



European Commission, DG Employment, Social Affairs and Equal Opportunities

# The 2007 European Year of Equal Opportunities for All

## Thematic Report on Gender Mainstreaming

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## Table of contents

<b>List of abbreviations</b>	<b>1</b>
<b>Summary</b>	<b>3</b>
<b>1. Introduction</b>	<b>4</b>
1.1 Scope and definition of the concept	4
1.2 Data sources and methodology	5
1.3 Structure of the report	6
<b>2. Gender mainstreaming in the EYEO intervention</b>	<b>7</b>
2.1 European Union level	7
2.1.1 <i>EU level - Planning</i>	7
2.1.2 <i>EU level - Implementation and delivery</i>	9
2.2 National level	11
2.2.1 <i>National level - Planning</i>	11
2.2.2 <i>Planned Actions</i>	16
2.2.3 <i>National level – Implementation and delivery</i>	17
<b>3. Good practice examples</b>	<b>22</b>
3.1 Good practice example of planning	22
3.2 Good practice examples of planning and delivery	22
3.3 Good practice examples at the Action level	23
<b>4. Conclusion</b>	<b>26</b>
<b>Annex A: List of the 5 Actions which explicitly identified gender mainstreaming as one of their objectives</b>	<b>28</b>
<b>Annex B: Data sources</b>	<b>33</b>



## List of abbreviations

List of abbreviations/organisations mentioned in the text	
Decision	The Decision N° 771/2006/EC of the European Parliament and the Council of 17 May 2006 establishing the Year of Equal Opportunities for All – Towards a just society for All
DG EMPL/Unit G4	Directorate General Employment, Social affairs and Equal opportunities. Unit Action against Discrimination, Civil Society
EC	European Commission
EU	European Union
EYEO	2007 European Year of Equal Opportunities for All
GM	Gender mainstreaming
M&E system	Monitoring and Evaluation System of the Evaluation Consortium
MS	Member State(s)
NGO(s)	Non-Governmental Organisation(s)
NIB(s)	National Implementing Body/Bodies
NS	National Strategy/Strategies
SIS	Summary Information Sheets for Individual Actions
TEC	Treaty establishing the European Community
4 Rs	The 4 specific objectives of the EYEO: Rights, Representation, Recognition and Respect

<b>List of countries and their respective country code</b>	
AT	Austria
BE	Belgium
BG	Bulgaria
CY	Cyprus
CZ	Czech Republic
DE	Germany
DK	Denmark
EE	Estonia
EL	Greece
ES	Spain
FI	Finland
FR	France
HU	Hungary
IE	Ireland
IS	Iceland
IT	Italy
LI	Liechtenstein
LT	Lithuania
LU	Luxembourg
LV	Latvia
MT	Malta
NL	Netherlands
NO	Norway
PL	Poland
PT	Portugal
RO	Romania
SE	Sweden
SI	Slovenia
SK	Slovakia
UK	United Kingdom

## Summary

This thematic report on gender mainstreaming forms an integral part of the final evaluation of the 2007 European Year of Equal Opportunities for All (hereafter EYEO). As specified in point 4.2 of the call for tenders N° VT/2006/012, this report focuses on how gender mainstreaming has been addressed across all EYEO activities.

The report contains a description and analysis of how the principle of gender mainstreaming was planned and implemented across the individual Actions and the EU-wide activities undertaken under the auspices of EYEO.

The report shows that the EU activities undertaken during the EYEO (the EU-wide information and promotional campaign, the Eurobarometer surveys and the EYEO opening and closing conferences) identified the principle of gender mainstreaming as a focus area in the planning of the EYEO at EU level, although not all the activities were gender mainstreamed once they had been implemented.

The report also demonstrates that gender mainstreaming was a focus area in the national-level planning process for the majority of the Participant Countries. Mainstreaming gender in practice across all the funded Actions was generally overemphasised by the National Implementing Bodies and Action Leaders, probably because they tended to misinterpret the concept as focusing only on ensuring gender balance (gender equality) within the Actions rather than taking into account all the possible effects on men and women respectively (gender dimension).

Out of all the 434 Actions conducted under the EYEO, five Actions focused specifically on the topic of gender mainstreaming as a subject matter. Within these five Actions gender mainstreaming seemed successfully understood and applied.

Finally, the report presents several examples of how gender mainstreaming was addressed with respect to the process of planning and implementing the Actions at the national level. Building on all these findings, the reports puts some recommendations for mainstreaming gender in future similar European Year exercises.

## 1. Introduction

The call for tenders N° VT/2006/012 specified that the evaluation of EYEO should include four thematic case studies, one of which would have to address the issue of gender mainstreaming.

Thus, this thematic report will focus on how gender mainstreaming was addressed during the EYEO in relation to the different grounds of discrimination covered by Article 13 of the TEC. It will examine how, and to what extent, gender mainstreaming was taken into account in the planning and implementation of the EYEO at national level, as well as with respect to the EU-level activities.

This report is a component of the evaluation consortium's planned deliverables and form an integral part of the EYEO final evaluation report. It should be noted that it does not represent the point of view of the Commission. The interpretations and opinions it contains are solely those of the authors.

### 1.1 Scope and definition of the concept

Most projects, campaigns, budgets, legislative proposals or other initiatives are meant to be gender neutral. However, despite this point of departure many policies or decisions may in fact have undesirable consequences for equality between men and women. Gender mainstreaming is a policy tool developed to redress this situation.

Gender mainstreaming can be defined as an approach that actively takes into account any possible effects on the respective situations of men and women, an approach that may also be referred to as '**the gender perspective**'. This means systematically examining the measures and policies and taking into account such potential effects during their definition and implementation<sup>1</sup>. Gender mainstreaming can be seen as a tool to ensure greater equality between women and men.

The overall concept presupposes that gender is one of the most fundamental organising principles of society, and that it affects our lives from the moment we are born. Gender mainstreaming implies reshaping the mainstream rather than focusing on gender equality in isolation as a specific target area. The concept addresses the root causes of gender inequality and aims to transform current gender-based patterns of discrimination. It envisages long-lasting social transformations, such as changed family structures, the organisation of the labour market and other institutional practices<sup>2</sup>.

In practice, applying the gender mainstreaming concept means not only systematically ensuring equal participation of men and women (gender equality), but also taking into account any potential effects on men and women respectively during the definition and implementation of projects, policies and measures (gender dimension) and thus gender-sensitive data and statistics are often a prerequisite.

Gender mainstreaming can be applied to all kinds of measures such as projects, campaigns, legislation, budgets, etc. Applying gender mainstreaming to a project requires first of all that the project leader has carefully considered the target group of the project and how the project activities will affect the target group from a gender perspective. It is not a requirement that men and women are equally targeted by the project as long as the ef-

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<sup>1</sup> Incorporating equal opportunities for women and men into all Community policies and activities, COM(96)67 final.

<sup>2</sup> These definitions stems from the appendix on gender mainstreaming issued by the Commission as a component of the EYEO planning documents.

fects of the project on both groups have been considered and taken into account (projects may be developed or implemented targeting only women or only men).

For example, when a project leader wants to organise a conference on an assumed gender neutral topic such as “public facilities for disabled” the project leader may initially think that this conference would interest women and men equally, however it is not enough to ensure that an equal number of men and women are invited and that men and women are equally represented as speakers at the conference (gender equality). The project leader must also carefully consider the gender dimension of the topic chosen as the topic “public facilities for disabled” has indeed different implications for men and women respectively when further examined e. g. the physical strengths or size of men and women are different, understanding of technologies, etc. are factors which may impact differently on disabled men and women access to these public facilities. In addition, the project leader must also carefully consider whether organising a conference is in fact the best way to reach the target group equally, how to ensure that both men and women turn up at the conference, and think about how the messages from the conference would equally reach women and men (gender dimension).

## 1.2 Data sources and methodology

With respect to methodological choices, this report follows the design presented in Chapter 1.3 of the Final Report. Annex B of this report however contains a list of the specific sources used in the thematic report.

Programming documents at national and EU levels as well as Final Activity Reports in which NIBs specifically were requested to comment on gender mainstreaming were studied by the evaluator in order to establish whether and to what extent gender mainstreaming was described or addressed systematically in the planning and implementation of the EYEO.

The main limitation with respect to the analysis is that no direct observations were conducted on how gender mainstreaming was actually conducted, and with what results.

Another challenge was that gender mainstreaming represents a particularly difficult concept to fully grasp and to apply in practice, and moreover it is often confused with the call for gender equality. Often the NIB or Action Leaders claimed to have applied gender mainstreaming, but as no further explanations were given on how this was carried out in practice, these statements generally had to be interpreted with great caution

This report is mainly based on self-assessments, except for the countries where external evaluations of the implementation of the EYEO were commissioned by the National Implementing Bodies (NIBs) (e.g. in France). However, the assessment of the evaluator is that by triangulating the sources (country case studies, questionnaires to NIBs and Action Leaders, Final Activity Reports) and the extensive qualitative material, it is possible to present a robust analysis. On the basis of this qualitative material, it is possible to assess, whether and to what extent the conclusions of the self-assessments presented were reliable.

### 1.3 **Structure of the report**

The report is structured as follows:

*Chapter 1* introduces the scope and definition of the concept of gender mainstreaming, and describes briefly the methodology and data sources used.

*Chapter 2* focuses on the ways, in which gender mainstreaming was taken in board in the EYEO planning at the European and national levels, as well as during the practical delivery of the Actions making up the EYEO. Finally, the contextual evidence is examined with the purpose of highlighting a few good practice examples in planning and delivery.

*Chapter 3* identifies four good practice examples highlighting Actions, which can be expected to have produced good results.

*Chapter 4* draws some conclusions concerning how and to what extent gender mainstreaming across the different grounds of discrimination was addressed in the EYEO.

Annex A provides a schematic overview of the four Actions that have explicitly identified gender mainstreaming as one of their objectives.

Annex B contains a list of the sources used for this thematic report.

## 2. Gender mainstreaming in the EYEO intervention

This chapter contains an analysis of how the principle of gender mainstreaming was conducted in the EYEO intervention. The focus of the analysis will be the question of whether each Participant Country had outlined an explicit strategy for gender mainstreaming in the planning of the EYEO and whether its elements can be identified in the concrete implementation of this strategy. This analysis will be conducted in relation to the EU, national and Action levels.

For each of the three levels, the analysis will first evaluate the extent to which a detailed analysis of the differing situations, needs and aspirations of women and men was conducted as part of the start-up phase of the main activities (the EU-wide information and promotional campaign, the Eurobarometer surveys and the EYEO opening and closing conferences) at the EU level; and in designing the National Strategies and Actions at the national level<sup>3</sup>. Secondly, the analysis will focus on how gender mainstreaming was actually addressed and implemented in the delivery of the EYEO.

When analysing the gender mainstreaming that has occurred in connection with the EYEO, one must distinguish on the one hand between gender mainstreaming as an overall approach that applied to all aspects of the planning and implementation of the EYEO and its Actions; and on the other hand, those Actions, the practical content of which pertained, for instance, to learning how to apply this concept<sup>4</sup>.

### 2.1 European Union level

#### 2.1.1 EU level - Planning

The European Commission has worked intensively with gender mainstreaming in general, and has conducted and published annual reports in relation to gender equality in the European Union for several years. From 2005 onwards its reports address gender mainstreaming through highlighting the importance of the concept in institutional mechanisms<sup>5</sup>, such as in employment policies<sup>6</sup>. Prior to these reports, an appendix to the 1999 annual report on gender equality, '*Gender Equality in the European Union – Examples of Good Practice (1996-2000)*', provided examples of how to implement gender mainstreaming in personnel policies<sup>7</sup>.

The European Commission's Roadmap for Equality between Women and Men and the European Council's Pact for Gender Equality in 2006 focused particularly on objectives for achieving effective equality between women and men by addressing both its quantitative and qualitative aspects<sup>8</sup>. Due to this substantive work on gender mainstreaming and equality the concept seems to have gained a foothold, even to the extent of becoming standard practice at the EU level.

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<sup>3</sup> This is the norm set out in the inception report for the evaluation of this criterion.

<sup>4</sup> Five Actions have been identified as addressing gender mainstreaming as the main objective of the Action, these Actions are presented in Annex A.

<sup>5</sup> Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of Regions on equality between women and men - 2006, COM(2006) 71 final.

<sup>6</sup> Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of Regions on equality between women and men – 2007, COM(2007) 49 final.

<sup>7</sup> [http://ec.europa.eu/employment\\_social/gender\\_equality/docs/documents/bestpract\\_en.pdf](http://ec.europa.eu/employment_social/gender_equality/docs/documents/bestpract_en.pdf)

<sup>8</sup> Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of Regions on equality between women and men – 2008, COM(2008) 10 final.

In relation to the EYEO, gender mainstreaming was addressed in the Article 4 of the Decision: '*The European Year shall take into account the different ways in which women and men experience discrimination on the grounds of racial or ethnic origin, religion or belief, disability, age or sexual orientation*'<sup>9</sup>. Gender mainstreaming was an underlying principle of the EYEO that was supposed to be applied to all activities at all levels throughout the EYEO.

The EU programming document for the EU-wide information and promotional campaign addressed gender mainstreaming as one of the key principles of the EYEO<sup>10</sup>. It stated that gender mainstreaming had to be applied to all the activities carried out under the EYEO, including the EU-wide information and promotional campaign, and to all the processes and structures established for administering the EYEO<sup>11</sup>.

Among the other key EU documents that related to the planning of the EYEO was the Ex-ante evaluation and impact assessment<sup>12</sup>, which was conducted prior to the launch of the EYEO. This identified and analysed a variety of different situations, needs and aspirations of men and women in terms of their gender.

In order to identify more specifically the gender mainstreaming strategy at EU level all key documents<sup>13</sup> were consulted. Apart from calling for the application of gender mainstreaming, and defining the concept (as was done in a special Appendix to the restricted Call for Proposals addressed to the Participating Countries) none of the documents contain a clear and explicit strategy on how to implement the concept in practice. It is also difficult to identify specific expected results in relation to gender mainstreaming, as there was no mention of likely achievements in relation to the concept. This makes the link between foreseen activities and expected results difficult to identify.

In summary, the evaluator assesses that in general, gender mainstreaming was identified as an underlying principle for the EYEO, and an analysis of the various different situations, needs, and aspirations of women and men was conducted as far as it was possible. Accordingly, the concept of gender mainstreaming was generally well defined in the planning documents at EU level, however further guidelines or examples concerning how to implement gender mainstreaming in practice was lacking. This is a noteworthy omission in light of the extensive existing experience with gender mainstreaming at the EU level, as the application of the concept is often the stage at which problems have occurred when working with it.<sup>14</sup>

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<sup>9</sup> Article 4 of the Decision N° 771/2006/EC.

<sup>10</sup> Specifications of the Call for Tenders for an information and promotional campaign for EYEO 2007.

<sup>11</sup> See Call for tenders information and promotional campaign for EYEO 2007; and Restricted Call for Proposals VP/2006/006.

<sup>12</sup> Ex-ante Evaluation and Impact Assessment European Year of Equal Opportunities for All 2007.

<sup>13</sup> Documents consulted include: Decision, Call for tender information and promotional campaign for EYEO 2007, Restricted Call for Proposals VP/2006/006 - For the 2007 European Year of Equal Opportunities for All, Operational guidelines - part 2. Policy Objectives (Rights, Representation, Recognition and Respect), Ex-ante evaluation and impact assessment of the European Year of Equal Opportunities for All 2007, Minutes of the first and second meeting of the Inter-service working group on the European Year of Equal Opportunities for All in 2007, Minutes of the first, second, third and fourth meeting of the Advisory Group on the European Year of Equal Opportunities for All in 2007, Advisory Group meeting of Media Consulta, Guide to submitting National Strategies and Appendix on Gender Mainstreaming.

<sup>14</sup> Ramboll Management, 2006, Danish Board of Gender Equality: 'Evaluation of the inter-departmental gender mainstreaming project'.

## 2.1.2 EU level - Implementation and delivery

Figure 1: The extent to which gender mainstreaming was addressed, implemented and evaluated at the EU level.<sup>15</sup>

Output	GM addressed in the EYEO objectives?	GM addressed in the planning?	GM actually implemented?	GM addressed in evaluations/ data collection?
<b>EU-wide information and promotional campaign</b>	GM as one of the objectives in the Call for tender for the EU-wide information and promotional campaign <sup>16</sup>	GM was addressed in general terms as part of Media Consulta's proposal for the EU-wide information and promotional campaign	Equal representation of men and women ensured in events and visual material e.g. 'Faces of the Year – real life stories', Poster 'We are Europe', postcards, MTV spot etc <sup>17</sup>	
<b>EYEO official website</b>		GM considered in relation to texts posted on the official EYEO website <sup>18</sup>	Gender-neutral texts <sup>19</sup>	
<b>EYEO opening conference</b>		Equal representation of men and women when selecting panel speakers <sup>20</sup>	Gender-neutral texts <sup>21</sup>  Panel speakers were gender balanced  The Youth Panel was gender balanced and gender dimension of discrimination approached in their testimonies	The conclusions mentioned that the participants agreed on the necessity to ensure a full and effective implementation of gender equality legislation as well as strengthening the gender mainstreaming principle, especially in relation to education and training and in policy making <sup>22</sup>

<sup>15</sup> It is important to differentiate between the instances where gender mainstreaming is mentioned in the activity and those instances where the activity itself is gender mainstreamed. This figure will focus on the latter. The evaluator will not be able to assess this in all instances, as little data on the subject is available.

<sup>16</sup> Open call for tender N° VT/2006/013.

<sup>17</sup> Information and promotional campaign for the 2007 European Year of Equal Opportunities for All – Towards a Just Society. Final Report VC/2006/0337.

<sup>18</sup> DG EMPL interview, 27.05.08.

<sup>19</sup> DG EMPL interview, 27.05.08.

<sup>20</sup> DG EMPL interview, 24.04.08.

<sup>21</sup> DG EMPL interview, 27.05.08.

<sup>22</sup> Conclusions [from the Chair] from Equality Summit, 30 and 31<sup>st</sup> January 2007.

Output	GM addressed in the EYEO objectives?	GM addressed in the planning?	GM actually implemented?	GM addressed in evaluations/ data collection?
<b>EYEO closing conference</b>		Equal representation of men and women when selecting panel speakers <sup>23</sup>	Gender-neutral texts <sup>24</sup>  GM was a focus area in one of the workshops	The conclusions mention the application of the principle of gender mainstreaming as one of the achievements of the EYEO <sup>25</sup>
<b>Eurobarometer surveys 2006 and 2008<sup>26</sup></b>		Data was collected about both men and women		The results are sex disaggregated, which makes it possible to quantify results for men and women separately

Source: Planning documents, interviews with Commission officials

The gender mainstreaming of the EU-wide information and promotional campaign, including the official EYEO website and a number of other EU-wide activities<sup>27</sup>, was carried out by Media Consulta on behalf of the Commission, and closely supervised by DG EMPL. In their Final Report to the Commission they stated that a strategy of integrated communication was developed with the aim of reaching the broadest possible public<sup>28</sup>. However, the report does not confirm a systematic application of gender mainstreaming in the campaign e.g. by considering the impact of different communication tools.

Taking a look at the activities of the EU-wide information and promotional campaign, the 'Faces of the Year', for example, published on the EYEO official website feature a slight predominance of women.<sup>29</sup> The 'Faces' consisted of portraits of individuals from the Participating Countries, who had faced or overcome discrimination, or struggled to enjoy equal opportunities. As part of the EU-wide information and promotional campaign, a logo was also designed for the EYEO. During the initial stage there were some discussions and disagreements about the logo in relation to its gender portrayal. The European Women's Lobby in particular commented the logo as they did not consider it to be gender-sensitive<sup>30</sup>.

Commission officials acknowledged<sup>31</sup> that it was difficult to implement the gender dimension in the EU-wide information and promotional campaign against the Decision's specifications. If time had permitted it, DG EMPL officials agreed they would also have been able to pay more attention to gender mainstreaming. In practice, they mainly paid attention to

<sup>23</sup> DG EMPL interview, 24.04.08.

<sup>24</sup> DG EMPL interview, 27.05.08.

<sup>25</sup> Conclusions from Closing Conference of the European Year of Equal Opportunities for All – 2007 (19-20 November 2007 in Lisbon).

<sup>26</sup> The Special Eurobarometer 263, "Discrimination in the European Union", published in January 2007, the Special Eurobarometer 296, "Discrimination in the European Union – Perceptions, experiences and attitudes", published in July 2008.

<sup>27</sup> For more information about the different features of the EU-wide information and promotional campaign, see the Final Evaluation Report of the EYEO, Chapter 4.

<sup>28</sup> Media Consulta, Final Report, pp. 6-7.

<sup>29</sup> 39 Faces of the Year (20 female, 17 male, 1 transsexual and a both-gendered band of 7 musicians) were featured on the official website of the EYEO.

<sup>30</sup> European Women's Lobby, p. 1.

<sup>31</sup> DG EMPL interview, 27.05.08.

ensuring the equal involvement of men and women in the various activities, which they organised and tried to ensure that only gender-neutral texts appeared on the EYEO official website.

As concerns the EYEO opening and closing conferences, interviews with DG EMPL officials suggest that great efforts were made to ensure gender mainstreaming, but as these events were co-organised with the respective EU Presidencies, particular national interests had to be taken into account, placing further constraints on the gender mainstreaming exercise. However, the Commission succeeded in ensuring full consideration of the gender perspective when decisions were being made about the guest speakers and conference participants. Also some of the activities taking place during the conferences were gender mainstreamed to the extent possible, e.g. in the Youth Panel, which consisted of an equal number of women and men aged 17-39 from various European countries, who had all experienced various forms of discrimination. Each of the 10 members of the Panel represented one of the grounds of discrimination listed in Article 13 of the EU Treaty (racial or ethnic origin, religion or belief, disability, age or sexual orientation) and the gender dimension of their discrimination was approached in their testimonies.

To sum up, it is clear from the above analysis that despite the Commission's strong efforts, it can not be concluded that full gender mainstreaming of the EYEO intervention at the EU level was carried out. This being said, the Commission paid a rather systematic attention to gender equality and whenever possible, also the gender dimension was taken into account, however less frequently.

## 2.2 National level

While drafting the National Strategies, the NIBs were explicitly asked to explain how they intended to address gender mainstreaming<sup>32</sup>. To this end, the Commission issued a special Appendix on Gender Mainstreaming, which was attached to the planning documents<sup>33</sup> sent to all the NIBs, defining the concept of gender mainstreaming.

### 2.2.1 National level - Planning

All the National Strategies have been reviewed in relation to the principle of gender mainstreaming with a view to identifying to what extent it was addressed, and whether a specific strategy was developed at the national level for applying the principle. The Commission explicitly requested in the Restricted Call for Tender that the National Strategies should *"explain how the national strategy and priorities intend to take into account the different ways in which women and men experience discrimination on the grounds of racial or ethnic origin, religion or belief, disability, age and sexual orientation (gender mainstreaming)"*.<sup>34</sup>

The evaluator's assessment of the extent to which the National Strategies addressed the gender mainstreaming concept was based on the following criteria:

- The concept was mentioned, elaborated and understood to a sufficient degree;
- Mentioned, but no further elaboration of the concept and its application;
- Not mentioned (or misunderstood).

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<sup>32</sup> Article 3a of the Decision and Minutes of 2nd meeting of the Advisory Committee, October 2006.

<sup>33</sup> However, in order to avoid superficial or inflated replies, the Commission decided that the gender mainstreaming box of the Summary Information Sheet was not to be filled in at the application stage.

<sup>34</sup> Extracted from the Restricted Call for Proposals VP/2006/006, Annex I concerning the proposed structure for drafting national strategies and priorities for the EYEO.

Figure 2: The extent to which gender mainstreaming was addressed in the National Strategies

Country code	Understood to a sufficient level	Mentioned	Not mentioned
AT	X		
BE	X		
BG		X	
CY			X
CZ	X		
DE	X		
DK	X		
EE		X	
EL		X	
ES		X	
FI		X	
FR		X	
HU	X		
IE	X		
IS		X	
IT		X	
LI	X		
LT		X	
LU	X		
LV	X		
MT	X		
NL	X		
NO	X		
PL		X	
PT		X	
RO		X	
SE	X		
SI			X
SK		X	
UK	X		

Source: National Strategies, country case studies

Figure 2 shows that half the countries (15 out of 30) addressed the principle of gender mainstreaming as a focus area within their National Strategies in a way that indicated that the concept was in fact understood to a sufficient degree. In these instances it was mentioned as a key theme, e.g. in relation to the selection of stakeholders or Action Leaders and the initial planning of the actual Actions. The National Strategy of the Netherlands provided a very explicit description of its overall approach to gender mainstreaming as described below:

#### Elements from the National Strategy of the Netherlands

There will be a focus on gender mainstreaming during the European Year of Equal Opportunities for All in every activity and event. Gender mainstreaming is seen as the organisation, development and evaluation of decision-making policy in such a way that the perspective of gender equality is integrated into the entire decision-making process. It is important too that a sex-neutral policy can have a different effect on women and men. By implementing gender mainstreaming, the position of women will be improved. Moreover, gender mainstreaming is a step toward a broader-diversity policy. Acknowledging differences and taking them into consideration facilitates improved relations between all the people belonging to the target groups. By taking into account the fact that people are not all the same in the execution of the activities, the effectiveness and quality of the projects and policies can be greatly improved.

Gender mainstreaming from the technical perspective: This starts with the selection of

participants and the promotional material. This includes folders, especially for women, articles in either women's or men's magazines, or the selection of both female and male role models for introductions and lectures.

With the selection of the location for activities we can take into account the specific needs of women, for instance by ensuring that there will be somewhere to feed children etc. Also the programme hours need to correspond to crèche operating hours, etc.

How an activity will be reported and the way there will be publicity about an activity will be very important. We will also try to focus on the gender issue by using pictures, interviews, etc.

Another example from the National Strategies on how to approach gender mainstreaming is from Denmark. It shows that gender mainstreaming also can be an inherent consideration based on a long-term commitment to ensure gender mainstreaming:

#### **In Denmark – how they handled the concept**

A specific gender mainstreaming strategy for the EYEO did not exist in Denmark *per se*, but the Department for Gender Equality was constantly aware of the need for activities to incorporate gender equality and the perspectives of both genders.

The integration of gender formed part of the strategy, and the Department of Gender Equality was constantly aware that equality between men and women should be an element in the Actions. In practice, it was difficult for some of the actors to define the meaning of the project for men on the one hand and for women on the other.

The steering committee was composed equally of men and women. Activities for young people had a significant focus on equality between girls and boys, and many of the Actions had a gender equality perspective.

Finally, the Department of Gender Equality worked with gender mainstreaming in central government, local authorities and the regions. At the central level, this work was carried out by a steering committee chaired by the administrative head of the Ministry of Social Welfare that also included representatives from all ministries. Here, the focus was on implementing the mainstreaming philosophy in practice by reviewing the gender perspective contained in legislation and other areas handled by the central administration. In the local authorities and the regions, the authorities have submitted gender equality reports every other year to the Minister for Gender Equality concerning initiatives promoting gender equality in their areas.

Or, as the example below from the National Strategy of Luxembourg shows, gender mainstreaming can be implemented as a transversal issue at the Action level, thus ensuring that all the Actions paid attention to gender mainstreaming through all the phases of the Action's implementation:

#### **In Luxembourg – a way to approach gender mainstreaming as a transversal issue**

The stakeholders of the projects were offered a paid-for training course on the concept by the NIB in cooperation with the consultation committee for the EYEO. This gave the stakeholders the opportunity to analyse and plan their projects in relation to the equal treatment of women and men – and, more importantly, to work out how they could implement gender mainstreaming in the planning of their projects.

The course took place in two stages in March 2007: the first was a theoretical introduction to the themes lasting half a day. The second part consisted of two days of practical training.

Figure 2 above also shows that approximately the other half of the Participants Countries (13 out of 30) have mentioned (often in brief) the concept of gender mainstreaming in their National Strategies. However, the application of the principle was not described. Instead it was addressed more superficially, e.g. *'...the NARP strategy includes gender mainstreaming in all fields of activity (strategy, plan of action, public policies, programs, campaigns).'*<sup>35</sup> Often insufficient details were given concerning the specific challenges for both sexes, e.g. through the use of sex-disaggregated statistics, identifiable studies or relevant key stakeholders. The absence of details may indicate that the concept may have been insufficiently understood by the NIBs.

Only two countries, either did not mention gender mainstreaming at all, in the case of Slovenia, or, in the case of Cyprus<sup>36</sup>, did not demonstrate a full understanding of the concept, which was perceived as tackling discrimination on the grounds of gender. However, as it indeed was a requirement in the Decision establishing the EYEO that all six grounds of discrimination covered by Article 13, including discrimination based on gender<sup>37</sup>, were to be equally addressed in the National Strategies (see also Chapter 1.1 of the Final Report), this may have led to some confusion between gender discrimination and gender mainstreaming.

The interviews conducted with the NIBs provided more details on the planning of the EYEO in relation to gender mainstreaming, as they were asked about its integration as a transversal issue in the planning of the EYEO. According to these interviews, nine Participant Countries explained that they had integrated the principle through the selection of Actions and/or the training of the Action Leaders. In the interviews, the NIBs from Luxembourg and Latvia provided particular detailed information about how integration of the gender mainstreaming concept was carried out. According to the Luxembourgish NIB, all the Action Leaders would be trained and informed about the gender dimension. Some monitoring meetings with the trainer as a coach were to be planned and the Action Leaders had to conduct a self-evaluation of the way gender dimension was to be integrated in their Actions. The Latvian NIB explained that gender mainstreaming would be ensured in the implementation of specific activities. In addition, the Actions would promote the development of partnership between women and men and ensure equal roles of both genders in society and its processes, and the national Steering Committee, represented by ministries and other authorities, would be informed regularly about the results of Actions and gender mainstreaming was one of the achievements expected which would be analysed during these meetings. The remaining 21 Participant Countries did either not answer the question about integration of gender mainstreaming or had not integrated the gender mainstreaming concept into their selection process.

Another relevant issue with respect to planning at the national level concerns whether the concept was clear to the stakeholders; their understanding of gender mainstreaming was crucial for its actual implementation at the national level, as in practice the stakeholders were to be the facilitators of the principle. The NIBs were asked about this issue in the interviews, and more than half (16) of the NIBs stated that, in their perception, the concept seemed clear to the stakeholders involved. The remaining said it was difficult to understand for stakeholders (3 NIBs) or were not able to answer directly to this question (11 NIBs).

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<sup>35</sup> The National Strategy of Romania.

<sup>36</sup> Even though the National Strategy described several planned Actions as promoting gender mainstreaming, the evaluator's assessment was that gender mainstreaming was perceived as tackling discrimination on the grounds of gender, e.g. a network seeking to challenge gender stereotyping or promoting equal pay for men and women.

<sup>37</sup> The EYEO was actually the 1<sup>st</sup> EU initiative, where all six grounds were to be addressed together.

The 16 NIBs, which found the gender mainstreaming concept was clear to stakeholders, can be further divided into two categories. The first category is NIBs from countries where gender mainstreaming was not new in the national context, namely Denmark, Finland, Germany, Ireland, Norway and Sweden. For example, the Danish NIB stated that: *"In Denmark, a lot of non-professional organisations work with gender mainstreaming issues. Here it is not a 'problem' of understanding. The first meeting of the steering committee presented the concept, and as we have the tools at the governmental level it is quite easy to communicate and to explain it to the stakeholders of the Year. Those stakeholders have shown quite a lot of interest in this matter."*

The other category comprises of NIBs that may in fact themselves not have sufficiently understood the principle, as they did not demonstrate a complete understanding of it, when they were asked how the concept had been integrated in practice. For example, the Bulgarian NIB said: *"...the selection criteria for the projects have led to two NGOs being funded under the Year for the implementation of two activities: a survey research on gender, and seminars on gender for trade unions"*. This answer clearly shows that the NIB was mixing up gender mainstreaming and discrimination on grounds of gender. The French NIB said: *"the only way for the HALDE [the NIB] was to see if the same number of men and women would participate to the proposed Actions"*, indicating that in that case only gender equality was taken into account. The fact that a number of NIBs claimed to have applied gender mainstreaming in practice, but had in reality not fully apprehended the concept, was also borne out by their failure to address the concept adequately in their National Strategies.

The three NIBs, which indicated they did not find that the concept of gender mainstreaming was clear to the stakeholders, mentioned at the same time their own general difficulty in understanding and implementing the concept in practice<sup>38</sup>. The Belgian NIB pointed out that *"The stakeholders have always been reminded about the transversal issue of gender mainstreaming. But it is still a very difficult concept to understand and implement concretely. They would need good-quality guidelines, and with more impact, and concrete examples of how to implement gender mainstreaming"*. The Dutch NIB made a similar point: *"This point is one of the main difficulties to deal with concretely. The concept is very abstract. For some partners, this issue is clear and normal to implement. But for most it is difficult just to name it."*

It is also noteworthy that about a third (11 out of 30) of the Participant Countries was unable to answer the question. Based on the information provided in the interviews and the above analysis, this may either be due to an insufficient understanding of the concept or to the stakeholders' lack of focus on it.

To sum up, the National Strategies generally showed that gender mainstreaming did indeed represent a focus area for the majority of countries in the planning phase, as only two countries either did not mention or did not clearly understand the concept. However, the information collected via interviews with the NIBs gave a more complex picture. It seems that the NIBs were generally able to address and explain the issue of gender mainstreaming in their National Strategies, but that difficulties occurred when they had to explain how in practice they intended to integrate the concept of gender mainstreaming.

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<sup>38</sup> Belgium, Latvia, the Netherlands.

### 2.2.2 Planned Actions

In this chapter, the planning of the Actions will be assessed in relation to the treatment of gender mainstreaming. The question of whether gender mainstreaming was included in the objectives and descriptions of the individual Actions will be considered. Some examples of Actions including gender mainstreaming in the planning will be provided<sup>39</sup>.

From the description of planned Actions in the Summary Information Sheets<sup>40</sup>, the evaluator has identified five Actions that tackled gender mainstreaming explicitly as one of their objectives, thus showing that within these five Actions gender mainstreaming was included in the Action Leaders' considerations during the planning and design of the Actions.

These five Actions were:

- "Development of a booklet on multiple discrimination in relation to women". The Action aims to produce a booklet on multiple discrimination in relation to women with a view to inform gender mainstreaming within the strategy of the EYEO (Equality Authority, Ireland)
- "ABC of Equality". The Action includes an education and promotional campaign and the publication of a handbook containing information about how to implement gender mainstreaming (NEWW, Poland)
- "Survey on the level of observance regarding the antidiscrimination provisions". The Action is a study, which among other issues aims to collect and present information and data related to experience, behaviour, mentalities and attitudes of groups of people affected by multiple discrimination and the extent to which gender mainstreaming has been applied (NGOs or an academic body, Romania)
- "Gender Equality Counselling Centre". The Action provides information and counselling in the field of multiple discrimination and about how to implement gender mainstreaming (Slovak Association for Planned Parenthood and Education for Parenthood, Slovakia)
- "Capacity building - identifying and showcasing best practice for advice on discrimination rights". The Action ensures that advice provided is customised to the needs of the recipient by taking into account the specific needs of men and women (Department for Communities and Local Government, United Kingdom)

Further details about the objectives, outputs and results of these five Actions can be found in Annex A. It should be noted that, besides these five Actions, there is a number of other Actions that applied gender mainstreaming as part of their project but did not explicitly mention it as one of their objectives. See also chapter 2.2.3, in which 73 Actions were identified by the evaluator as having described and understood gender mainstreaming correctly.

Of all the Actions that took place during the EYEO, only the five Actions cited above explicitly addressed gender mainstreaming as their *object* according to the evaluator's assessment. This, however, does not correspond very well with the picture provided by the Action Leaders' own responses to the questionnaire concerning the extent to which gender mainstreaming was the *object* of their particular planned Action. In this respect 30% of the Action Leaders stated that gender mainstreaming was the *object* to some extent, and 37% stated that this was the case to a high extent. Only 13% stated that the concept was not the object of their Action at all, and 16% stated that it was their object to a limited extent<sup>41</sup>.

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<sup>39</sup> The available information in relation to gender mainstreaming in the Summary Information Sheets is limited, because the Action Leaders were not specifically asked how they would address gender mainstreaming. Only limited conclusions can therefore be drawn.

<sup>40</sup> Source: Summary Information Sheets.

<sup>41</sup> Questionnaire for Action Leaders.

There is an interesting divergence in the perceptions of the NIBs and the Action Leaders. The analysis referred to above concerning the clarity of the concept for the stakeholders indicates that the NIBs generally believed that they had clearly understood the concept, while the Action Leaders seemed not only to not have fully grasped the concept, but also to have overemphasised its importance in relation to their Action. They tended to state that it was an *objective* of their Action, even though this was actually true for very few of the Actions according to the evaluator's assessment.

### 2.2.3 National level – Implementation and delivery

In this chapter, the evaluator will assess to what extent gender mainstreaming was implemented in each of the Participant Countries. An interesting aspect of this analysis will be the examination of the Actions in those Participant Countries in which the National Strategy explicitly identified gender mainstreaming as being an important element of the intervention. The analysis will, *inter alia*, identify to what extent this national focus managed to diffuse through the system to the Action level.

The assessment will focus on answering whether gender mainstreaming can be identified in the concrete implementation of a substantial proportion of the National Strategies and Actions. It will also consider if/to what extent all the Final Activity Reports differentiated the results achieved for men and women respectively<sup>42</sup>.

Figure 3 below shows the degree of correspondence between the planning and implementation of gender mainstreaming at the national and Action levels. The content of Figure 3 is built upon findings from National Strategies, Final Activity Reports, interviews with the NIBs and the questionnaires to Action Leaders; in other words, it only relies on self-assessments/declarations by the NIBs and by Action Leaders on the ways, in which gender mainstreaming was applied at the different stages of the EYEO initiative. Therefore, the results presented must be handled with great caution, in particular for the Participant Countries, where the NIB was also the Action Leader of all or most of the Actions (e.g. Austria).

In Figure 3, the meaning of the term 'addressed' is based on the same criteria as those previously used in Figure 2, i.e. the extent to which gender mainstreaming has been mentioned, described and understood to a sufficient level.

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<sup>42</sup> The evaluation norm set out in the EYEO Inception Report.

Figure 3: The possible correspondence between planning and implementation of gender mainstreaming at the national and at Action levels

Country Code	GM addressed in objectives and/or National Strategies <sup>43</sup>	GM addressed in planning (e.g. Actions, Action Leaders) <sup>44</sup>	GM addressed in Final Activity Reports <sup>45</sup>	GM implemented according to Action Leaders <sup>46</sup>
AT	X	X	X	X
BE	X	X		X
BG		X	X	X
CY				X
CZ	X	X	X	X
DE	X	X	X	X
DK	X	X	X	X
EE		X <sup>47</sup>	X	X
EL			X	
ES				X
FI		X	X	X
FR		X	X	
HU	X		X	X
IE	X	X	X	
IS			X	
IT				
LI	X		X	
LT			X	
LU		X	X	
LV	X	X	X	
MT	X			
NL	X	X	X	
NO	X		X	
PO	X		X	
PT				X
RO		X		
SE	X	X	X	X
SI		X		X
SK				X
UK	X	X	X	

Source: National Strategies, interviews with NIBs, M&E system (questionnaires), Final Activity Reports.

<sup>43</sup> This column is based on the findings listed in Figure 2 above.

<sup>44</sup> The analysis is based on interviews with NIBs. The absence of an answer or description was counted as a failure to address gender mainstreaming (see the reason given above).

<sup>45</sup> This only includes those cases where gender mainstreaming was sufficiently understood and addressed in the Final Activity Reports.

<sup>46</sup> The analysis is based on the questionnaires for the Action Leaders, and whose responses are reported (marked with a X) if they answered that gender mainstreaming was in more than 75% of their Actions addressed 'to some extent' or to a 'high extent'.

<sup>47</sup> Although gender mainstreaming was addressed, the evaluator considers that the principle was misunderstood (see example above).

Figure 3 above shed light on possible causality between what the NIBs said they would do in the planning phase (see also chapter 2.2.1) and the extent to which gender mainstreaming appears to have been implemented across all Actions according to the Action Leaders themselves.

Looking more closely at the last column of Figure 3, the Action Leaders had been asked to indicate whether gender mainstreaming was addressed in their specific Action<sup>48</sup> and on average they claimed that this had occurred in 62% of the 434 Actions. In 15 countries the Actions Leaders claimed that more than 75% of the Actions had been gender mainstreamed (column 4).

Taking a look at the eight countries (Austria, Czech Republic, Denmark, Germany, Latvia, Netherlands, Sweden and the United Kingdom) which according to Figure 3, had a focus on gender mainstreaming both in the planning phase (columns 1 and 2) as well as in their Final Activity Reports (column 3), these countries overall had over 75% of Actions that had carried out gender mainstreaming according to the Actions Leaders (column 4). On the other hand, looking at the five countries (Cyprus, Italy, Slovakia, Portugal and Spain), which *did not* claim to have addressed gender mainstreaming neither in the planning phase nor in the Final Activity Reports (or as in the case of Cyprus had misunderstood the concept of gender mainstreaming), they interestingly enough also claimed to have gender mainstreamed their Actions according to the Actions Leaders. It is thus not possible to infer a causal link between a focus on gender mainstreaming in the planning phase and the application of the concept in the Actions (implementation).

This could have several explanations. When comparing the general high number of Actions which according to the Action Leaders have been gender mainstreamed (62%) to the fact that 79% of all 434 Actions addressed gender *discrimination*, this could suggest that some Action Leaders have misunderstood the concept or understood it as being equivalent to gender discrimination. The reported high number of Actions, which have been gender mainstreamed could, however, also be seen as sign of the Actions Leaders' consciousness of gender mainstreaming as a requirement and focus area of the EYEO; which the NIBs very successfully have communicated to them, but less successfully been able to provide guidance concerning the application of the concept in practice.

Finally, it is also in this respect noticeable that in some cases the Actions that were indicated in the Final Activity Reports as having implemented gender mainstreaming were different than those specified by the Action Leaders themselves. Hence, the accuracy of the Actions addressing gender mainstreaming as shown in the last column of Figure 3 above must be challenged.

Therefore, the evaluator examined individually all the Actions (180)<sup>49</sup>, which the Action Leaders had indicated as having addressed gender mainstreaming to a high extent, and found that gender mainstreaming was mentioned and described (and correctly understood) in 73 Actions of them (or just 19% of all Actions)<sup>50</sup>. The actual implementation of gender mainstreaming at the Action level as assessed by the evaluator was therefore at a much lower level than that declared by the Action Leaders themselves.

When Action Leaders, filling in their questionnaire, ticked off an Action as having addressed gender mainstreaming, they were also asked to describe *how* this was carried out.

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<sup>48</sup> Questionnaire for Action Leaders.

<sup>49</sup> The consultation was based on the Summary Information Sheets completed by Action Leaders at the reporting stage, as no gender mainstreaming information was required at the planning stage.

<sup>50</sup> It is important to distinguish between Actions in which gender mainstreaming was carried out during the implementation of the Action, and Actions, the explicit focus of which was tackling the issue of gender mainstreaming.

In 145 cases, the Action Leaders did not answer this question<sup>51</sup>. However, from examining the descriptions provided by the Action Leaders, concerning the application of gender mainstreaming, it is evident that a majority of the Action Leaders did not understand the principle sufficiently. This was revealed by the numerous examples in which gender mainstreaming was perceived as discrimination based on gender or only addressed one part of the gender mainstreaming concept i.e. gender equality. Examples of misunderstandings from Action Leaders are presented below:

*"The aim of the documentary was to challenge the stereotypes, the prejudice, the roles and unequal power distribution with regard to gender, negatively affecting the social status of women, within the domestic life of [...]. The achievement of gender mainstreaming through the production and showing of this documentary was therefore the essential goal of the action."*

*"The concept of the campaign was very easy. The main aim was to show which groups of people are discriminated against according to Article 13 of the EC Treaty. Therefore the visuals contained the photos of these types of people. As we wanted to apply gender mainstreaming as well we used the same number of photos of men and women."*

As previously observed, these examples demonstrate a lack of understanding of the concept of gender mainstreaming, which is substantiated by an analysis of the questionnaire data showing that out of the 170 Actions, which to a high extent had addressed sex/gender as a discrimination ground, 94% also ticked that they to a high extent had addressed gender mainstreaming. This very high figure indicates that *some* Action Leaders may have had difficulties in distinguishing between gender as a ground of discrimination and gender mainstreaming. On the other hand, 89 of the Actions reporting having addressed gender mainstreaming to a high extent did *not* report having addressed gender as a ground of discrimination to a high extent. Based on this it can be concluded that at least 23% of the Actions Leaders captured that there was a difference between the two concepts, however it is not possible to know whether they indeed understood the concept of gender mainstreaming.

It would also be interesting to verify if there are any correlations between the countries where the concept was explicitly identified as an important part of the National Strategies and those Actions in which the concept of gender mainstreaming was explicitly addressed as an objective. It is however not possible to make any uniform conclusions on this either, as Slovakia, for example, did neither address gender mainstreaming in its National Strategy, nor in its Final Activity Report, but did actually implement an Action specifically focusing on gender mainstreaming. Thus, no correlations can be found.

Despite the above findings, there still are a number of countries, in which gender mainstreaming was addressed in the National Strategies (including Denmark, Germany, Ireland, Netherlands, Norway, Sweden and the United Kingdom) and which according to the evaluator's assessment also had gender mainstreamed Actions. However, this might be because in the majority of these countries gender mainstreaming was not being introduced as a new element. The potential correlation might therefore not depend on the specific focus contained in the EYEO, but more on the overall pre-existing knowledge and understanding of the concept in these countries.

When considering the results of the five Actions (see Annex A), which had gender mainstreaming as an objective, it is possible to find coherence between what was planned and the results that were obtained, based on the countries' own evaluations in their Final Activity Reports and the Action Leaders assessment. For example, the **Polish** Action 'ABC of

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<sup>51</sup> The sample is therefore not representative. However, it still gives a good indication of the pattern.

Equality' informed members of small town councils and villages about gender mainstreaming by demonstrating that they had to take into consideration the needs of both men and women, especially when constructing budgets (gender budgeting) and devising priorities for local development. The booklet produced in **Ireland** on multiple discrimination in relation to women was used by the Equality Authority to support gender mainstreaming in all its other Actions. It helped to ensure that the Actions reflected the particular situations and needs of women and men, and promoted equality for both sexes.

There were also other examples of Actions applying the gender mainstreaming correctly:

- "Immigration in **Iceland**: Rights, Participation, Acceptance and Respect for All". The Action was a study with the aim of accumulating existing research about integration of migrants and carry out a discourse analysis on how the national press portrait migrants attitudes and how they are presented to the public, including which different attitudes towards migrant men and women exist, and whether and how this affected their access to society and services. (The multicultural Centre, Iceland)
- "We Against Stereotypes". The Action aimed at promoting integration of disabled people in **Latvian** society by developing a booklet of good examples with disabled people telling their personal life story. The stories were gender mainstreamed and presented in such a way, that it showed that we all are equal and that there is no such categories as "men" and "women". Disabled can be both without reference to gender and can be discriminated against irrespective of their genders. (Association "Oncology Patient Support Society of Latvia "Dzivibas koks", Latvia)
- "Study of opportunities for social integration of Roma minority". The Action contained a study aiming at finding solutions for Roma to become integrated into **Lithuanian** society, in housing and in employment in particular. The different aspirations of Roma men and women were taken into account, showing how these affect their respective employment possibilities. (Institute for Social Research, Lithuania)
- "Trening antydyskryminacyjny i genderowy" [Training in anti-discrimination and gender dimension]. The Action contained training of trainers in anti-discrimination and gender issues, including gender mainstreaming. 16 trainers from 7 **Polish** regions led 64 workshops all over the country with more than 720 participants. (Fundacja Kobięca, Poland)

Finally, the Final Activity Reports also provided some examples of how the concept of gender mainstreaming was approached in the planning, implementation and evaluation of the EYEO. This forms the subject of chapter 3 of this report.

### 3. Good practice examples

This chapter highlights four good practice examples. These four Actions were chosen because they:

- a) they illustrate a correct or innovative application of gender mainstreaming;
- b) were sufficiently detailed in the information provided to actually assess their outputs and results achieved; and
- c) each of the examples describes a good practice at the national or Action levels of both the planning and delivery of gender mainstreaming that may be replicable in other countries.

#### 3.1 Good practice example of planning

The National Strategy of **Latvia** provides a good practice example of how the implementation of gender mainstreaming could be addressed in the planning of the EYEO. Four different steps to promote gender mainstreaming throughout the EYEO in Latvia were envisaged.

- 1) The selection of specific Actions such as informational campaigns and events, plus the development and dissemination of materials intended to promote long-lasting changes in society and reshape the mainstream. This would be ensured by a promotional and educational campaign that included gender mainstreaming.
- 2) The selection of Actions, which would promote the development of partnership and dialogue between women and men, and which would ensure equal roles for both genders in society and its processes. A specific project tackling gender discrimination and promoting gender mainstreaming was chosen, namely 'Resource Centre for Women 'Marta' – 'Equal opportunities in the variable world'.
- 3) Regular information of the Steering Committee about the EYEO's activities and the results achieved, with a particular focus on the anticipated achievements on gender mainstreaming.
- 4) Finally, a dedicated chapter on gender issues was to be included in the final report of the EYEO in order to draw the authorities' attention to this area and to promote follow-up activities after the official end of the EYEO<sup>52</sup>.

#### 3.2 Good practice examples of planning and delivery

**Ireland** provides a good practice example of both planning and delivery at the national level. Here, gender mainstreaming was connected to or part of equality mainstreaming in general, which seemed to result in a mutually beneficial impact in this context.

This linkage was promoted by the Irish Equality Authority (i.e. the Irish NIB), which advocated for equality mainstreaming to assist in supporting more effective gender mainstreaming, since women are not a homogeneous category, but can experience particularly entrenched inequalities if/when they get older, are disabled, have caring responsibilities, are lesbians or belong to an ethnic minority community, etc. Equality mainstreaming pro-

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<sup>52</sup> It should be noted that even if the Latvian Final activity Report contained information about gender mainstreaming of each specific Action implemented, a dedicated chapter on gender issues was eventually not included.

vides a means of intersecting gender with other equality grounds and as such of addressing the needs of women across a variety of situations<sup>53</sup>.

The Irish NIB undertook a number of projects on equality mainstreaming during the EYEO.<sup>54</sup> In Ireland, the equality perspective encompasses the nine equality grounds covered by its equality legislation (gender, family status, marital status, disability, religion, age, race and membership of the Traveller community) and equality mainstreaming result in the integration of a multi-ground equality perspective into the design and delivery of an intervention, by collecting and analysing data from an equality perspective, examining the capacity of the intervention to accommodate diversity, and monitoring the impact on the equality grounds over time. Some examples of Actions include:

- An equality mainstreaming perspective was applied to the development of the Department's Nutrition Policy, showing how data collection and analysis, impact assessment and participation by representatives of the equality grounds can lead to better policy formulation overall;
- An equality mainstreaming approach was applied to the Inspectorate's approach to Whole School Evaluation and seeing how equality can be built into the process by which inspectors evaluate a school's performance. This included assessing its performance in terms of access (i.e. is the school facilitating the access of pupils from minority ethnic communities or the nomadic Traveller community), participation and educational outcomes.

In addition, the NIB worked with Ireland's main statistics body, the Central Statistics Office, to develop an initiative to gather demographic and participation data across the nine equality grounds. By establishing data on the present situation of the groups covered by the nine equality grounds, the initiative was meant to provide an evidence base for policy formulation, thus aiding policy makers at the national and local levels to assess the degree to which their programmes are contributing to equality and the accommodation of diversity.

### 3.3 Good practice examples at the Action level

In this chapter two good-practice examples of Actions are provided. The first example from **Germany** provides a good illustration of a very practical application of gender mainstreaming. The example demonstrates that the concept has been understood correctly as implying in-depth analysis of specific gender based imbalances and means to overcome these imbalances by developing specific strategies. The second example from **Slovakia** provides a good example of both planning and delivery of gender mainstreaming within an Action. Both Actions are presented hereafter:

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<sup>53</sup> Closing Conference of the European Year of Equal Opportunities for All – 2007 Workshop 2: Equal opportunities and gender mainstreaming (Ireland)

<sup>54</sup> Especially the booklet: *'The Diversity of Women and Multiple Discrimination'* gave a comprehensive Background paper on the intersection of multiple identities and discrimination.

Title	<b>Chancengleichheit in der Informationsgesellschaft</b> (Equal opportunities in the information society)
Country	<b>Germany</b>
Challenge	Many people are not aware of the possibilities provided by the new medias for societal participation. This is in particular the case with socially underprivileged groups, senior citizens, disabled people, immigrants and societal margin groups.
Objective	To initiate a public debate concerning equal participation in the information society. Mapping of the current situation on participation in the e-democracy processes. Creating a broader awareness among the general population about the chances that new medias provide in societal participation. Development of a future perspective for increasing the participation of all societal groups through using new medias.
Actors involved	<b>Stiftung Digitale Chancen</b> (Fund for Digital Opportunities) Deutscher Paritätischer Wohlfahrtsverband, Arbeiterwohlfahrt, Caritas, Diakonie, Deutsches Rotes Kreuz, Zentralwohlfahrtsstelle der Juden in Deutschland, Bundesministerium für Wirtschaft und Technologie, AOL Deutschland, Microsoft, Aktionsbündnis Barrierefreies Internet.
Means	Stiftung Digitale Chancen organised four daily workshops that were divided geographically between the different regions in Germany, and a final conference on the topic. The "future workshop" participants were faced with diverse daily communication situations that were of a high relevance to the societal participation of the group in question (for example participation in local decision-making, job search etc). The participants were able to discuss their experiences in using internet and other new medias while the others would discuss ways to deal with the communication situations without the help of the new medias. A common perspective was developed through exchange of experiences and gaining knowledge of different ways of participation. The different groups were: <ul style="list-style-type: none"> <li>• Socially underprivileged groups (in particular families, youth and unemployed)</li> <li>• Senior citizens, elderly women in particular</li> <li>• People with disabilities</li> <li>• People with a migration background</li> <li>• Societal margin groups with weak social connections (homeless, asylum seekers)</li> </ul> Following the group work, the difference between women and men in access to and making use of the internet were analysed and based on this strategies for how to improve the situation of women with respect to making use of the new medias were developed.
Timeframe	12 months
Estimated total costs (€)	111,835.91
Estimated EU funding (€)	10,000.00
EU co-funding	9%
Outputs	About 300 participants in workshops and the final conference. Printed brochure in German language. Results published in project website <a href="http://www.digitale-chancen.de/gleichheit">www.digitale-chancen.de/gleichheit</a> Broad media coverage (not specified).
Results	The Action has created an increased awareness about the possibilities that new medias provide for the societal participation of different groups. With respect to gender mainstreaming, knowledge has been acquired concerning the differences that there are between women and men in accessing the internet and making use of it. This will improve the potential to create more gender mainstreamed possibilities for e-participation through the strategies for digital inclusion of women that were developed within the framework of the Action.
Difficulties encountered	None identified

Title	<b>Gender Equality Counselling Centre</b>
Country	<b>Slovakia</b>
Challenge	Information about gender mainstreaming and its application in practice is limited.
Objective	The basic objective of the Action was to contribute to a more effective implementation of gender equality principles in daily practice and to improve gender sensitivity and legal awareness in the gender area. In order to achieve this objective the Action focused on the provision of counselling in the gender mainstreaming area, including legal counselling and the dissemination of materials and best-practice examples.
Actors involved	<b>Slovak Association for Planned Parenthood and Education for Parenthood</b> (Action Leader)
Means	The project was set up to include the following activities: <ul style="list-style-type: none"> <li>• An information campaign on gender mainstreaming aimed at the actors involved in the decision-making processes</li> <li>• Creating a publication in printed and electronic form on the basic concepts and principles of gender mainstreaming</li> <li>• Creating an information portal consisting of a website on the theme of gender equality</li> <li>• Creating a database of information materials about gender equality</li> <li>• Operating a free online counselling centre</li> <li>• Roundtables for the representatives of Roma NGOs</li> <li>• Gender training courses for the representatives of Roma NGOs</li> </ul>
Timeframe	11 month – February – December 2007
Estimated total costs (€)	27,388.30
Estimated EU funding (€)	13,694.15
EU co-funding	50%
Outputs	A website: <a href="http://www.gender.sk">www.gender.sk</a> was established and two round tables and four gender training modules were successfully conducted. The web-site had as of December 2007 more than 3,770 hits. The publication <i>Gender Equality in Organizations</i> (containing basic terminology for, and information on, the application of gender mainstreaming principles) was developed and 1000 copies produced and distributed.  According to the Action Leader one of the main focus areas of the Action was to provide information about gender mainstreaming, which thus was constantly a concern throughout the project.
Results	The goal of the Action was to improve the understanding of gender issues and mainstreaming and according to the NIB the unique targeting of this Action to increase gender sensitivity and legal awareness in the field of gender mainstreaming, with a special emphasis on women exposed to multiple discrimination, raised the interest of several Roma NGOs, which lead to presenting the main gender mainstreaming ideas at round tables in Bratislava and Košice. A total of 13 representatives subsequently participated in so-called gender training where they received several incentives on how to implement gender mainstreaming in their everyday practice. The Final Activity Report also points out that one of the main reasons for the success of this Action was that the Action Leader had long-term experience in promoting and disseminating the ideas and principles of gender mainstreaming in Slovakia. This indicates the importance of knowing how to implement the concept in practice, as has been mentioned previously. The evaluators assesses experience and 'know-how' as being a valid issue when working with gender mainstreaming in the future.
Difficulties encountered	None identified

## 4. Conclusion

The present report has examined how the principle of gender mainstreaming was conducted in the EYEO, and the analysis carried out by the evaluator focused on three respective levels: the EU level, the national level and the Actions' level. At each level, the evaluator has looked at how the principle of gender mainstreaming in the EYEO intervention was planned and how it was ultimately implemented.

The analysis demonstrated that the EU activities undertaken during the EYEO (the EU-wide information and promotional campaign, the Eurobarometer surveys and the EYEO opening and closing conferences) did indeed identify the principle of gender mainstreaming as a focus area in the planning phase of the EYEO at the EU level, as had been requested in the Decision establishing the EYEO. But even though the concept was mentioned as being an important focus area, no particular attention was paid to explaining in more details how to implement the concept at the EU level.

Considerable attention was paid to ensuring gender equality in the implementation of all the EU-wide activities, thus this first part of the gender mainstreaming concept was achieved. In particular with respect to the EYEO opening and closing conferences -and to some extent also with respect to the content of the official EYEO web-site- efforts were made to address the gender dimension of these events and communication tool. However, mainly due to time constraints, it was not possible to fully achieve this part of the gender mainstreaming concept. Hence, it can not be concluded that the EU-wide activities were fully gender mainstreamed.

Regarding the planning of EYEO at the national level, the National Strategies produced by the Participant Countries demonstrated that gender mainstreaming was a focus area for most countries with respect to the planning of their Actions. However, interviews with the National Implementing Bodies (NIBs) revealed that even if they were able to display full understanding of gender mainstreaming in their National Strategies, they were not so confident when explaining how this was to be taken on board in the planning phase. The NIBs claimed to have undertaken gender mainstreaming even when they had in fact only been considering gender balance, and thus achieving only one part of the gender mainstreaming concept. Although statements from the NIBs generally gave the impression that the gender mainstreaming concept was clear to their stakeholders, this was not the case.

The report also examined how the principle of gender mainstreaming was being carried out in the implementation and delivery of the EYEO at the national level and as many as 21 of the 30 Participant Countries have addressed gender mainstreaming in their Final Activity Reports. It was observed that Action Leaders overemphasised their replies on the actual use of gender mainstreaming in their implementation, and when asked directly how this had been implemented in practice, they could not fully explain it. This being said, a clear tendency has been seen on the part of both the NIBs and the Action Leaders to over-emphasise their replies on the use of gender mainstreaming at the national level, both in the planning phase of the EYEO and in the implementation phase.

In conclusion, both the NIBs and the Action Leaders were well aware that gender mainstreaming was a requirement and focus area of the EYEO, and the European Commission and the NIBs were indeed successful in communicating this requirement, though both of them were less successful in providing guidance on how to carry out gender mainstreaming in practice.

Ensuring proper gender equality is an important part of the gender mainstreaming principle, and even if it cannot be concluded that the principle of gender mainstreaming was successfully applied in the EYEO overall, gender equality was generally achieved, and moreover there is clear indication of the existence across the 30 Participant Countries of determination and interest in applying gender mainstreaming.

Gender mainstreaming at the level of Actions that specifically dealt with this subject area within the EYEO was obviously a success. From all the Actions that took place under the EYEO, the evaluator identified five, the objective of which had specifically been to tackle gender mainstreaming. These five Actions had in fact succeeded in implementing the principle both in the planning and the delivery phases. The results of the Actions showed that they succeeded in raising awareness about gender mainstreaming or helped to train others in how to conduct gender mainstreaming and they also managed to carry out analysis of the various different situations, needs and aspirations of women and men respectively as part of the Action.

Despite the Commission's strong efforts, it can not be concluded that full gender mainstreaming of the EYEO intervention at the EU level was carried out. This being said, the Commission paid a rather systematic attention to gender equality and whenever possible, also the gender dimension was taken into account, however less frequently. Enabling the Commission to ensure that all EU level initiatives were gender mainstreamed would have required that more time had been available as well as a persistent effort to keep this specific challenge in focus compared to competing challenges such as ensuring a balanced treatment of all grounds of discrimination.

### **Recommendations**

The existence of practical guidance from the Commission towards any partners, who would be involved, at EU and national level, in future European Years, is an important issue for any future work on gender mainstreaming. Even if they are able to understand the concept, practitioners need considerable guidance on how to implement the concept into their activities in order to be able to apply it successfully in practice. The development of a website containing a toolbox of specific methods, possibly including e-learning or other interactive tools that can be used to gender mainstream different types of initiatives such as campaigns, legislative proposals, statistics, budgets and the measurement of effects, may be relevant in this respect. Such a website could also include concrete examples from different policy fields regarding how to perform gender mainstreaming with the purpose of inspiring those who are working with gender mainstreaming at both the national and the EU levels.

Knowing that the practical implementation of gender mainstreaming tend to cause difficulties as evidenced by this report, it should be considered to demand of the NIBs not only to systematically include in their Final Activity Reports separate results achieved for women and men respectively, but already in the planning phase to indicate explicitly how they intend to gender mainstream their activities and thereby encouraging the NIBs to question themselves and their Actions Leaders on how this should be done in practical terms.

## Annex A: List of the 5 Actions which explicitly identified gender mainstreaming as one of their objectives

### Action 1

<b>The Diversity of Women and Multiple Discrimination</b>	
COUNTRY	Ireland
ACTION LEADER	Equality Authority ( Irish NIB)
CONTACT PERSON	Carole Sullivan
TYPE OF INSTITUTION/ORGANISATION	National authority
PARTNER ORGANISATIONS	Centre for Gender and Women's Studies – School of Histories and Humanities – Trinity College Dublin
TYPE OF ACTIVITY	Meetings and events, study
OBJECTIVES	To produce a booklet on multiple discrimination in relation to women. To provide information about gender mainstreaming in relation to the strategy of the EYEO. To convene representatives of diversity of women to explore and debate this booklet.
TARGET GROUPS	Social Partners/ Administrative authorities / Civil society
OUTPUTS/RESULTS	A booklet on multiple discrimination was produced by researchers at the Gender and Women's studies, Trinity College Dublin, with the purpose of exploring the theme of multiple discrimination and gender. The paper used a theoretical framework developed from the National Economic and Social Forum's report A strategic Policy Framework for Equality Issues, to analyse multiple discrimination in relation to ten groups of women (old, young, bisexual or lesbian, transsexual, disabled, carrier women, travellers, women parenting alone, black and minority ethnic women and women from different religious backgrounds). The booklet aimed at shed light on and ensure debate about multiple discrimination as experienced by women in Ireland: according to the NIB it was used as background information to support gender mainstreaming in all Actions of the EYEO in Ireland to ensure than Actions Leaders reflected on the particular situation and needs of women and men and promoted equality for both men and women. According to the NIB the initial work on the framework for the booklet raised the need for further conceptual thinking on the issue of the intersectional discrimination and thus work will continue on this issue in 2008.
ESTIMATED TOTAL COSTS (€)	7,000.00
ESTIMATED EU FUNDING (€)	n/a
EU CO-FUNDING	n/a

## Action 2

<b>ABC of Equality</b>	
COUNTRY	<b>Poland</b>
ACTION LEADER	NEWW [the Network of East-West Women]
CONTACT PERSON	Malgorzata Tarsiewicz
TYPE OF INSTITUTION/ORGANISATION	NGO
PARTNER ORGANISATIONS	n/a
TYPE OF ACTIVITY	Meetings and events/ Campaign / Surveys and studies
OBJECTIVES	To educating politicians, local government officials, the general public and the media about gender mainstreaming. To eliminating negative attitudes and stereotypes concerning relations between men and women. To raise awareness of the right to equality among general public. Stimulating debate on ways to increase the participation in society of underrepresented groups.
TARGET GROUPS	General public / Administrative authorities / Civil society
OUTPUTS/RESULTS	The organisation developed a 4 minutes educational movie and a 30 seconds TV on gender mainstreaming (108 spots were broadcasted on local TV). In addition, different material, as leaflets (2000), calendars (1250), mouse pads (2500), postcards (5000) handbooks (12500) billboards (43) city lights (42) and posters (5000) about gender equality were developed and distributed. 5000 posters A handbook entitled: "ABC of equality. Handbook for local authorities' members" which contained practical information concerning the implementation of the gender mainstreaming concept was developed and distributed to 12500 local authorities. Also, 3 conferences were organised in which 250 people took part. The Action aimed at promoting the development of a partnership between women and men and equal roles for both genders in society and its processes. According to the NIB the Action resulted in an increased awareness of the fact that discrimination or problems of women in fact also involve men. Since information about gender mainstreaming has not been widespread in Poland the attitude towards gender equality seems to have improved as a result of this Action.
ESTIMATED TOTAL COSTS (€)	139,698.40
ESTIMATED EU FUNDING (€)	n/a
EU CO-FUNDING	n/a

### Action 3

<b>Survey on the level of observance regarding the anti-discrimination provisions</b> (An ethnographical research on multiple discrimination)	
COUNTRY	<b>Romania</b>
ACTION LEADER	Educating for an Open Society
CONTACT PERSON	Andra Croitoru and Marian Tanase
TYPE OF INSTITUTION/ORGANISATION	NGO
PARTNER ORGANISATIONS	National Agency for Equal Opportunities between women and men (ANES) (the Romanian NIB)
TYPE OF ACTIVITY	Surveys and studies
OBJECTIVES	<p>Analysing the level of observance and implementation of the legal provisions regarding antidiscrimination.</p> <p>Identifying the causes of inobservance.</p> <p>Identifying the impact of inobservance of the legal provisions regarding antidiscrimination concerning the groups that suffer discrimination.</p> <p>Facilitating the accommodation of difference by promoting non-discrimination among citizens both in the form of securing equal treatment and at the same time ensuring the politics order, respects and differences.</p> <p>Identifying gender mainstreaming in the legal field of non-discrimination.</p>
TARGET GROUPS	General public / Social Partners / MP / Administrative authorities / Business leaders / Employers / Equality Bodies / Community leaders / Civil society
OUTPUTS/RESULTS	<p>By means of an anthropological approach, the project aimed at revealing the main dimensions and characteristics of discrimination against people in a disadvantage. Based on the surveyed population's experiences, the main discriminatory behaviours were found among employers' behaviour and women found that particularly the unfair treatment related to the evaluation system in high-schools and universities were discriminatory. The result of the study consisted in a documentary movie with three different episodes that illustrated three types of multiple discriminations studied and were used in the formulation of a policy paper that highlighted some possible solutions for addressing the course of multiple discrimination and ways to attenuate its effects. The study provided practical recommendations on the best ways to address multiple discriminations and the gender perspective was included in each of them. 300 copies of the study (156 p) and 300 DVDs with the documentary movies (3 episodes, total of 55 minutes of film) were produced. As part of the study 63 people were interviewed and 8 focus groups were organised. An extract of the study appeared in an official publication which was publicised in 10.000 copies.</p>
ESTIMATED TOTAL COSTS (€)	32.085,19
ESTIMATED EU FUNDING (€)	16.042,60
EU CO-FUNDING	50%

#### Action 4

<b>Gender Equality Counselling Centre</b>	
COUNTRY	<b>Slovakia</b>
ACTION LEADER	Slovak Association for Planned Parenthood and Education to Parenthood [Slovenská spoločnosť pre plánované rodičovstvo a výchovu k rodičovstvu]
CONTACT PERSON	Oľga Pietruchová
TYPE OF INSTITUTION/ORGANISATION	NGO
PARTNER ORGANISATIONS	n/a
TYPE OF ACTIVITY	Meetings and events / Campaigns
OBJECTIVES	<p>To improve gender sensitivity and legal awareness in the gender area with a special emphasis on women exposed to multiple discriminations;</p> <p>To increase the representation of women in decision-making processes by assisting in the introduction of the gender mainstreaming principle into practice;</p> <p>To increase the motivation of employers to start-up positive changes in their organisations towards creating gender sensitive workplaces;</p> <p>To improve information and awareness of actors in decision-making processes on the positive aspects of gender mainstreaming by providing practical materials and advice for the introduction of gender mainstreaming;</p> <p>To start-up gender-sensitive changes among representatives of the Roma community.</p>
TARGET GROUPS	General public / Administrative authorities / Business leaders / Employers / Equality Bodies / Community leaders / Media Organisations / Civil society / Experts in the field of anti-discrimination
OUTPUTS/RESULTS	<p>A website: <a href="http://www.gender.sk">www.gender.sk</a> was established and two round tables and four gender training modules were successfully conducted. The web-site had as of December 2007 more than 3,770 hits. The publication <i>Gender Equality in Organizations</i> (containing basic terminology for, and information on, the application of gender mainstreaming principles) was developed and 1000 copies produced and distributed. According to the Action Leader the main focus of the Action was to provide information about gender mainstreaming, which thus was constantly a concern throughout the project. The goal of the Action was to improve the understanding of gender issues and mainstreaming and according to the NIB the unique targeting of this Action to increase gender sensitivity and legal awareness in the field of gender mainstreaming with a special emphasis on women exposed to multiple discrimination raised the interest of several Roma NGOs, which lead to the main gender mainstreaming ideas were presented at the round tables in Bratislava and Košice. A total of 13 representatives subsequently participated in so-called gender training where they received several incentives on how to implement gender mainstreaming in their everyday practice. The Final Activity Report also points out that one of the main reasons for the success of this Action was that the Action Leader had long-term experience in promoting and disseminating the ideas and principles of gender mainstreaming in Slovakia.</p>
ESTIMATED TOTAL COSTS (€)	27,388.30
ESTIMATED EU FUNDING (€)	13,694.15
EU CO-FUNDING	50%

## Action 5

<b>Capacity building – identifying and showcasing best practice for advice on discrimination rights</b>	
COUNTRY	<b>United Kingdom</b>
ACTION LEADER	DCLG [Department for Communities and Local Government]
CONTACT PERSON	Duncan Campbell
TYPE OF INSTITUTION/ORGANISATION	National Authority
PARTNER ORGANISATIONS	Commission for Equality and Human Rights
TYPE OF ACTIVITY	Meetings and events/ Campaign / Surveys and studies
OBJECTIVES	<p>This Action was designed to ensure (a) the quality of advice given around the implementation of Directive 2000/78/EC establishing a general framework for equal treatment in employment and occupation is adequate and (b) that it is customised to the needs of the advice provider and recipient, for example taking into account the different needs of women and men. The specific objectives were:</p> <p>To do research work to pull together and evaluate the results of existing and past initiatives to explain rights under equality legislation.</p> <p>To provide guidance to organisations on how to explain rights under equality legislation in a way that maintains quality, whilst customising the message for their target audiences.</p> <p>To create a central web-based repository of information to ensure that the work is sustainable over the long-run.</p> <p>To hold a series of seminars involving participants from across the UK to look at best practice and to publicise this work.</p> <p>Increase publicity to ensure that a broad range of stakeholders were aware of this work.</p>
TARGET GROUPS	General public / Social Partners / Administrative authorities / Business leaders / Employers / Equality Bodies / Community leaders / Media organisations / Civil society
OUTPUTS/RESULTS	<p>The planned output of the Actions was:</p> <ul style="list-style-type: none"> <li>• 16 regional seminars on 'Independent living – challenges for equality'.</li> <li>• 7 focus groups looking at the challenges of independent living</li> <li>• Identification of best practice</li> <li>• The publication of the results of this work in a report and on-line</li> <li>• Publicity around the results, including a conference</li> </ul> <p>According to the Action Leader, the Action was gender mainstreamed through table discussions at the events and role plays as well as through a questions and answers session. Packages were handed out to delegates at the regional seminars containing information covering issues around equality e.g. the Gender Equality Duty, which means that as of April 2007 the UK public authorities are required to - when carrying out their functions - have due regard to the need to eliminate unlawful gender discrimination and to promote equality of men and women, which in essence is about meeting the specific needs of both men and women. Two seminars were cancelled due to low turn up in Reading and Cambridge.</p>
ESTIMATED TOTAL COSTS (€)	37,585.90
ESTIMATED EU FUNDING (€)	n/a
EU CO-FUNDING	n/a

## Annex B: Data sources

- European Commission (1996): "Incorporating equal opportunities for women and men into all Community policies and activities", COM(96)67final
- European Commission (2005): Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions on equality between women and men, COM(2005)44
- European Commission (2006): Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions on equality between women and men, COM(2006)71
- European Commission (2006): Gender Equality: A step ahead - a roadmap for the future, COM(2006)92 final
- European Commission (2007): Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions on equality between women and men, COM(2007)49
- European Commission (2008): Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions on equality between women and men, COM(2008)10
  
- European Commission (1998): "Equal opportunities for women and men in the European Union"
- European commission (2005): "Combating Discrimination in the European Union"
- European commission (2005): "Our differences make the difference"
- European commission (2006): "Putting equality into practice: What role for positive action?"
- Annual report for gender equality in the European Union found on: [http://ec.europa.eu/employment\\_social/gender\\_equality/gender\\_mainstreaming/activity\\_reports\\_en.html](http://ec.europa.eu/employment_social/gender_equality/gender_mainstreaming/activity_reports_en.html)
- The gender pay gap – origins and policy responses. A comparative review of 30 countries. Group of national experts gender, social exclusion and employment, European commission July, 2006 found on [http://ec.europa.eu/employment\\_social/eyeq/uploaded\\_files/documents/gender-pay-gap-review\\_en.pdf](http://ec.europa.eu/employment_social/eyeq/uploaded_files/documents/gender-pay-gap-review_en.pdf)
- Gender Equality in the European Union – examples of good practice (1996-2000), European Commission, Employment and social affairs. Found on [http://ec.europa.eu/employment\\_social/gender\\_equality/docs/documents/bestpract\\_en.pdf](http://ec.europa.eu/employment_social/gender_equality/docs/documents/bestpract_en.pdf)
  
- The homepage of DG Employment, Social Affairs & Equal Opportunities – gender equality & gender mainstreaming
- The origins of Gender Mainstreaming, NYU School of LAW, Jean Monnet program, found on <http://www.jeanmonnetprogram.org/papers/00/000201-03.html>)
- Rambøll Management, 2006, Board of Gender Equality, "Evaluation of the interdepartmental gender mainstreaming project"

