimed at promoting the quality-of-life and well-being of the community, as macro objectives of the local development policies.

For example:

• **Women into Business and Women into Enterprise (Scotland)** – initiatives for entrepreneurship among women (see the Scottish Case Study and the Catalogue of Best Practices W. In D.).
Integration of gender mainstreaming in the sphere of Integrated Planning in Sardinia (Italy) - among the various activities implemented there is the “Definition of a frame of reference for the provincial integrated planning.” In this framework are the outlines of some proposals of integrated projects that dealt with various economic development themes (i.e. development of the rural areas, fishing, shared planning and regeneration of urban centers, relaunching the productive system, tourism, etc.). In applying the dual approach principle in such projects, direct and mainstreaming actions were provided for (see the Italian Case Study and the Catalogue of Best Practices W. In D.).

Proyecto Kideitu (Spain) – The autonomous Basque government designed and implemented a shared strategy with a gender perspective to be included in training and employment systems in the Autonomous Basque Community. (See the Spanish Case Study and the Catalogue of Best Practices W. In D.).

Detecting the female segment within development policies and interventions addressed to specific “target groups” is not only a necessity in terms of policy equality, but is often a determining factor for the success of the interventions and the solution to the problem that public policy is attempting to solve.

If, for example, we focus on development policies aimed at social inclusion, it is clear that gender discrimination takes on a particular value in the case of women with special disadvantages (immigrant women, impoverished women, single women with a family, women with a low educational level, elderly women, etc.). It is also clear that immigrant women and men, for example, are oriented towards different segments of the employment market. This means adopting different measures in terms of employment orientation. Finally, again with regard to the specific needs of immigrant women, it should be taken into consideration that religious and cultural diversity often negatively influences contact and access to essential social services.

**For example:**

- Advancing Women Employability (Scotland) – a pilot project for the reintroduction into the employment market of women aged 50 or over, in three key labour sectors for the Scottish economy (see the Scottish Case Study and the Catalogue of Best Practices W. In D.).

- Cerezas por la Igualdad Cooperativa Montana de Alicante (Spain) – intervention addressed to women in a rural mountain zone. Its aim is to increase their number in the local economic process by overcoming their status of anonymous female workers in family farms and agricultural enterprises. It promotes the empowerment of these women and their active participation in decision making in the agricultural cooperatives (see the Spanish Case Study and the Catalogue of Best Practices W. In D.).

- Promoting equal opportunities through development (Malta) – The Project also dealt with the theme of various levels of ability with the gender perspective. Its aim was to raise public awareness on issues related to multiple forms of discrimination (see the Maltese Case Study and the Catalogue of Best Practices W. In D.).
LG10 activating specific gender oriented interventions, above all pilot and experimental measures (but not exclusively) at a micro-territorial level.

The “micro” dimension can be a useful test bench for activating inclusive shared processes, as well as for the definition of integrated interventions that best allow to achieve those development and equality objectives that are included in the gender mainstreaming approach.

For example:

- **Women’s Fund for Scotland (Scotland)** – funds that financed local initiatives of various types and of a limited size. Their objective was to improve the quality of life of Scottish women and girls (see the Scottish Case Study and the Catalogue of Best Practices W. In D.).

- **Incorporation of the gender perspective in the implementation of the “Ley 2/2004 de mejora de los barrios” of the Autonomous Community of Catalonia (Spain)** – intervention directed at the urban areas with urban planning problems, and social, demographic, and economic difficulties. It introduces the gender perspective in the diagnosis phase of the quarters and incorporates the experience of women in the planning of the urban spaces, favoring their active participation (see the Spanish Case Study and the Catalogue of Best Practices W. In D.).

- **Malta** – The Zejtun Local Council developed a gender mainstreaming strategy in the initiatives at a local level (see the Maltese Case Study and the Catalogue of Best Practices W. In D.).

- **Women Alpnet** (Italy) - The development of a network of services among the “Women’s resource centres” implemented in some regions of the Alpine spaces to offer women equal opportunities in access to regional and local resources (see the Italian Case Study and the Catalogue of Best Practices W. In D.).
3rd Component: Methodologies and tools

LG11 using tools for planning and verifying results in a gender perspective for the socio-economic contexts involved in local development initiatives.

One possible scheme can be summarized in the following phases and activities.

Referring to the definition phase for programmes/interventions, it is necessary to:

- include a gender dimension in the context analysis of the territory and/or the intervention sector. This action is aimed at emphasizing the condition of the female population of reference in relation to the characteristics of the territory/sector and type of intervention planned for detecting the problems/needs and potential;
- identify/verify the relevance of the interventions with a gender perspective by performing a potential impact analysis on them; this action makes it possible to “interpret” the intervention taking into account equality and mainstreaming objectives. It offers an opportunity to “calibrate” the interventions in a gender perspective as well as provide evidence and outline the responsibilities of the stakeholders at the concertation tables;
- where the pre-existing conditions require that specific actions be integrated into the development programmes/interventions, some priority areas/objectives might be selected to include direct actions (e.g., improving social infrastructures, promoting access to employment, services, structures, promoting women's entrepreneurship, reconciliation between working and family life).

In the implementation phase, there should be a special focus on the methods used for managing and implementing the interventions, through:

- the adoption of procedures that consider gender mainstreaming in the implementation of the interventions (in the selection criteria, in the interventions' implementation method, etc.);
- designing a “gender sensitive” monitoring system that can supply ongoing information on the achievement of equality objectives.

LG12 developing and promoting the production of gender oriented statistics and studies to acquire a useful information base for implementing context analyses, preparatory analyses of local development programmes/measures, and the evaluation of results and their impact.

For example:

- **Work-Life Balance (Scotland)** – research on flexible employment practices within micro, small and medium size Scottish enterprises, and on the kind of impact these have on gender equality. Publication of the research results on their web site, presentations and publications of the final report (see Scottish Case Study).
- **Italy agreement with ISTAT (Statistics Institute) for gender statistics** – The Department for Rights and Equal Opportunities stipulated a convention with the National Statistics Institute to perform an ad hoc survey on some
specific themes (reconciliation, violence) also funded with the contribution of the Structural Funds.

- **Malta** – The National Statistics Office (NSO) ensures the breaking down of data by gender. In addition, the co-funded projects of the EU Funds have gender as their priority, a horizontal priority, and the data broken down by gender was provided for the most part by the studies.

**LG13** defining **methodologies and tools for monitoring and evaluating the gender impact** ex ante (potential impact), in itinere and ex post (effective impact)

*Suitable evaluation activities* need to be defined to verify the effective impact of the implemented actions on gender equal opportunities and mainstreaming, with special reference to how much and how these have made an impact on the female population and the life conditions of the whole population.

**For example:**

- **VISPO Guidelines (Italy)** – published by the Department for Rights and Equal Opportunities, offers methodologies for evaluating the potential impact in terms of gender equal opportunities in co-funded programmes and interventions for the 2000-2006 programming period. The guidelines make up a reference framework for contents, methodologies and operative tools, and support for the programming and evaluation functions required by the Structural Funds for the 2000-2006 period (see the Italian Case Study e www.retepariopportunita.it).

**LG14** designing **specific** gender oriented and gender sensitive development **indicators** for the context analysis and territorial diagnosis, the monitoring and evaluation of the interventions.

Focusing on the gender dimension means interpreting the same indicators with a particular point of view. For example:

- **demand indicators**: identifying the individual characteristics of the population to which interventions will potentially and effectively be addressed (age, sex, educational level, state of employment, previous experiences, etc.) can highlight women's different behaviour with respect to the programmed offer or if there are difficulties (minor or major) in reaching this specific target or of access to services provided;

- **process indicators**: calculating process indicators in a disaggregated way for those policies, interventions, and measures that consider women as direct or indirect beneficiaries of the actions, allows for a verification of the investments, in terms of resources, implementation and management methods, dedicated to significantly changing the equality balance between men and women. They can also help identify to what extent the organizational or management methods influence women's participation in programmed actions. Also, indicators not broken down by gender because of not being directly addressed to the actions' beneficiaries, can be considered gender relevant whenever
they refer to a relevant aspect of the position of women in the context of reference (for example starting up actions to create and spread local services is relevant to improving life conditions, as is the introduction of “family-friendly” organizational models and timetables in public services and private enterprise);

- **efficiency indicators** that measure the relationship between the resources used and the results, making it possible to keep under control, for example, the effective cost per intervention with respect to the estimate and the per capita cost of the intervention, disaggregated by typology of woman beneficiaries;

- **indicators of results and gender sensitive impact** (indicators that can be specified by being broken down into specifics by gender) or gender relevant (non-specifiable by gender, but containing relevant information on the position of women in the context of reference and/or the defined objectives in terms of well-being of the community and the improvement in the quality of life, as well as gender equality with special reference to indicators of presence in representation in decision-making centres).

Some interesting experiences regarding the use of specific tools for promoting/activating local development actions have emerged from the national case studies. These tools are already included in the national/local regulations and put a strong emphasis on possible impacts and possible methods for introducing the gender principle into these existing tools. In some cases, a “detailed gender oriented definition” of the existing tools was given. The “fundamental” actions to be implemented include bringing in specific experts in Gender Mainstreaming and Local Development for the various procedural steps that are necessary in the use of the tools and performing analyses and gender interpretation in the various intervention areas where local development policies are activated.

For example:

- **Integration of gender mainstreaming in the field of the Integrated Planning in Sardinia (Italy)** – The Integrated Territorial Projects are an ad hoc tool created to implement local development interventions that include a specific methodology for defining development strategies, partnership involvement of local stakeholders, and the planning and implementation of the interventions. In the case of the Region of Sardinia, forms of gender and equal opportunities policy integration were experimented in conjunction with local development policies and practices by introducing specific professionals. These were experts in equal opportunities and gender mainstreaming and worked within the integrated planning territorial workshops, with a series of analyses and gender interpretations related to the various intervention areas in which local development policies were activated.
Formulating the call for tenders is a fundamental moment for including the gender perspective and the mainstreaming principle in the implementation of a policy, and for achieving equal opportunities objectives. The moment of designing a document for implementing an intervention is crucial inasmuch as it is an operative translation of the principles clarified when programming. In this way, the invitation to tender must explain forms and methods of implementation that take into account the gender mainstreaming principle and therefore the effects of the intervention on the female population, not only at a quantitative but also at a qualitative level.

For example

- **Technical assistance for the Management Authority, Department for Rights and Equal Opportunities (Italy)** – definition of parameters and criteria broke down by a gender perspective, with the aim of selecting interventions to be co-funded by Operative Programmes. Drafting of a guide of possible methods for integrating the gender perspective in the tender procedures that come under the European Community regulations on public tenders.

- **Malta** – Public procurement procedures for EU co-funded projects have included gender criteria with a weight of 15% on the total points that can be achieved.

**Synoptic table**

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