

A journey into gender equality through Sweden



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ESF JÄMT

Processtöd jämställdhetsintegrering



Länsstyrelserna



EUROPEISKA UNIONEN
Europeiska socialfonden

So?

What's this all about?

A journey into gender equality through Sweden is the name of the present magazine-format dissemination publication produced by the ESF Jämt project as a channel for sharing the experiences and future perspectives generated by the project.

The publication takes as its theme a journey in which readers may engage personally by making use of the advice, theory and methodologies presented, based on their role within their organisation, whether in the public or private sector.

Many examples are drawn from ESF Jämt and its gender mainstreaming programme. The aim of presenting specific examples from ESF Jämt is to inspire more actors to create their own models, itineraries, road maps and mission statements for tackling gender equality with their sights set on the gender equality policy objectives. ESF Jämt is a pilot project, and as such is now in its concluding phase, but in identifying gender (in) equality contexts, analysing how they disfavour women or men and testing how we can do things differently, we learn how to practise gender equality. The process is continual, so there are always reasons for initiating gender equality programmes. For boarding the train that takes us on a gender equality journey through Sweden, but making the stops along the way that have proved vital for onward progress. In other words: a journey into the future.





A journey into gender equality through Sweden aims to present a picture of how gender equality is practised, and the ways in which women and men in different positions and in diverse organisations can address gender equality issues. Gender mainstreaming is the strategy prescribed by the Swedish Government for application in all policy areas and issues of concern, and entails that all organisations are individually responsible for learning about gender equality and actively determining how their own organisation is to take action. This results in diversified efforts depending on the individual organisation and its decision-makers.

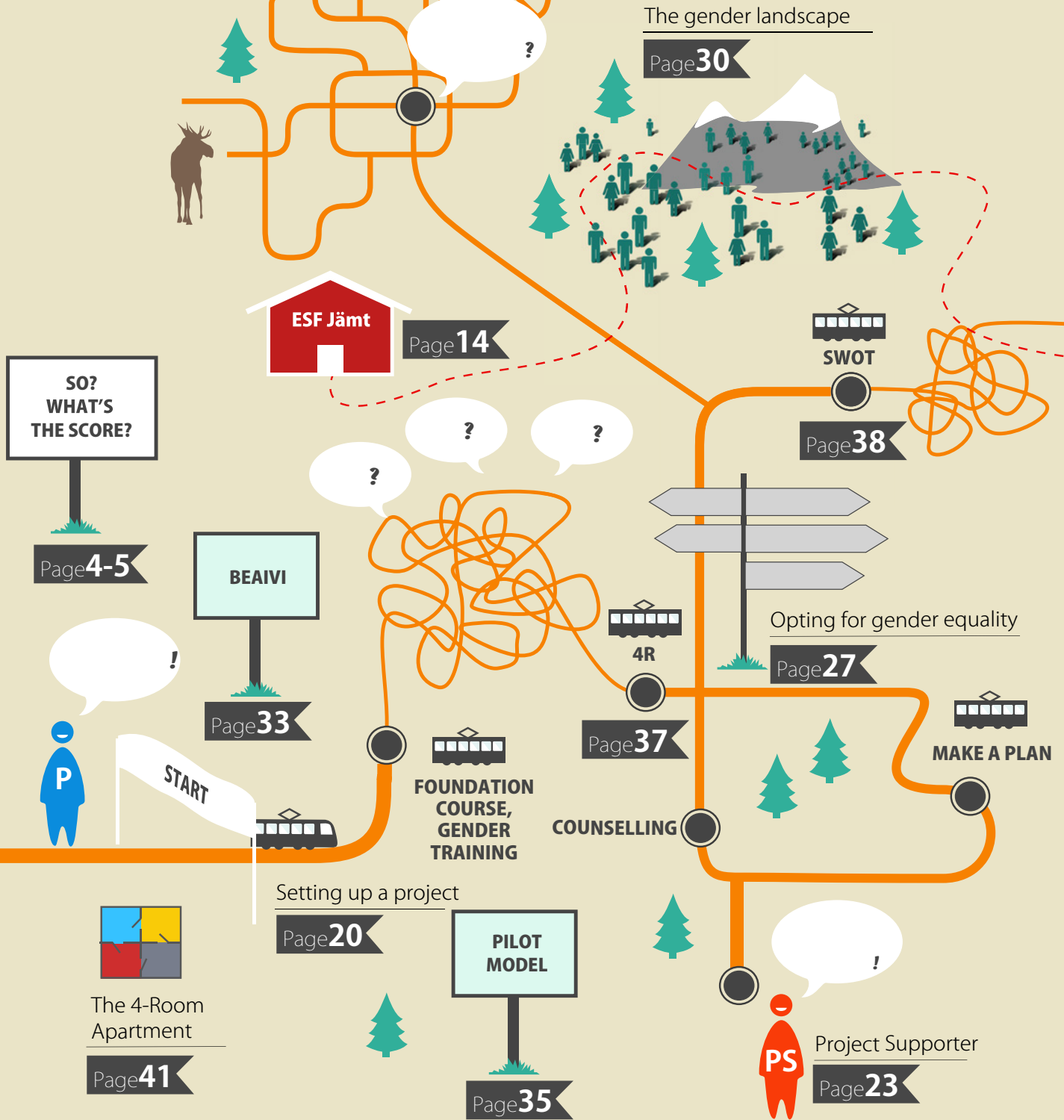
As such, there is no one, single solution to eliminating gender inequality, but several. As a project manager you have a means of influencing, within the constraints of your particular project, aspects such as the format of activities and how information about those activities is disseminated. Who decides what activities will be undertaken in a project? What is the gender ratio of the participants? If it is imbalanced, are there any ways of balancing it? If you are the head of an organisation, you have the power and opportunity to make decisions, and may need to consider whether/how your decisions affect women and men? Does one group stand to benefit more than the other? How can you make gender mainstreaming decisions? For example, could you produce statistics by gender and analyse them? If your role is that of assessor, you are responsible for screening project applications describing what the project intends to accomplish within the horizontal goal of gender equality.

Your task is to assess if this is relevant and realistic and whether the project has the competence to achieve its aims.

In your capacity as a gender equality expert at county level, or as a consultant, you can bring your expertise to bear. In your role as a company executive it may be in the company's interest to attract competent women and men, and to be an employer who makes a commitment to core values as an element in running a successful business. As an inquiring newcomer, you may encounter a wealth of past experience and advice on how gender equality can be achieved, which is a great start. In order to advance the standing of gender equality domains, more people are needed to embark on the “gender equality journey”, to wear the gender equality glasses and view the landscape outside as a gender landscape. This makes it easier to see how women, men, girls and boys are influenced by their surroundings and how they interact with them.

It is a question of determining the life factors that shape the lives of women and men, since these are what determine their scope for shaping society and their own lives. Welcome on a journey filled with questions about the future!

THE JOURNEY



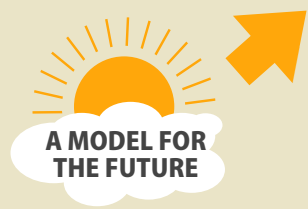


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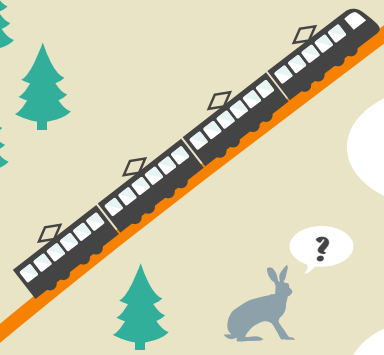
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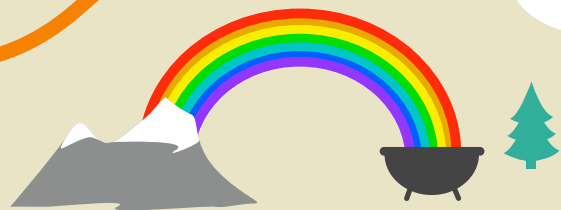
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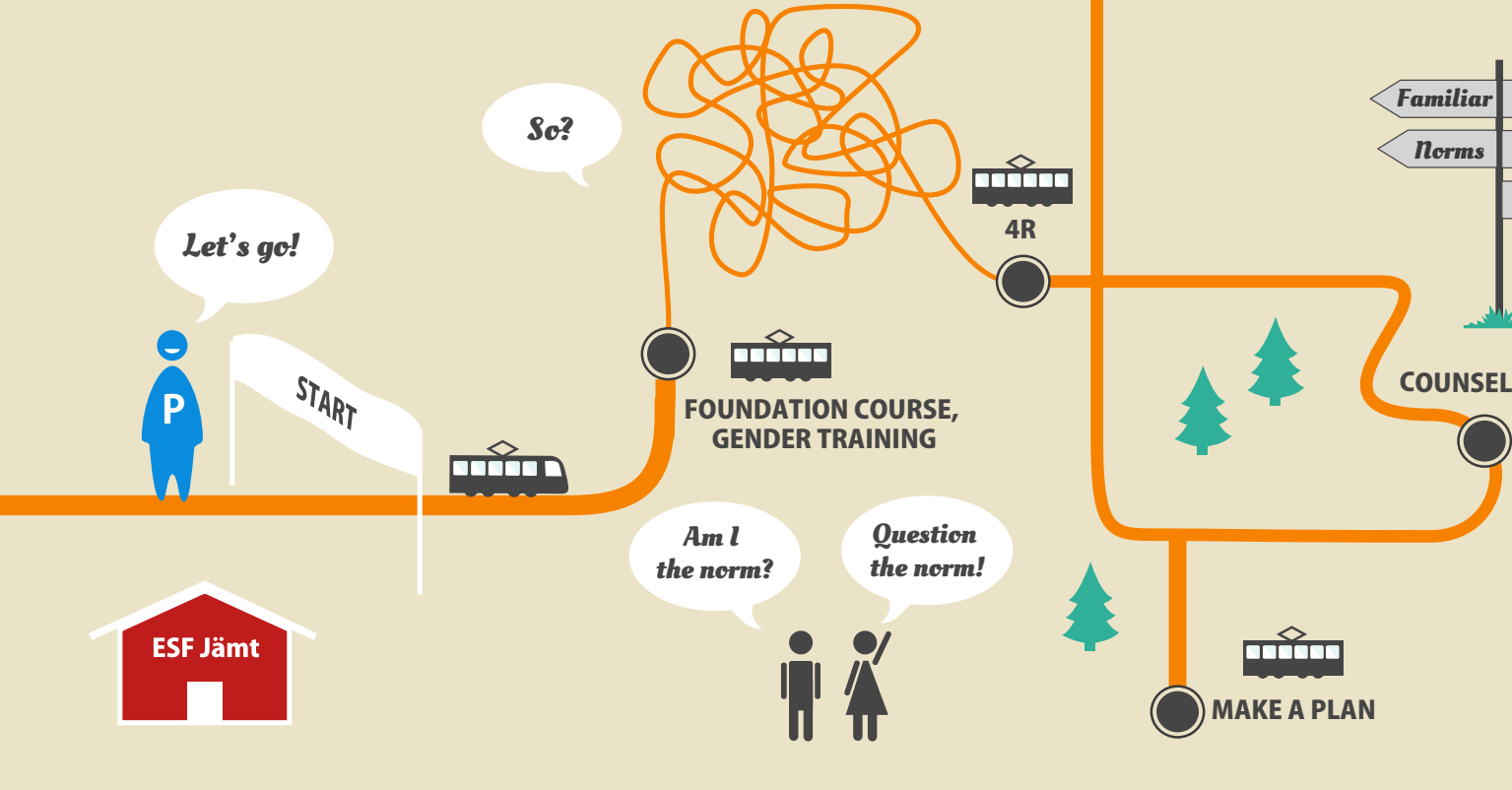
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PO1: Competence building

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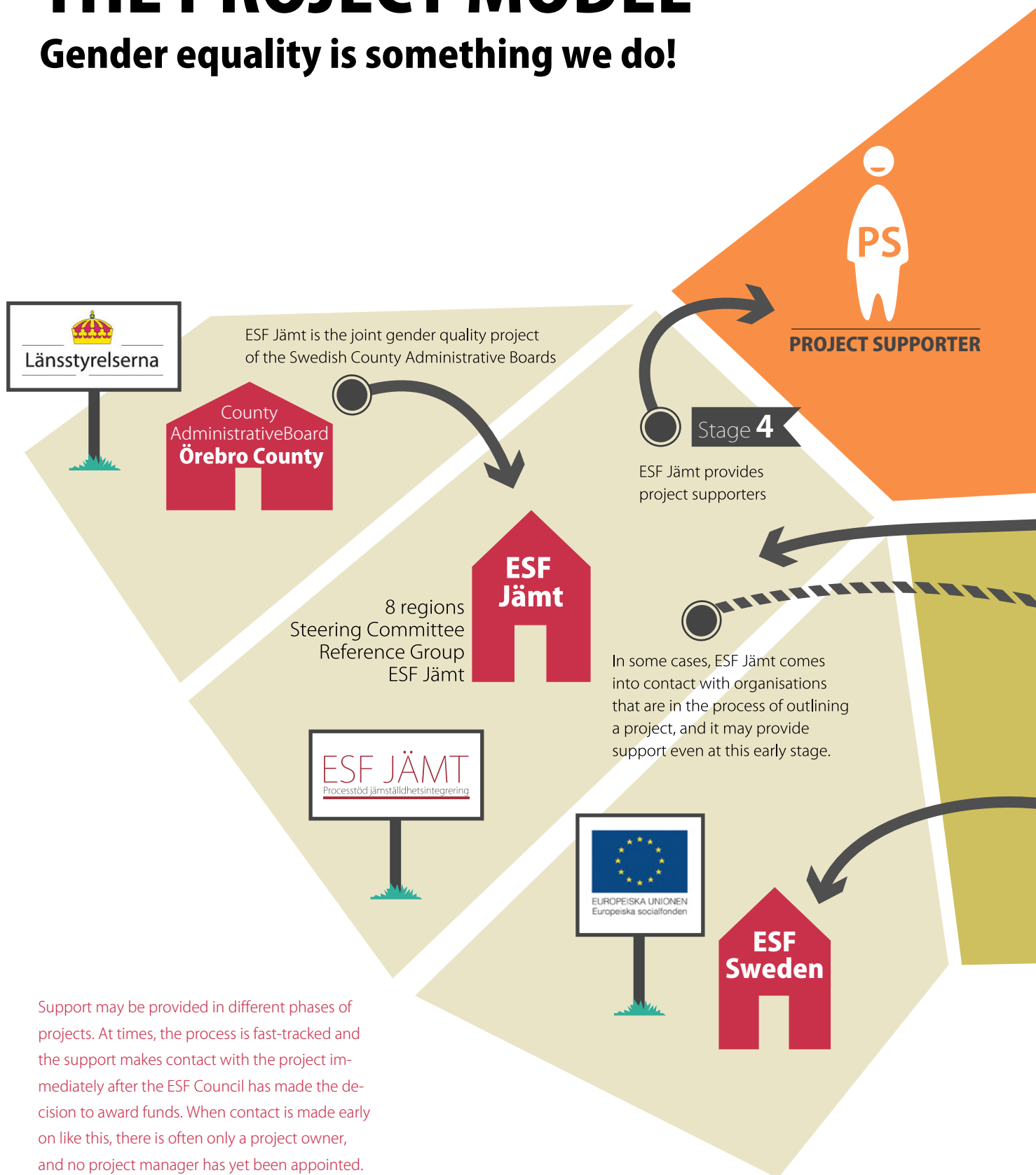
All journeys have a beginning. ESF Jämt, in its capacity as a national project, has brought other fellow travellers along on a gender equality journey through Sweden. ESF Jämt, commissioned by the Swedish European Social Fund (ESF Sweden), has worked to provide funding for other ESF Sweden projects in their gender mainstreaming efforts. ESF Jämt, an ESF Sweden project in itself, offers free counselling, training and methodologies for projects addressing ESF Programme Areas PO1 and PO2. All ESF Sweden projects are required to take account of gender mainstreaming concerns in their activities. In order to achieve maximum outreach, ESF Jämt services have been provided via eight project supporters based at the eight locations in Sweden that have a regional office. The project supporters have literally travelled the roads of gender mainstreaming. They have visited projects in both villages and metropolises, on the coast and in the mountains, big and small projects, those that have taken gender equality issues fully on board, and also those that chose to remain on the platform rather than join the gender equality train.



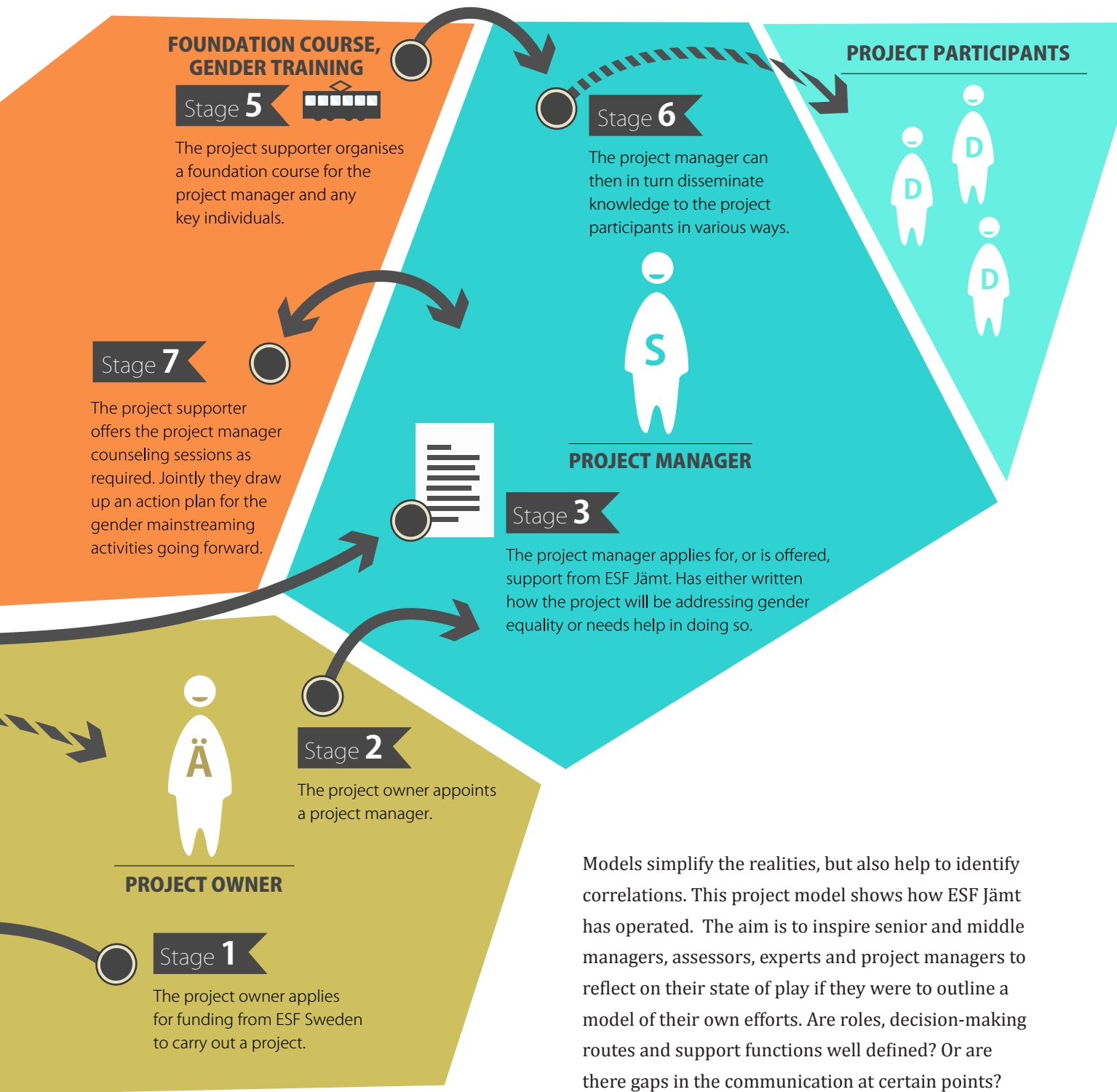
But the gender equality journey is no easy trip, in that it requires active participation on the part of the traveller. The journey is provocative and evocative in both private and professional contexts, this being part and parcel of its mission. In order for ESF Jämt to chart a course leading to better understanding in projects of the value of active gender equality efforts and opting for a proactive approach rather than taking familiar routes and shortcuts, independent evaluators have been used on an ongoing basis throughout the project. The role of the independent evaluators has been to bring additional dimensions to gender mainstreaming in practice. This has been achieved by having the independent evaluators participate in part of the journey, following ESF Jämt at close quarters in order to subsequently disembark and reflect from the sidelines and then return to propose a travel direction. One major contribution from the independent evaluators was their suggestion that ESF jämt should be more qualitative in its approach and tone down its quantitative tendency. In specific terms, this adjustment meant that some 40 in-depth projects were selected from a long-list.

THE PROJECT MODEL

Gender equality is something we do!



Support may be provided in different phases of projects. At times, the process is fast-tracked and the support makes contact with the project immediately after the ESF Council has made the decision to award funds. When contact is made early on like this, there is often only a project owner, and no project manager has yet been appointed.



Models simplify the realities, but also help to identify correlations. This project model shows how ESF Jämt has operated. The aim is to inspire senior and middle managers, assessors, experts and project managers to reflect on their state of play if they were to outline a model of their own efforts. Are roles, decision-making routes and support functions well defined? Or are there gaps in the communication at certain points? This project model has shed light on divergences in goal-setting in gender equality among the actors involved, and also demonstrates that some projects have a great deal to keep track of. The model illustrates the importance of building up a sustainable system for gender mainstreaming.

“Gender equality is something we do!”

Like any model, the project model simplifies the realities, but it still provides a general impression of effective support in operation.

That said, the system per se should not be allowed to govern practices in transformational efforts, but instead serve them, as a tool. The model should also be an aid in homing in on what needs to be done at different levels. ESF Jämt has operated largely at local level, but has also exerted regional, national and international influence by its very existence. And company managers who address gender equality by a structured approach will have to redraw the map for their management colleagues, business partners and competitors alike, because gender mainstreaming efforts transform attitudes, communication and more besides.

In a future model, it will be vital to draw on lessons learned from ESF Jämt and apply them to further structural fund programmes, and for gender mainstreaming to be implemented in all the support mechanisms the project comes into contact with.

The critical success factor for ESF Jämt has been the project supporters' means of meeting projects in their own settings and adapting the support to each individual project, especially the in-depth projects.

The foundation courses provided a stable basis, but how the projects opted to proceed from there on was very different.

Aspects unclear to the projects were what is entailed by being an ESF project and also what is entailed by addressing gender equality in relation to own project goals, national gender equality objectives and non-existent ESF objectives (gender equality). These aspects are a world removed from the day-to-day concerns of the projects. The project supporters were able to translate certain parts, and place them in each project's own context.

The ideal is if you can match a gender equality expert or supporter with the representative of a sector or an organisation because that way the gender mainstreaming programme will be adapted and made viable for those who will be involved.

Where do you fit in? How can you apply this model or create your own?

What support functions can you mobilise?

What financing options are available? Would you personally be able to come up with improvement potentials for different actors? Adapting gender equality activities to the specific situation the actors find themselves in is a productive strategy. Individualised interviews to determine the right format for the project manager, the head of the organisation or the assessor are part of the gender equality efforts that transform structures for the benefit of both women and men. This approach requires trust and mutual respect for each other's competences.

***“When have we achieved gender equality?
What goals do we have to achieve?
When is my mission accomplished?”***

Project Supporter

ESF JÄMT



ESF Jämt is a national project with outreach from eight regional offices. The support is to be provided free of charge, regardless of where the project is located in Sweden.

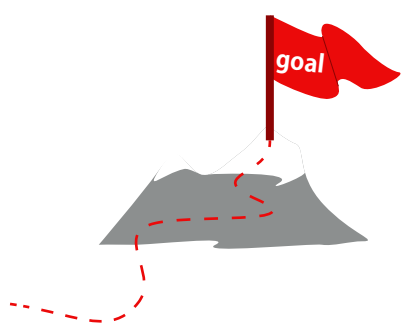
ESF Jämt is a national project that provides free support for ESF Sweden projects engaged in gender equality activities. The support is in the form of gender training, counselling and providing methods to make it possible to map and transform an organisation by means of a gender equality perspective. The point of departure has been the national gender equality policy objectives and gender mainstreaming as a strategy.

ESF Jämt is promisingly robust in that it involves all 21 County Administrative Boards in Sweden (Örebro County Administrative Board being the project owner). The ESF Jämt project organisation embodies close contact with the Swedish ESF Council (a government agency under the Ministry of Labour), which has perhaps been involved more than expected in a transformational journey towards gender-competence building. The project has a steering committee and also a reference group.

ESF Jämt is intently focused on gender mainstreaming. This focus was achieved by the coordinator, aided by the project supporters, building a concept that takes the project, essentially the project managers, along on a gender equality tour of their own project. Through close contacts, joint seminars at which materials were presented, scrutinised and reviewed, the project is able to provide quality-assured support no matter where in Sweden a project comes into contact with ESF Jämt. A great number of gender training initiatives were involved, with the majority of projects taking a foundation course and then concentrating on methodologies and strategies that worked in their particular context. ESF Jämt's contribution has been to adapt gender equality in theory and practice to the project format, aligning projects to the gender mainstreaming policy objectives that have been set. Three basic questions: What, Why and How, have set many gender equality projects in motion.

Those with an interest in changing the imbalance of power between women and men often ask the question How?, and by virtue of its gender competence, ESF Jämt is in a position to help to empower woman and men equally to shape society and their own lives.

“Women and men shall have the same power to shape society and their own lives”



With gender mainstreaming policy objectives in our sights

In Sweden, gender equality is a separate policy area under the specific remit of a minister responsible for gender equality concerns. There is also an overarching Swedish national gender equality objective, and four sub-objectives.

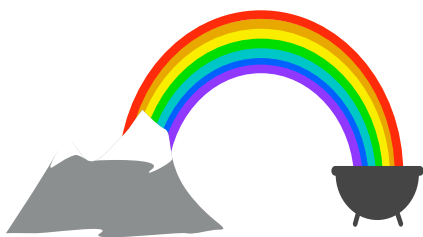
ESF Jämt has employed gender equality policy objectives as a platform in its efforts to explain what is involved and to motivate people to engage in active gender equality initiatives within ESF Sweden projects. Given that ESF Sweden lacks objectives for gender equality, there is in fact no formal and overarching goal for funded projects to attain. This is a weakness in several respects. On the one hand, ESF Jämt has a restricted mandate since there is no higher objective to refer to when the support apparatus encounters projects that question the value of gender mainstreaming. This leaves room for personal interpretation of the point of the projects. Above all, there is nothing that allies the European Social Fund level with activities in the local projects.

The overarching national objective is:

“Women and men shall have the same power to shape society and their own lives.”

The four sub-objectives are:

1. Equal distribution of power and influence
2. Economic equality between women and men
3. Equal distribution of unpaid care and household work
4. Men's violence against women must come to an end




Support that made a difference

“We rate the support as a valuable contribution to the project’s work on gender equality – at times, crucial. Against that, there are some shortcomings in the frameworks for the support. These shortcomings adversely affect the prospects for the sustainability of the project.” (Independent Evaluator)

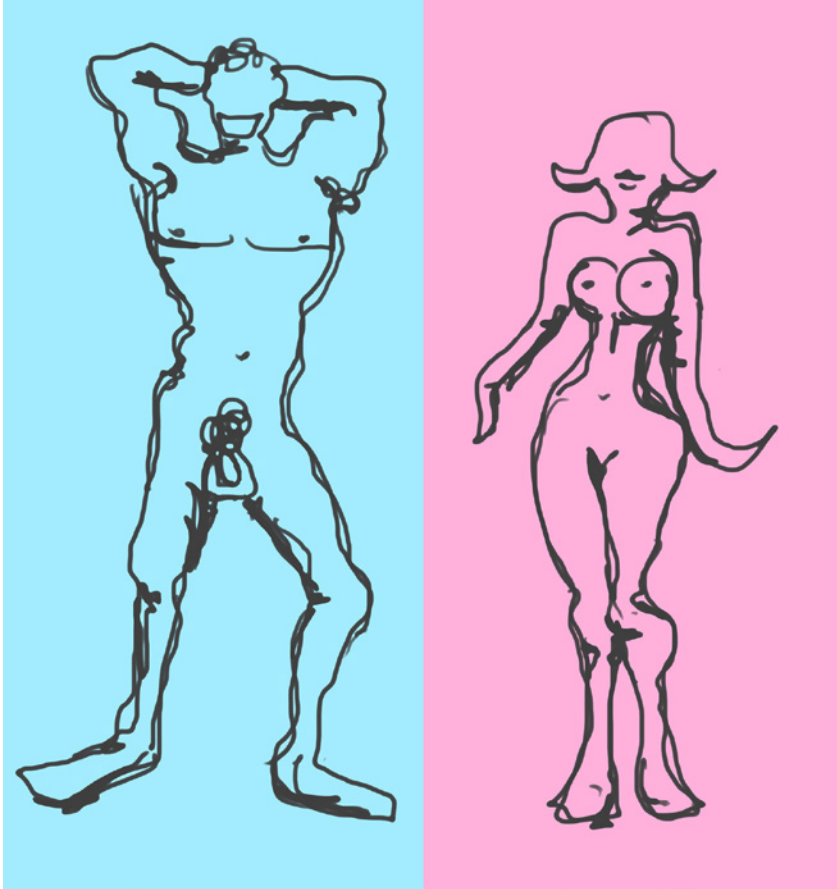
ESF Jämt has:

- been an eye-opener in terms of self-perspective and also identifying inequality in the project activities.
- excelled in providing external assistance in activities involving steering committees.
- created a platform for addressing the gender equality perspective.
- demonstrated unequal gender distribution in education and training.
- demonstrated how the 4R method has encouraged in-depth analysis, for example, of whether women and men have different needs surrounding entrepreneurship.
- helped projects get off to a good start, so the project participants are more inquiring.
- encouraged projects to compare what they wrote in their original funding application with what they have actually achieved in terms of gender equality.
- contributed to better analysis of the activities.
- participated from the start in The European Community of Practice on Gender Mainstreaming (Gender-CoP) for European Social Fund programmes, which produced a minimum standard for gender equality in relation to the EU-2020 targets.

A vibrant rainbow arches across a clear blue sky, its colors transitioning from red at the top to violet at the bottom. Below the rainbow, a lush green landscape unfolds, featuring a red barn and a forested hill. The scene is bathed in bright, natural light, creating a serene and picturesque atmosphere.

***“We have been helped
to describe what we're
already doing!”***

Project Manager



Gender is an issue

*Am I
the norm?*

*Question
the norm!*

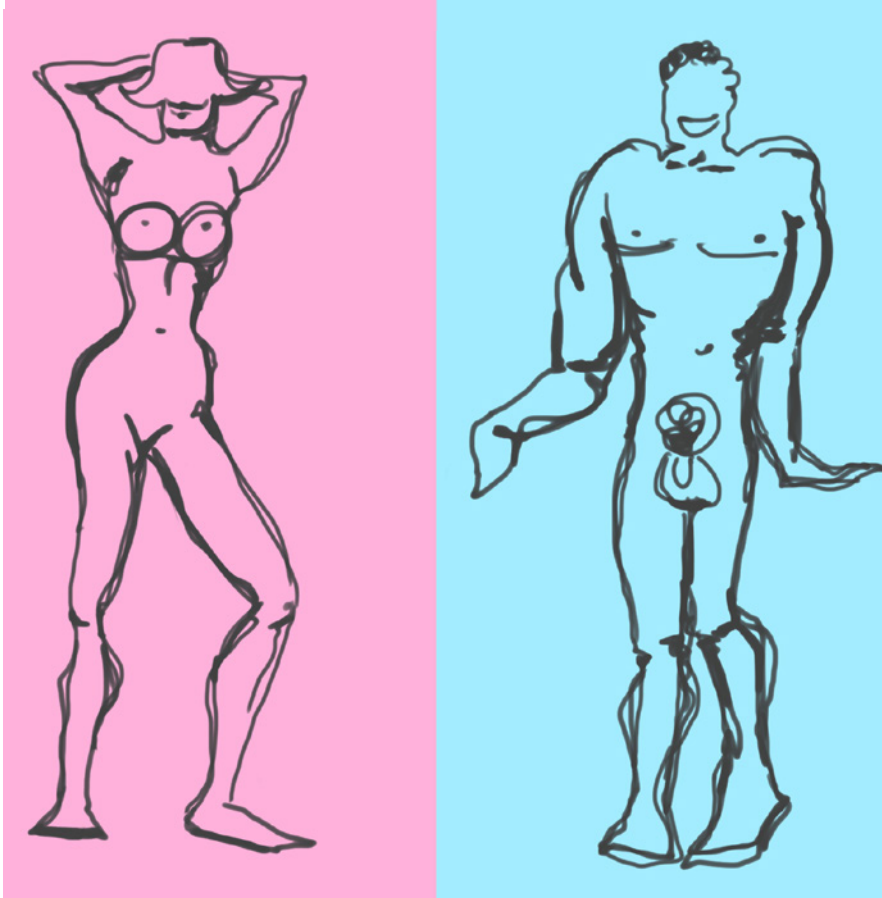


In your capacity as a senior manager, assessor, project manager or gender equality expert you will be asked "But how is gender an issue?".

Or you may hear "gender is not an issue; we practise equal opportunities". Or "so are we all supposed to be the same now?" These questions and assertions are reactions to the gender mainstreaming efforts that seek to determine when and how women and men are given unequal opportunities in education, career or leisure because of their sex. This is often quite unintentional, but it still has serious consequences. And consequences arising from gender need to be scrutinised in order to change the preconditions and criteria that give women and men equal opportunities, rights and obligations in all walks of life.

One lesson learned from ESF Jämt is that many actors, projects and authorities start out with the idea that gender is not an issue, but the more they learn about power, gender and transformational activities, the clearer it becomes that their preconceptions of what women and men are interested in, skilled at or suited to influences both the distribution of resources and job opportunities.

In what contexts does gender inequality come about? And how can those contexts be changed? What needs to be done to turn gender inequality into gender equality in every dimension?



Querying one's own organisational systems and activities is a good start in exploring how a gender equality perspective operates:

- Are women included in the project as well as men?
- How are the resources distributed between women versus men in the project?
- What means of influence does the project have, for example, as regards advice for women and men marginalised from the labour market? (Stereotypical recommendations)
- What happens to the project if only one of the sexes benefits from what the project offers?
- In what way is the project seeking to reach both women and men?
- How are gender equality issues addressed within the project's own organisation and owner-organisation?

Gender *is* an issue and it is helpful if the projects work out how they can address gender equality issues within their own project organisation in order to present a credible image to participants. Which means putting their own house in order!

Getting started in gender mainstreaming



Gender mainstreaming projects work best when they are planned from the very outset by a process or a project. ESF Jämt also noted that projects that made contact early on, right from the project conceptualisation phase, were able to address gender equality more readily as part and parcel of the project than those projects that suddenly came up with gender equality as something they had better include and then added a few lines about it in their application without directly linking gender equality into the project aims. In many instances, the wording of horizontal aims, including gender equality, tends to be very laboured. If so, it is helpful to bring an expert on board to assist in identifying how a gender equality perspective could be incorporated into the activities, and then wording the project aims accordingly.

The gender equality perspective from project to practice



A number of questions typically arise when projects are due to submit their concluding reports. What happens after the project closes out? How will the gender equality issues be kept top of mind?

Who takes responsibility for all the experience that has been gained?

During ESF Jämt's existence, it has been able to provide advice on gender mainstreaming in everyday practices, although a lot depends on whether the actor embarking on the activities, surveys, analyses of gender mainstreaming is also prepared to process the outcomes.

The process is like learning to ride a bicycle with stabilisers. It is helpful to make use of external experts to steady the project (like the stabiliser wheels on a bicycle). Those who do so are pleased and proud to find they can go it alone without support. They have learned to ride a bike! From now on they can find their own route, knowing that there will be support available to them as they progress. But projects that placed responsibility for gender equality on the supporter tend to veer off course when their stabilisers are taken away. This is because they failed to embrace gender training, and relied on the stabilisers for their progress.

“In what way is the project intended to promote gender equality?”

Independent Evaluator

THE PROJECT MODEL

ACTORS



Equality



A common journey

The project supporter brings the competences, methodologies and models for gender equality initiatives, whereas the project manager knows what the actual project addresses and aims for. The idea is to team up and become cooperating partners in the gender equality journey. The project supporter can provide all kinds of support in the shape of time, materials and gender training. But if the project manager lacks commitment and personal drive, not a great deal will be achieved. One major point, however, is to be alert to small gains. Each project is informed by its own circumstances and hence its potential for gender mainstreaming. The fact that the project supporter is there, and pointing to what gender equality initiatives could do for the project tends to impact the organisation as a whole.



Checklists are often helpful as a kind of *aide memoire*, but they must not become static. In any case, gender mainstreaming is about more than checklists. This is much discussed by project supporters and project managers, and is one of the successes of ESF Jämt. The counselling sessions, typically in the form of an ordinary conversation with the project manager, provide keys to how gender equality efforts should be made in the project in concrete terms.

“My role is to ask questions and provide feedback. Could we see it like this...?, what do you think about this...?, supposing you did this...?”

Project Supporter

The Project Supporter

The project supporter is the guide in the area of gender equality, and helps projects to understand what gender equality is and entails in relation to the activities undertaken by the project and to the target audiences they reach.

The project supporter is the sounding board that guides the project through gender equality theory and the jungle of methodologies that exist in gender mainstreaming.

In order to even begin to get activities under way, the partners need to build confidence in each other. This is why a great deal of the project supporter's time is spent on counselling and reflective sessions. The aim is to play down gender mainstreaming in spite of the fact that the strategy may actually be challenging people's reality and the whole *raison d'être* in an organisation.

Project Manager

The project manager is the one who heads up the operational activities in a project, and is typically the person the project supporters come into contact with. The project manager plays a key role in the project and is instrumental in ensuring that resources within the project benefit women and men on equal terms. The aim might be to plan activities based on a gender equality perspective. One challenge is to diffuse and implement gender competence within the project and within the stakeholder organisation.

Sweden's role in the European Social Fund

The Swedish ESF Council is mandated to administer the Integration Fund and Swedish arm of the European Social Fund over the period 2007-2013. The European Social Fund supports projects that promote competence building and counter exclusion. During the period 2007-2013, more than SEK 12 billion has been invested in empowering women and men to achieve better employment prospects.



Coordinator

The coordinator provided stability for the project supporters by ensuring that the group met regularly and presented material relevant to the project. The coordinator also stressed the need to adopt a positive and development-oriented approach. The coordinator dealt with administration for the project and submitted its progress reports to ESF Sweden. The coordinator ensured the documentation of a large proportion of the project's activities.

Independent Evaluator

The same independent evaluators have been retained throughout the ESF Jämt project period, which has been conducive to the project's intrinsic development. The independent evaluators have participated in the choices of direction made by the project. Initially, the project focused heavily on the number of courses completed and the number of projects the project supporters reached. But as time went on, the need emerged to provide more qualified support by taking the support to a more in-depth level. The independent evaluators report that ESF Jämt is an exceptionally well-run project with an agile organisation and highly independent project supporters. Criticisms concern the circumstances faced by the project. How does the Swedish ESF Council intend to address the need for more competent administrators capable of meeting the expectations of the project, which in time will presumably be producing better written material?

Chairing the steering committee

The chair of the steering committee has an important remit within ESF Jämt as the individual who liaises with the county administrative boards on how ESF Jämt is to operate, as in how it operates for the project supporters, and what strategic decisions need to be made. The steering committee is composed of experts in the eight counties in which the Swedish ESF Council has a regional office. The chair also meets the reference group, which consists of all the other experts serving the other county administrative boards, who are vital anchors for ESF Jämt functions and for ideas surrounding its development.



The Swedish ESF Council

The Swedish ESF Council and the alliance jointly decide which projects are to be granted funding. The Council is mandated to motivate projects to prioritise gender equality depending on how terms of reference in the applications are worded and assessed. The Council has followed ESF Jämt and learned more about what gender mainstreaming involves and the support needed in order for a project to acquire gender competence in practice.



Project Owner

The project owner is important but has no presence within ESF Jämt. The project supporters seek to meet the project owners in order to ensure the sustainability of gender equality efforts in the ongoing project, but above all so that the owner assumes responsibility when the project is concluded. Project owners have occasionally attended ESF Jämt's courses or met with some of the project supporters. The aim is for the project owner to feel a sense of responsibility for the project and how it addresses gender equality.

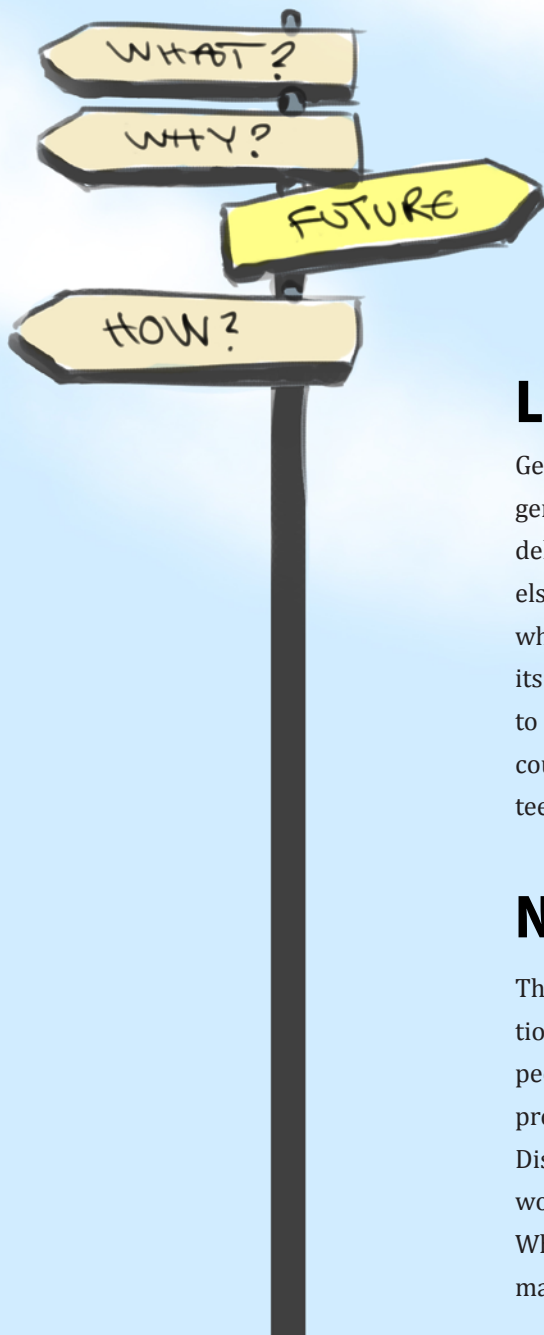
Gender CoP

ESF Jämt was represented in the steering committee on gender mainstreaming at the European level known as Gender Cop. The coordinator participated in the steering committee and mainly shared ESF Jämt's experiences of being an ESF project and of working on gender mainstreaming in furtherance of ESF Jämt, but above all as a support for other ESF projects in their gender equality work. This steering committee involvement did not directly affect the project supporters or the projects. In any case, Gender CoP is a more strategic level for setting a gender equality standard for ESF projects.

KEY FACTS ABOUT GENDER EQUALITY

- 1.** 1921 is the year in which women gained the vote in Sweden.
- 2.** The www.jamstall.nu portal covers most aspects of gender equality
- 3.** “One is not born, but becomes a woman”
The quotation is from the book *The Second Sex* by the French author and feminist, Simone de Beauvoir, 1908 - 1986.
- 4.** The Equality Ombudsman was established in Sweden on 1 January 2009. This government agency seeks to combat discrimination and promote equal rights and opportunities for everyone. In pursuit of this goal, the agency is primarily concerned with ensuring compliance with the Discrimination Act.
- 5.** Demonstrating differences between women and men is a criterion for engaging in active gender equality efforts.
Statistical data is a useful tool for demonstrating differences and trends in gender equality over time. Statistics Sweden produces and compares statistics that are particularly important from a gender equality perspective. The latest statistics are presented in *På tal om kvinnor och män - lat-hund om jämställdhet* (in English: *Women and Men in Sweden*), a booklet published every other year since 1984.
- 6.** Masculinity research is a field of research inspired by feminist theory and ideology and is devoted to empirical and theoretical studies of men's psychological, social and cultural living conditions, lifestyles, attitudes and behaviour.
- 7.** The Swedish Government has published an action plan for gender equal regional growth 2012-2014. Equal distribution of power and resources is a precondition for sustainable nationwide growth.

OPTING FOR GENDER EQUALITY



Leading the leader?

Getting management to board the gender equality train is a problem generally. There may be several reasons for this such as shortage of time, deliberate delegation of the issue to the project manager or someone else in the organisation, personal disinclination etc. But for progress, what counts is that the boss/manager takes a stance on the project and its gender equality activities. ESF Jämt has had limited opportunities to 'lead the leader' which is why we have seen a great many foundation courses for project members, but scant effort among steering committees for example.

New and useful

The benefit of gender equality is that each project that brings the question into the organisation will hone its qualities, reach out to more people and distribute resources more fairly. Yet this is not a given in a project.

Disregarding gender equality issues may result in the exclusion of women or men from participating. Is that acceptable?

What is so frightening about terms such as equality, gender and transformation?

So?

“What does gender equality have to do with me?”

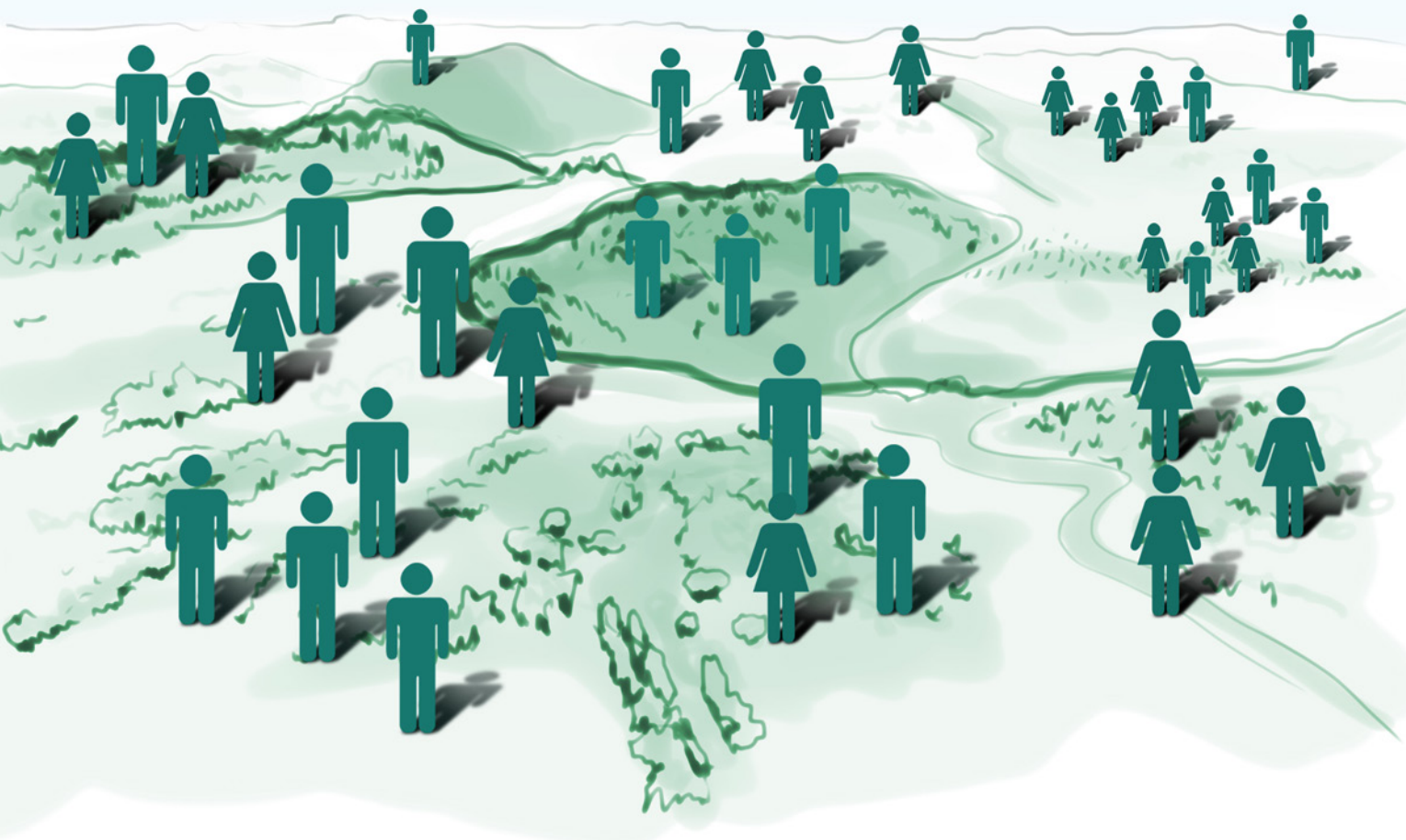
Do you find it hard to tell what gender equality is in practice?

Gender equality affects everyone in one way or another. This is a graffiti board for posting your thoughts, reflections and experiences concerning gender equality. Often, things become clear when we see our thoughts in writing. What is your input in the debate?



THE PROJECT MODEL

REGIONAL FACTORS



The gender landscape

It is of interest to view Sweden as a gender landscape.

In the present context, this means that ESF Jämt has operated in eight regions, each of which represents a gender landscape, but which also jointly portray a gender landscape. The aim of examining the eight regions is that each region constitutes the platform for each instance of project support. The platforms are influenced by regional factors such as infrastructure, labour market, regional development activities, gender mainstreaming efforts and the cooperative climate.

The choices we make are still influenced by our gender. Gender equality is a question of power, influence and structures, and of how we distribute resources so that women and men, girls and boys have the same rights, obligations and opportunities in all walks of life.

We need to amass knowledge about women's and men's living conditions.

One method has been to use the Pocket Facts publication available at the national level, and which some county administrative boards have also produced for regional data. The Pocket Facts is suitable for use by elected representatives, corporate executives and members of the general public alike. With the aid of statistics and concise analysis, the publication portrays the situation of women and men in a wide range of areas: education, pension plans, sickness absences, single households, personal finances, the most popular occupations and pay grades, together with living conditions when girls and boys leave home. Taken as a whole, the many statistics provide an interesting picture of a gender landscape, which is useful to refer to when, for example, outlining a project, and also when funding decisions are made. There are also different ways of addressing gender equality up and down Sweden. And counties/regions that have positive experiences of gender equality efforts and regional development work, and who also succeed in combining these two areas will have a head start in engaging women and men as actors at county level. The outreach might involve producing invitations and cooperative activities and involving the support structures that exist for gender mainstreaming.

ESF Jämt is a real-life example of a support model for gender equality efforts and its reception in different parts of the country has differed a great deal.

Yet the support offered by ESF Jämt has been the same, regardless of project supporter or region. One aspect of the project's quality assurance has been for all project supporters to base their support on the same materials.

ESF Jämt has also given a number of projects more time, and refers to these as in-depth projects. The aim of the in-depth projects is to offer additional qualitative support for gender mainstreaming and undertake more activities with the project.

Voices from projects up and down Sweden

Upper Norrland

- iWood
"For participants from the target audience - timber industry enterprises
- gender equality has become part of the agenda"

Middle Norrland

- Helt Rätt i Berg (stimulating learning and health among municipal employees)
"Link the discussions to the participants' everyday lives. This makes sense of the issues."

Northern Middle Sweden

- Unga till Arbete (employment scheme for young people with mental health issues)
"There's no discussing our way out of the facts."

Eastern Middle Sweden

- NUEVO K2 (reducing social exclusion among the unemployed)
"Working things out is easy, but working them out right is harder."

West Sweden

- AVANTO (regional growth through employee participation and gender equality)
"Gender training courses where managers/staff meet to exchange experience, together with writing workshops in support of the creation of gender equality planning."

Stockholm

- You Learn
"One success factor has been the active ownership demonstrated by the project management."

Småland & Islands

- Focusing on skills among youth recreation leaders
"change within recreation programmes is based largely on gender mainstreaming."

South Sweden

- Reverse mentoring
"Through mentoring, municipal managers will gain awareness of diversity issues and put diversity awareness into practice in their activities. The mentors are women born outside of Sweden."



BEAIVI

In-depth project

Beaivi is a project that has raised a good many issues through its work on gender equality. Beaivi aims to build gender competence among reindeer-owning Sámi people in order thereby to encourage them to choose education, occupations and business concepts that break with their prevailing social norms. A special feature of the Sámi community is that it adapts to the migration of the reindeer, and hence to the changing seasons.

Sámi villages are typically presided over by men, who tend the forest and the reindeer. Because it is difficult to live from reindeer husbandry alone, more women than men gain an education and employment outside of the reindeer industry. This is an interesting situation: the women as a group are highly educated and work in society, while the men who rarely have any education are those that exercise all power in the village. The Beaivi project also addressed health issues, since Sámi people, notably young men, are overrepresented in the national suicide rate for example. How can Sámi people achieve better health? Is a gender equality perspective part of the solution? The project has organised several gender training courses, and many of the participants, both women and men, expressed the wish to achieve a less gender stereotypical attitude in the Sámi community, since this constrains and stresses both women and men.

Beaivi also addressed the gender equality perspective in evaluation of the project itself. One requirement was gender competence, since the evaluators were to deliver knowledge and advice on continuation of the gender equality activities during and after the project period.

SWEDISH NATIONAL CHURCH OPENS ITS DOORS

In-depth project



Projects that have enjoyed the most success are those that have made the effort to link gender competence with their own project concept and key concerns which the project seeks to address. The value of gender mainstreaming in this project is a relevant question to ask before embarking on the journey. A good example is the Swedish National Church initiative to open its doors, and its magazine entitled “Because nobody led the way”.

In procuring layout and printing services, the project required that images, colours and captions should be selected according to a gender equality perspective.

The result was an innovative publication, and one much appreciated by its readership. This project also excelled in its efforts to establish an implementation strategy. In this way, the project, jointly with the project supporter, produced a plan for how gender mainstreaming was to continue in the ordinary activities when the project period came to an end.

PILOT MODEL

For company healthcare services in Jämtland County

Experiences from a pilot model of company healthcare services in Jämtland County provided insights into the importance of operating with a gender perspective in company healthcare services in order to give women and men equitable support in rehabilitation, disease prevention and health promotion efforts. The lessons learned from the project subsequently formed the basis for the gender perspective applied in the criteria for public procurement of company healthcare services.

The challenge and the innovative aspect of this project was to incorporate a gender perspective in company healthcare services. One positive outcome of the pilot model is that the initiative is still ongoing in partnership with Offerdal company healthcare services. The pilot brought about a change in procurement procedure.

The procurement process resulted in Krokom Municipality opting for a supplier of company healthcare services with the competence and capacity to incorporate gender and gender equality aspects in its services. This company healthcare alliance will contribute to learning points surrounding gender and gender equality in the municipality.



GENDER MAINSTREAMING

“True, we pile methodologies on the projects. But it's just a question of getting things done”

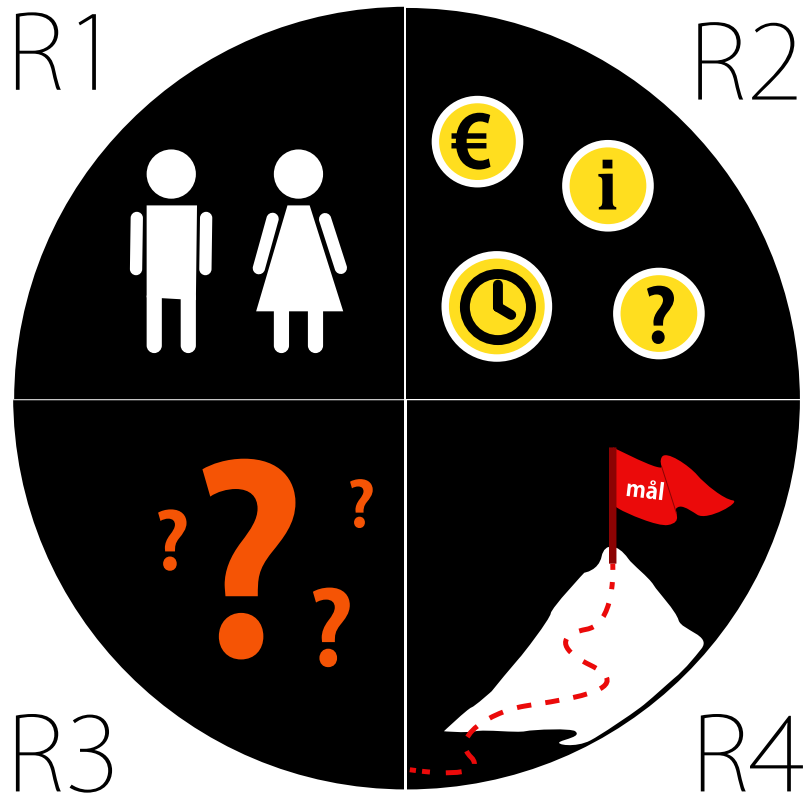
Project Supporter

The project supporter (in the quotation above) asserts that the sheer quantity of gender mainstreaming methodologies is down to blind faith. The idea that it is definitively good practice to heap methodologies on projects, and that this enhances their activities. The project supporter maintains that one or two proposed methodologies are sufficient, since it's not quantity that counts. The methodologies in themselves do not work wonders; the project has to get to grips with them and with the aid of the project supporter work through the stages of the methodology.

The four sub-objectives are:

1. Equal distribution of power and influence
2. Economic equality between women and men
3. Equal distribution of unpaid care and household work
4. Men's violence against women must come to an end

Achieving the national objectives will require a committed effort. To that end, there are a number of methodologies to choose from. ESF Jämt itself has employed the 4R approach, which supports sub-objectives 1 and 2; SWOT, which supports sub-objective 2; and the Gender Hand which supports sub-objective 3. The fourth sub-objective requires crucial insights, which the project and organisations can acquire in various ways. It may be difficult to see how the issue of violence against women has any bearing on one's own organisation. But one way to address this issue is to raise it and provide information about the support structures that exist for women and men who are subjected to violence.



4R

There are several methodologies in gender mainstreaming, but no universal solution.

Which is why organisations have to decide which one can best be tailored to their individual needs. The critical success factor is to put outcomes, such as surveys, to use.

To apply the results - to action outcomes!

R1: Representation The first R requires a count of how many women and how many men are involved; how the sexes are represented within an organisation's divisions and levels. Is there a bias? Is one of the sexes overrepresented? And if so, what is the effect?

R2: Resources The second R concerns the distribution of resources between women and men. These might be resources in the shape of time, money, speaking time in meetings, etc.

R3: Reality The third R asks the question of how the ratio of R1 Representation to R2 Resources came about? Who gets what and on what terms? This is an analysis that needs to be done, and it requires gender competence.

R4: Reactions The fourth R requires the project to draw up a plan for organisational transformation as the reaction to the first three Rs. This R is about making changes and focusing on how to run an organisation that embraces gender equality. (Source: Gör! (Act) A compendium of methodologies in gender mainstreaming from ESF Jämt.)

SWOT

SWOT is a favourite with projects since it is quick and easy and the methodology is familiar to participants from other transformation projects.

Doing a SWOT analysis is a way of mapping and assessing capacity for carrying out a project in an organisation. Assessment of an organisation's Strengths, Weaknesses, Opportunities and Threats from a gender equality perspective rapidly produces a picture of what is being achieved in gender equality, but also any obstacles to organisational transformation. It is often a good idea to write down the threats and weaknesses in order to arrive at a structured method - using a plan of action perhaps - for deciding how each obstacle is to be tackled. Many organisations have an inward and outward face, and in this model, Strengths and Weaknesses are internalised in the sense of what the organisation itself has the power to change. Opportunities and Threats are external and are influenced by, or influence, customers or citizens, for example.

How can the Weaknesses be resolved by means of the Strengths?

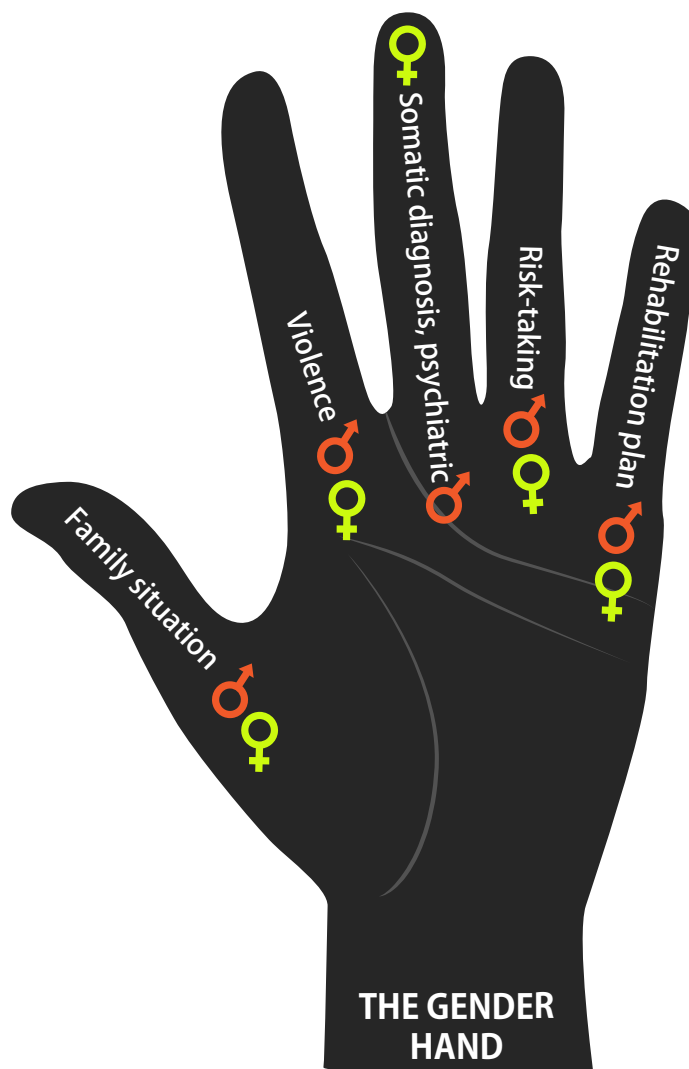
(Source: Gör! (Act) A compendium of methodologies in gender mainstreaming from ESF Jämt.)

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS



THINK DIFFERENTLY!

The Gender Hand

The Gender Hand demonstrates visually that issues are gendered. It is easy to get the idea that the issues are neutral and not shaped according to either women or men. Are notions of gender (un)conscious obstacles for accurate assessment?

The Gender Hand helps organisations to achieve gender mainstreamed routines so that those who interact with the organisation are asked the same questions regardless of gender, and as such receive equitable services.

The Gender Hand serves as a reminder of how we respond to women and men. It encourages people to think differently. How would I have acted had it been a woman instead, or a man? The same, or differently? Why? And what are the consequences in areas such as unpaid care and household work?

(Source: Skurup health care facility, Region Skåne)



“What does violence have to do with our organisation?”

For many projects, the fourth sub-objective is regarded as difficult to deal with. And it is not a little provocative in its phrasing: Men's violence against women must come to an end. This is the gender equality policy's only “must” objective, which adds to its emphasis. In the same way that gender equality concerns must not be sidelined by other concerns, so the issue of violence against women must not be sidelined in gender equality concerns. There are strong links between men's violence against women and the other gender equality sub-objectives. There are links between violence and weakened citizenship. One of the experts in gender equality puts the case as follows: “How are you supposed to keep down a job, avoid sick leave and engage in active citizenship if you are subjected to violence? How can children affected by violence be expected to gain an education and become self-supporting adults? Violence has a devastating effect at all levels.”

It may be helpful to provide examples of what is meant by freedom from violence, and the consequences for gender (in)equality of mental and physical exposure to violence. Among heads of organisations, project managers, experts and assessors, there are presumably both victims and perpetrators of violence. And for organisations it is important to know what can be done for people who need support in the face of violence. Effective support structures are available at national level, and one way of facilitating contact with those structures is to disseminate information about such support and promote the creation of regional or workplace-specific support structures.



The 4-Room Apartment

Contentment may lead to inertia. Projects that connect with ESF Jämt can be said to be in transit between four rooms.

Transformations take time, and there is typically someone who takes the lead and shows the way through the process. This wayfinder knows the steps to take and has the destination in sight. This may be a project supporter seeking to challenge a project to aim for a wider target audience when planning and inviting participation in its activities. Or, the activities themselves might need a rethink from a gender equality perspective.

The 4-Room Apartment, formally known as The Four Rooms of Change Theory, is a supportive paradigm to aid appreciation of the transitions between states (rooms), and also of how the individual can accelerate progression personally, and in other people. This aids understanding of what happens when confusion and conflicting emotions arise. As the name suggests, the paradigm denotes room for change and progress. A number of people and organisations may spend a long time in one room, or make very short stops in different ones. What causes so many organisations to assert "we don't have any gender equality issues here"? What makes censoring gender so tempting?

“What are we doing that makes what we do right?”

The paradigm builds awareness of different attractive forces, but also promotes the ability to identify solutions. The originator of the 4-Room Apartment metaphor is the psychologist and author Claes Janssen.

ESF Jämt as a project in its own right has also visited the four rooms and brought a number of actors along to the apartment. A useful, but difficult lesson for the project, since it emerged that key change agents for ESF Jämt are in different rooms at different times, and so have quite different expectations of project outcomes. But the majority of them have certainly realised that gender equality is something that has to be actively practised and has to be opted for consciously.

Armed with knowledge about power, gender and transformations, even processes as comprehensive as the ESF can be influenced. This can be achieved as each ESF project gains awareness that gender influences project outcomes. For some, just gaining that insight is enough, and for others it is the starting signal for more radical action.

ESF Jämt has contributed both chaos and confusion, but through its own input and also that of the independent evaluators and the projects, increasing numbers of projects and a number of project owners have gained huge inspiration and taken on board new awareness and translated it into action.

The project supporters have during the year helped projects by offering custom made courses, tools and methods

2009-2013

More than **2000** different social fund projects have recieved individual guidance

Nearly
900
courses have been taught

&

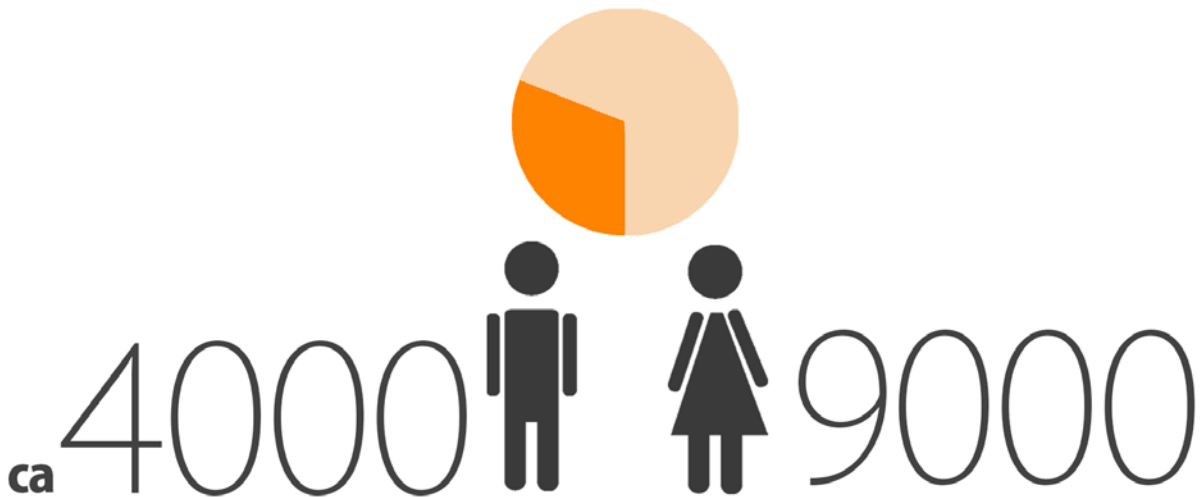


21
County boards

&



8
Project supporters



Number of men and women that have participated in ESF Jämts activities

ESF Jämt have also arranged and participated in a large number of conferences and courses, among other things.

So?

***“What can I do
for the cause?”***

**Do you find gender mainstreaming hard to get to grips with?
What small steps could you take to promote gender equality in society?**

write here



Gender equality affects everyone in one way or another. This is a graffiti board for posting your thoughts, reflections and experiences concerning gender equality. Often, things become clear when we see our thoughts in writing. What is your input in the debate?

A PROJECTION



From project support to strategic support

What is the future of gender mainstreaming? This is an open question for a number of actors. One important insight from ESF Jämt has been that the actors need to have a shared vision, for example, a common mission statement. It is important to have goals that address gender equality for each actor and not just general goals for the organisation. One way of highlighting the relevance of each of the gender equality policy sub-objectives is to put questions to the organisation such as whether and how each sub-objective influences or is influenced by the organisation. Specific questions might be: does the organisation influence women's and men's options for care provision? Does the organisation have (un) equal consequences for women and men? By relating national objectives to regional/local organisations, the objectives are made more tangible and ESF Jämt has contributed to regionalising the objectives and making them more manageable at project level.

“The aim is a concerted effort to encourage use of ESF Sweden for smart, sustainable and inclusive growth”

- ESF Sweden's policy statement, adopting the keywords of the EU 2020 strategy.



Three tips for the future:

By virtue of its system for organising gender mainstreaming, ESF Jämt has pointed to certain improvement points:

Objectives

Well-defined objectives and indicators are needed as milestones for projects to aim for.

A more clear-cut mission statement is needed for newcomer actors.

Ownership

Develop gender training for owners and steering committees.

Evaluation

Project evaluators must possess gender competence to facilitate decisions at the early stages of projects as to how evaluation is to be conducted and procured.

The finding is that the vast majority of organisations, in spite of their diversity, have bearing on all four sub-objectives.

ESF Jämt has been successful in raising awareness of the national gender equality policy objectives and in contributing to regionalising them and making them realisable at project level.

Gender equality activities for the future have a number of gaps to bridge. There are gaps in the system that mean that projects now, as things stand, pass muster with assessors and gain funding from ESF without having described how they intend specifically to address gender mainstreaming.

In future there will be a high level of gender competence among assessors, who will be inquiring into projects and also helping them to see and formulate how gender mainstreaming can be implemented in the project.

In the future there will be different forms of support for proactive gender equality activities. Most likely, we will be seeing the creation of virtual tools, since it is not sustainable and hence defensible to travel the length and breadth of Sweden to meet one or two people for one or two hours and then make the same journey home. Clearly, all projects are to receive support regardless of where they are located in Sweden and whether they are major or minor, but the travelling will have to be done over the internet or by other means in order to spare human resources and the environment.

The aim is to get both the structural funds and individual projects to see how all parts of the sustainability concept are connected. How can increased knowledge about gender equality and specific interventions in this area contribute to economic and ecological progress?



“If you want something you've never had, you must be willing to do something you've never done”

Another perspective set to take on more significance in future gender mainstreaming efforts will be the links with regional growth, including the importance in the context of current development issues for the Swedish counties to incorporate gender equality. In such cases, the Swedish Government's instructions to the county administrative boards and regional associations on producing strategies and plans for gender equality in regional growth will have some influence.

In the future, gender equality may well be pursued as a joint project with many people involved at different levels and in different roles.

While participation and an 'open door' policy is vital, principal responsibility for placing gender equality concerns on agendas and subsequent implementation of interventions decided on still rests with managers/bosses. Gender mainstreaming on paper and in policy documents is all to the good, but not sufficient. Future efforts will focus on inclusion and on smart ways of gender mainstreaming in both individual projects and large organisations, including public sector bodies. The individual parts and the whole have to come together. This was demonstrated by ESF Jämt. To make a real difference, men in power will have to take responsibility for gender equality concerns and demonstrate that they are doing so in their words and actions.

ESF Jämt has served as a model, a springboard, for the future of gender mainstreaming. The time has now come to make gender equality policies an imperative. Because gender equality is something we do!

Realigning from quantity to content



ESF Jämt has surpassed all of its quantitative objectives, presenting excellent outcomes, with as many as 95% of those who received training within ESF Jämt frameworks reporting their satisfaction with the support they received. Thousands of participants have received gender training, and the project supporters have met hundreds of project managers to spend many, many hours discussing gender equality and also assisting with interventions. Aside from its quantitative achievements, ESF Jämt has also addressed quality, and the future will see a realignment away from quantity in favour of the WHAT, HOW and WHY of gender mainstreaming. It is the what, how and why of how things are done that counts. But this calls for public authorities to revise their requirements for project accounting. Will they be demanding quantity or content?

With our sights set on the future



Gender equality is a future concern that will determine whether a municipality is attractive to both women and men; whether an employer succeeds in recruiting and retaining competent women and men; and whether women and men engage in societal concerns under the influence of all kinds of factors, from child care to infrastructure. The gender equality perspective is decisive at every level because every society must serve the interests of both women and men. At present, it is the case that men are the norm, and as such one of the privileges they enjoy is not having to give much thought to what it means to be that norm; to be the template on which many structures are based.

The aim here is essentially to open people's eyes to the value of criticising social norms, which entails questioning and reconsidering prevailing systems. Are there more/other ways of building societal structures?

How do we include girls, boys, women and men in achieving gender equality in society, in which everyone has the opportunity to shape society and their own life?

A great deal depends on the attitude of public authorities, heads of organisations, strategists and citizens to gender equality concerns. Much is to be gained from remembering to ask the simple questions Who gets What and on What Terms and then acting accordingly. The gender equality glasses make it possible to see the positive potentials. They are not always that easy to put on, but as soon as they are in place, they sharpen our sights and help to redraw the model and map for the future of gender mainstreaming. With this perspective, the journey into the future of gender equality starts now!

So?

“What's next?”

So who is responsible for gender equality?

Are you responsible?

Gender equality affects everyone in one way or another. This is a graffiti board for posting your thoughts, reflections and experiences concerning gender equality. Often, things become clear when we see our thoughts in writing. What is your input in the debate?





Glossary

Gender equality

Gender equality concerns women and men and the principle that these groups are to have equal rights, opportunities and obligations in all walks of life. Gender equality is an important human equality concern.

Equality

Equality is an umbrella concept for the principle that all individuals and groups in society are to have equal rights, opportunities and obligations regardless of sex, ethnicity, religion, disability, sexual orientation etc.

Gender perspective

The gender perspective refers to the analysis of phenomena, circumstances and processes in society in the areas of politics, economics, education, science, culture etc. from a perspective that takes account of the fact that gender relations may influence even what might appear to be gender-neutral contexts. The gender perspective also observes that notions of gender create systematic inequality between the sexes.

Gender studies

Raw data and statistics are analysed in terms of sex and power/influence. The results and analyses are then compared with gender equality objectives.

Gender mainstreaming

Is a political strategy by which a gender equality perspective is to be incorporated in all decision-making, at all levels and stages of the process by those actors that under normal circumstances are party to decision-making.

Gender

The term gender denotes those aspects of sex that are social and cultural constructs, that is, the pre-conceptions, ideas and actions that shape our social sex. The term gender is a socially constructed classification system that divides human beings into two categories: women and men, and which associates these categories with discrete behavioural, cultural, psychological and social attributes and courses of action.

Sex

Above all, the term sex popularly denotes a way of categorising human beings. Sex typically divides human beings into the groups “male” and “female”. Sex has several different dimensions.

Power

Power denotes either action, that is the exercise of power, or capability, that is, power resources. Power is relational; a dimension created between people.

Gender system

The terms gender system/gender power system denote the structures and processes that form the basis for men's societal superiority to women. Studies of gender power systems seek to reveal the underlying mechanisms that give rise to inequality, by demonstrating, for example, what processes in daily interactions between the sexes result in the persistence of structural imbalance. Such studies focus on how dimensions that appear to be gender-neutral in fact give rise to imbalance in that men and women are subject to different and unequal conditions.

Gender studies

Gender studies primarily address the balance of power between the sexes, studying women's and men's lives and living conditions and the sexes' social and cultural manifestations in both the past and the present.

They criticise and reinterpret research that has recognised the masculine as the norm and are in that sense both supplementary and transformational in nature.

Social norms criticism

The aim is to ask critical questions about the norms on which an activity, such as education, is founded, about which sex is included or excluded from the education, which sex the education favours or disfavours. The aim of scrutinising norms is to ascertain the factors that facilitate discrimination and to gain awareness of own preconceptions in order to accord all individuals the same opportunities.

Stereotype

A simplified projection of women or men in which women as a group and men as a group are identified as different and possessing different attributes, for example, men as strong and active and women as nurturing and passive.

Structure

The root sense of the word is “built” or “constructed”. The word is used about the whole or the pattern constructed from its component parts. It is often used figuratively to denote an organisation or system. Social structures denote how society is constructed by people and their institutions: private enterprises, public organisations and bodies, schools and colleges etc.

More information about ESF Jämt and completed activities is available at:
www.lansstyrelsen.se/orebro

***“Gender equality is
something we do!”***

