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Women into Non -Traditional Sectors

Evaluation of Action 1



Blueprint Development Consultancy

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1.0 INTRODUCTION

- 1.1 The Women Into Non-Traditional Sectors (WINS) Project is funded under the European Union's EQUAL Community Initiative Programme, Priority 4: Equal Opportunities, Measure 4.1, Theme H: Reducing Gender Gaps and Supporting Job Desegregation.
- 1.2 The context for the WINS Project is that occupational segregation impacts upon women's ability to participate fully in the local economy. The WINS project is working to test actions, which support the integration and participation of women which would be perceived as "non-traditional" areas of work for women.
- 1.3 The objectives of Measure 4.1 Theme H: Reducing Gender gaps and supporting job desegregation are as follows:
- To increase understanding and identify means to combat (discriminatory, stereotypical and traditional) attitudes that inhibit women's entry to and progression within the labour market.
 - To enhance the capacity and effective tools available to learning providers and advisors to encourage women and men to enter professions in which they are traditionally under represented with a focus on specific vocational areas that offer scope for higher pay and status jobs.
 - To identify and support employers to adopt working practices that enable women to progress within employment.
 - WINS, Action 1, 2, & 3 is contributing to all 3 objectives.
 - Action 1: Baseline Research has contributed to increased understanding to issues that inhibit women's entry and progression within the Labour Market.
- 1.4 The WINS Project is funded under three distinct actions of the EQUAL Programme as follows:
- i Action 1: Setting up Development Partnerships and Transnational Co-operation
 - ii Action 2: Implementing Work Programme
 - iii Action 3: Thematic Networking, dissemination and mainstreaming

- 1.5 The WINS Project is managed by a Development Partnership, DP which comprises seven main partners, namely:
- Belfast City Council (lead partner and public sector employer);
 - Northern Ireland Housing Executive (public sector employer);
 - Translink (public sector employer);
 - Construction Industry Training Board (private sector body, education and linkage);
 - ICTU, (Labour relations, trade union perspective);
 - Training for Women Network (design and delivery of capacity/empowerment programme, research, policy support)
 - Department for Employment and Learning (policy support, mainstreaming) and the;
- 1.6 The day to day work of the DP is guided by an Action Plan which is implemented through a series of Sub-Groups as follows:
- Training and Recruitment
 - Communications
 - Management and Operations
 - HR/Equality
 - Research
- 1.7 The subject of this report will focus on the evaluation of Action 1, and will consider four specific elements of Action 1, they are: National and Transnational Co-operation; Innovation; Dissemination and Mainstreaming; Thematic Approach. Each of these themes in addition to achievement of targets against the aims and objectives of the measure and priority will be examined in detail in section 3 and 4.

2.0 BACKGROUND

- 2.1 Women are significantly under-represented across many occupational areas in Northern Ireland, and in particular in occupational areas which would be perceived as “non-traditional” sectors for women’s employment. There are many reasons for under representation of women in these “non-traditional” sectors, such as gender stereotyping or negative images surrounding jobs in these sectors. These jobs would typically be perceived as manual, labour intensive and male dominated and with many of the work practices mitigating against female participation in these sectors, female participation in these sectors has remained low.
- 2.2 The WINS Project was developed in response to a clearly identified need by four major employers in Northern Ireland; Belfast City Council, Northern Ireland Housing Executive; Translink and the Construction Industry Training Board. This need was that there was significant under representation of women in non-traditional jobs across these four major employers. During the development phase of the WINS Project, there was only one female employee out of a total of 400 employees in Belfast City Council’s Cleansing Department. Of the 3,700 bus drivers employed by Translink, only 6-7% were women and of the 400 engineers/maintenance staff employed by Translink non were women. The NI Housing Executive was facing similar problems, with only 73 women employed out of 350 “blue collar” staff employed. Within the Northern Ireland Construction Industry, women were significantly under represented across the board, with approximately only 1% female representation within skilled crafts.
- 2.3 The Labour Market Statistics at the time of developing the project further illustrated the need for the WINS Project. The Northern Ireland Labour Force Survey, Women in Northern Ireland, July 2004, concluded that:
- The economic activity rate for women of working age (63%) in Northern Ireland had fallen by about two percentage points over the 5 years, July 1999 to July 2004.
 - Males were much more likely to be economically active (76%) and the gender groups had not narrowed over the previous 5 years.
 - The economic activity rate of women of working age had decreased as the number of dependent children increased.

- 37% of female employees were part-time, compared to just 8% of male employees.
- 8% of women in employment were managers and or senior officials, compared to 13% of men
- The average gross weekly wage for females at April 2003 in Northern Ireland was £355 whilst for males it was £437

2.4 The figures on Employment by Occupation and Gender from the Labour Force Survey at the time of developing the WINS Project, July 2004, demonstrate a substantial under representation of women in the skilled trades and process, plant and machine operatives occupation categories, as follows:

Labour Force Survey: Employment by Occupation and Gender SOC Spring 2001-Winter 2003/2004				
	Male		Female	
	Number (thousands)	% of total labour force	Number (thousands)	% of total labour force
Skilled Trades Occupations	115	16%	9	1%
Process, Plant and Machine Operatives	46	6%	9	1%

2.5 The WINS Project aims “to test actions, which support the integration and participation, of women into non-traditional areas of work”¹ and through the outcomes of the project will work to impact upon these statistics such that participating women have more understanding of both the employment opportunities within non-traditional sectors and the work practices within these non-traditional sectors, thus creating more diversity in the choice of employment chosen by these women.

¹ Development Partnership (Narrative)

The WINS Project is seeking to implement its aims through a series of sequential activities as follows:

- To conduct research across partner organisations into why women remain under-represented in particular job types;
- To pilot a pre-employment training and empowerment programme for forty women which addresses the needs of women entering non-traditional employment;
- To pilot employment tasters for these women which support the integration of women into non-traditional employment;
- To work with similar projects in the Republic of Ireland and the wider European Union;
- To shape future policy locally, regionally and nationally (and potentially in the wider European Union also) regarding gender mainstreaming in the workplace;
- To disseminate the findings of WINS across local partner areas, nationally and throughout Europe;
- Impacting on the existing recruitment and employment practices;
- Establishing role models for women;
- Creating an awareness of the barriers faced by women in the workforce and putting in place mechanisms to counteract these problems; and
- Establishing an environment, which supports women entering a traditional male dominated workplace.

2.6 This report will focus on reviewing and assessing the activities and outcomes carried out under Action 1.

3.0 REVIEW OF ACTION 1 ACTIVITIES AND OUTCOMES

3.1 The programme period for Action 1 was operated from 11th October 2004 to 30th June 2005. The main activities carried out by WINS within this timeframe were:

- The establishment of the Development Partnership;
- The establishment of 5 Sub-Groups;
- The formulation of the DP agreement;
- The completion of the baseline research;
- The development of an Equal Opportunities Policy; and
- The development of the WINS Action Plan;
- The development of a Mainstreaming Strategy
- Preparation work for transnational activity.

3.2 The Development Partnership

The WINS project was developed through a partnership approach which has enabled the participating organisations to share expertise and experience both locally and through the transnational element of the project. The WINS DP comprises: Belfast City Council; Northern Ireland Housing Executive; Translink; Construction Industry Training Board; ICTU; Training for Women Network; Department for Employment and Learning;

These organisations represent key employer or employer groups in Northern Ireland. These organisations have responsibility for establishing new policies or practices in relation to recruitment and employment, within the DP. In addition to employers, the DP contains the expertise of three major training and development support organisations, namely: Training for Women Network; Belfast GEMs and Womens TEC. These organisations deal with employment, gender and diversity on a daily basis, and provide this expertise to the DP, they also provide access to members of the community that the project might not have access to. Considering each member in turn:

3.2.1 Belfast City Council

Belfast City Council is the lead partner within the WINS project and has the overall management responsibility for the project. Belfast City Council employs almost 2,500 people. Responsibilities of Belfast City Council centre around the delivery of key services, such as refuse collection and disposal, health and environmental services, community development, parks and recreational facilities and support for the arts, tourism and economic

development. The areas that Belfast City Council targeted as part of the WINS project include parks and amenities maintenance, cleansing services and leisure centre attendants.

3.2.2 Translink

Translink is the brand name for the public company, which includes the integrated services of Ulsterbus, Citybus and Northern Ireland Railways, and employs over 3,800 staff. Translink are focusing on increasing the number of female bus drivers within the company, but may also consider other non-traditional areas such as porters.

3.2.3 Northern Ireland Housing Executive

The Housing Executive is the regional housing authority for public sector housing in Northern Ireland. The Housing Executive with over 3,500 employees is interested in promoting more women into jobs such as Neighbourhood wardens through the WINS project.

3.2.4 Construction Industry Training Board

The Construction Industry Training Board is a non-departmental public body and a key employer representative of the construction industry in Northern Ireland. As the organisation is not a major employer but an employer representative, they are focused on participants taking part in construction training programmes as part of WINS.

3.2.5 The Department for Employment and Learning (DEL)

DEL aims to promote learning and skills, to prepare people for work and to support the economy. DEL works with two main groups, namely: individuals who are seeking to improve their levels of skills and qualifications, or who require support and guidance towards employment and self-employment; business in both the public and private sectors.

3.2.6

3.2.7 Queens University Belfast

Queens University Belfast is one of the top 20 UK Universities out of a total of more than 170 which have been independently assessed to measure both the quality of teaching and the excellence of research. Queens is a major

employer in Northern Ireland with more than 3,500 employees. Queens also has about 17,500 full-time and part-time undergraduates and post graduate students, plus a further 10,000 enrolled part-time students in the Institute of lifelong learning. Queens Universities contribution to the DP is through the expertise of academia and sharing experience relating to different levels and types of research.

3.2.8 Training for Women Network (TWN)

TWN is a non-profit making membership organisation which aims to develop and coordinate high quality vocational and pre-vocational training and education for women with the aim of assisting women to access and progress within the labour market and employment. TWN's role within the DP is to provide expertise and sharing of experience, and provide the DP with access to its wide range of clients and stakeholders.

3.2.9 Belfast GEMs

Belfast GEMs is a not for profit organisation which aims to give unemployed people in Greater South Belfast access to job opportunities, training and careers guidance. Belfast GEMs works to assist clients to equip themselves with life and work skills, and encourage adults to achieve their full potential through learning. Belfast GEMs role within the DP is to provide expertise and sharing of experience from the employees perspective, or the women returning to the labour force.

3.2.10 The Women's TEC

The Women's TEC is a Northern Ireland based organisation that works to assist women return to employment in non-traditional sectors, and that works in partnership with organisations to contribute to the reduction in skills shortages within the Construction and the ICT industries. The role of Women's TEC within the DP is to provide expertise in relation to gender and diversity issues and to share learning in relation to the experience of women entering non-traditional employment sectors.

3.3 Summary

The Members of the DP represent wide ranging remits and interests, bringing expertise relating to employment, public policy, training and development and research to the WINS Project.

3.4 Consultation with DP Members

As part of the evaluation process, seven DP Members were interviewed to obtain their views in relation to the establishment of the DP its processes, activities to date and to assess their level of engagement. These members were: Translink; NIHE; TWN; Belfast GEMS and Women's TEC. All of the DP Members had been approached by Belfast City Council to join the DP. There had been no previous co-operation between Members of the DP, they were approached privately for the perceived added value that they could bring to the DP.

Three of the seven members interviewed had previous involvement with Belfast City Council, two of these organisations involvement related specifically to the HR Department of Belfast City Council and the other had a working relationship with Belfast City Council's Economic Development Unit. The other four Members interviewed had no previous working relationship with Belfast City Council.

All of the members consulted felt that they had benefited from the networking and co-operation with the organisations around the table at the DP.

Each of the Members were asked about what outcomes they expected as an organisation from involvement in the WINS Project. Some organisations provided more than one response, the responses were as follows:

- Two of the organisations consulted hoped to recruit more female staff into their non-traditional work sectors, through the Project.
- Four of the organisations consulted felt that they would gain a better understanding of the real barriers facing women entering non-traditional work sectors through the research element of the WINS Project.
- Four organisations indicated that they hoped to learn from the expertise and sharing of the experience through the transnational element of the WINS Project. They also indicated that this learning should be disseminated in a way that it could affect policy changes at local level.
- Two of the employers found that the outreach to the community groups through the roadshows in Action 1 was particularly useful and

hoped to be in a position to recruit from a wider section of the community.

- Three of the organisations provided responses that focused significantly on the trainees, such as: they hoped the Project would contribute to changing the image of women in non-traditional occupations; that employers would recognise the investment required to prepare these women for the world of work and the incremental steps required to achieve this outcome; that the outcome of the WINS Project would make an impact in relation to changing structures and policy to assist women enter these non-traditional work areas.

DP Processes

Each of the Members consulted felt that the establishment of processes relating to the DP was lengthy and protracted, however, they all recognised the requirement to undertake these processes as part of EQUAL. All the Members consulted felt that the establishment of the Sub-Groups had been very beneficial and enabled substantial work to be undertaken in a smaller group setting with a specific focus on the theme of the Sub-Group. The Members also felt that now that the Project was commencing work relating to Action 2, the tangible outcomes and benefits of the Project were much more apparent.

All of the Members consulted were very satisfied with the timing, location and frequency of both DP and Sub-Group meetings. Furthermore Members felt that the content of reports and information tabled at DP meetings was of a high standard and that minutes were circulated in a prompt manner.

All members of the DP were offered training in relation to their role as a Member of the DP.

Of the 7 Members interviewed all were offered training but only one Member was able to avail of it. The remaining six were either unable to attend because of other work commitments, or had attended similar training and felt it would not add to their experience. The one Member interviewed who had attended the training felt that it was not focused at the right level and did not add to their current skills or knowledge.

3.5 Over the period 11th October to 30th June 2005, 4 meetings of the Development Partnership took place. A breakdown of attendance by DP members is provided in Appendix 1. The minutes of the meetings provide information relating to the activity being undertaken by the DP during this period, which include: recruitment of staff, development of the WINS Action Plan; establishment of Sub-Groups; baseline research; development of communications plan; work to identify transnational and national partners; DP agreement and work in relation to the project launch.

An assessment of the DP minutes over the period covering Action 1, indicate that a substantive amount was undertaken, further detail on the various aspects of this work is provided below:

3.6 Recruitment of Staff

Belfast City Council undertook the recruitment process, which commenced in September 2004, most of the Staff including; the Research Officer; Business Support Assistant; Finance Officer and Training and Development Officer were appointed within the Action 1 timeframe. The post of Project Manager was re-advertised in March 2005, Belfast City Council's European Officer undertook the work relating to project management in the intervening period, with that individual eventually being the successful candidate for the Project Managers post.

3.7 Establishment of the Development Partnership Agreement

The WINS Project is managed by a Development Partnership, DP which comprises nine partners, namely: Belfast City Council, Northern Ireland Housing Executive, Translink, the Construction Industry Training Board; ICTU; Training for Women Network; the Department for Employment and Learning,. The day- to- day work of the DP is guided by an Action Plan.

3.8 Sub-Groups

During Action 1, the Members of the DP agreed to establish 5 Sub-Groups to undertake the work of the DP, which has enabled the DP to operate at a more strategic level with the day to day operations being carried out by these sub-groups. The sub-groups cover the following areas:

- Training and Recruitment
- Communications and Awareness
- Management and Operations

- HR/Equality Sub-Group
- Research Sub-Group

These Sub-Groups meet monthly and comprise members of the DP or other representatives from the participating organisations of the DP as the topic dictates. This enables the DP to meet on a bi-monthly basis to ratify the work of the Sub-Groups and to operate at a more strategic level. Furthermore the establishment of these sub-groups and the representation from other departments and individuals from the participating DP organisations means that the WINS Project receives “input from a wider group than the eight members of external organisations and enables WINS to receive expertise from these individuals.

3.9 Action Plan

Work to develop the Project Action Plan commenced during Action 1 and was completed in December 2005 (Action 2), the Action Plan is being delivered through the Sub-Groups: Training and Recruitment; Communications and Awareness; Management and Operations; HR/Equality and Research Sub-Group. The Action Plan identifies the main activities to be carried out and the timescale for carrying these out, and the expected outcome of these activities. Details of the Action Plan is provided in Appendix 1.

3.10 Baseline Research

3.10.1 During Action 1 research was carried out to establish baselines from both the participating employer perspective and from a representative sample of employees. This research provides very valuable insights into the factors which are acting as barriers to employees, plus the current policies being implemented by employers to address the gender gap in their employee profiles and to encourage more women to investigate the non-traditional work sectors within these organisations.

3.10.2 The Baseline Research identified the following:

- In the four employers (Translink; NIHE; Belfast City Council; Construction Industry Training Board) women comprise less than 7% of the workforce, the figure for women working in non-traditional jobs would be much lower than this, as the 7% includes women working

throughout the organisation in areas including finance and administration;

- Of the women working in these non-traditional areas, over 25% are working in a part-time capacity compared with less than 2% of men.
- Where historical information was available, recruitment of women has on average been increasing in these non-traditional jobs, albeit slowly.
- Where information was available, the data demonstrated that the retention of women in non-traditional jobs was much worse than for women in more traditional jobs (35% worse on average). This figure would indicate that there were issues within the working environment in the non-traditional job sectors.

3.10.3 The baselines established during the research phase have implications for the measurement of both activities and outcomes relating to the WINS Project. The baselines established relating to the four employers should enable hard outcomes to be measured relating to both output and impact measures. In particular these baselines should enable measurement of impact, relating to changes from established baselines as follows:

- Number of women employed (change from previous measure);
- Number of women employed in non-traditional jobs (change from previous measure);
- Number of women working full-time/part-time (change from previous measure);
- Recruitment numbers (change from previous measure);
- Retention figures (change from previous measure);
- Number of women availing of work-life balance policies (change from previous measure); and
- Number of women availing of childcare vouchers (change from previous measure).

These output and impact measures would be measured during Action 2, implementing the work programme, but the measurement exercise will be dependent on the commitment of the four employer groups in relation to both collecting and collating the data to contribute to the WINS Project.

The evaluation of Action 2 would also include measurement of softer outcomes, in particular in relation to the participant evaluations. In addition to

measuring numbers into jobs, it will be essential to measure incremental steps achieved by participants and distance travelled. Whilst Richter will be used to measure the softer outcomes relating to participants, it will be important that both hard and soft outcomes are collated for the WINS Project in a manner that allows for this data to affect change at local policy level, and also in a way that should enable comparison of the WINS data with that of its transnational partners data.

3.11 Transnational and National Partners

Co-operation on a transnational basis is an essential element of the EQUAL Programme. The essence of transnational co-operation is the free movement of good ideas and the core reason for transnational co-operation is that the transnational partners share common interests and objectives. During Action 1 the WINS DP worked to ensure that the chosen transnational partners are working to similar objectives and outcomes as the WINS project, this in turn should ensure that the results of the WINS project and the results emerging from partners on a transnational basis will be applied and adapted across the EU.

The WINS DP set specific objectives to ensure that the transnational co-operation provided added value to the WINS Project, these objectives were:

- A better insight into the nature and forms of discrimination, inequality and labour market exclusion across the enlarged EU;
- Improved strategies and actions in the light of experience in other Member States at national as well as at Development Partnership level;
- Benchmarking strategies and actions across several Member States; and
- Increased credibility to the work carried out by WINS as far as opinion leaders and decision makers are concerned.

During action 1 the WINS project identified two transnational partners:

- The Equal at Work Project, Dublin.
- Glass Wall Project, Netherlands

The work to establish these partnerships commenced during Action 1, however the partnership agreements were not formalised until Action 2. These transnational partnerships will be evaluated separately during Action 2. The meetings of the transnational partners were scheduled to take place within Action 2.

3.12 Mainstreaming Plan

The WINS DP has developed a mainstreaming strategy. Whilst this strategy was developed during Action 2, the preparatory work commenced during Action 1.

“Mainstreaming is bringing an idea or process to as many people as possible in a way that ends up with that change being regarded and accepted as “the norm”. For EQUAL partnerships, mainstreaming is the process by which a programme informs policy development and ensures that policy makers learn lessons for their activities”.

The WINS mainstreaming strategy covers the period 2006 to 2007 and details the outputs, outcomes and transnational partnership relations and outcomes, methodology for achieving activities and outcomes and indicators of what should be measured.

4.0 ASSESSMENT OF ACTION 1 AGAINST THE EVALUATION PARAMETERS FOR EQUAL

4.1 The four evaluation parameters for Action 1: Setting Up Development

Partnerships DPs and Transnational Co-operation, are:

- i. National and Transnational Co-operation
- ii. Innovation
- iii. Dissemination
- iv. Thematic Approach

4.2 Before assessing the activities of the WINS Project, Action 1 under each of the parameters listed above it is important to make reference to the fact that the WINS Project met with considerable difficulties in achieving the timescales for Action 1, that is 11th October 2004 to 30th June 2005. The main reason for these difficulties was the timescales and processes involved in agreeing and achieving outcomes within the operating systems of the lead partner, Belfast City Council. Belfast City Council as a local authority in Northern Ireland operates under a democratic process whereby all strategies, action plans and systems must be reported to a Committee and then to the overall Council. This system tends to take at least two months to circumvent and therefore made it difficult for the staff of the WINS Project to progress actions within the tight timeframe of Action 1. This has also had implications in relation to staffing the WINS Project, as the staff, were recruited through Belfast City Councils HR Department, with this process taking from October 2004 to April 2005.

Furthermore there were initial difficulties in administering the WINS finances within Belfast City Council's overall financial system. Firstly there was no finance staff in place until September 2005 to undertake the finance and administration function, secondly the accounting periods and expenditure categories for the WINS Project did not coincide with those of Belfast City Council. These difficulties, however have since been overcome to the extent that in a DEL audit visit carried out in January 2006 by DEL's Financial Audit and Support Team (FAST) reported that they were happy with the systems and controls in place. WINS received an unqualified report from the NI Audit Office in 2005 and case Officers from DEL's European Unit vouched Action 1 Claims in late 2005.

4.2 National and Transnational Co-operation

4.2.1 This evaluation has focused on evaluating the WINS DP only, the transnational Co-operation will be evaluated separately as part of Action 2.

4.2.2 The Partners represented on the DP represent wide ranging remits and interests. The members represent the sectors of employment; public policy; training and development and research. The evaluation of Action 1 involved undertaking interviews with the DP Members, these interviews identified that there had not been previous co-operation between the DP Members, the interviews also identified that each member of the DP was clear at the outset in relation to what they were signing onto in relation to their role and remit and the proposed outcomes of the WINS Project.

The interviews highlighted that there had not been any apparent difficulties in forming the WINS Project, and in particular in forming the DP. Furthermore DP members indicated that Belfast City Council emerged as the natural lead partner to the project.

The interviews also demonstrated that the DP Members were truly committed to the WINS Project and that there was real engagement from the participating members of the DP.

The interviews with DP Members also indicated that DP Members had engaged in the WINS Project with expectations that were directly related to their areas of work, such as employer focus; application of research findings and participant focus.

Over the Action 1 timeframe, 4 meetings of the DP took place. Five sub groups were also established which dealt with operational issues relating to training and recruitment; community and awareness; management and operations; HR/Equality and Research. These sub groups comprise representatives from the organisations which are members of the DP, many of these representatives differ from the individuals represented at DP level, which provides for a greater co-operation amongst staff of these organisations.

Systems and Procedures

The WINS Project has adopted the systems and procedures used by Belfast City Council. Whilst these systems are robust and efficient from an auditing perspective, the need to report to Committees and full Council has led to a minimum lead time for decisions of at least two months relating to the WINS Project. This has had implications for the overall management and operations of the WINS Project in that the decision making process is protracted and lacks flexibility. This protracted decision making process has led to the majority of the slippage in relation to implementation of activities relating to the Action 1 timeframe.

4.3 Innovation

4.3.1 The objectives of the WINS Project clearly specify the expected outcomes relating to the testing and developing of new modes and methods which will “test actions, which support the integration and participation, of women into non-traditional areas of work”. These objectives are as follows:

- To conduct research across partner organisations into why women remain under-represented in particular job types.
- To pilot a pre-employment training and empowerment programme for forty women which addresses the needs of women entering non-traditional employment
- To pilot employment tasters for these women which support the integration of women into non-traditional employment
- To work with similar projects in the Republic of Ireland and the wider European Union
- To shape future policy locally, regionally and nationally (and potentially in the wider European Union also) regarding gender mainstreaming in the workplace
- To disseminate the findings of WINS across local partner areas, nationally and throughout Europe
- Impacting on the existing recruitment and employment practices
- Establishing role models for women
- Creating an awareness of the barriers faced by women in the workforce and putting in place mechanisms to counteract these problems

- Establishing an environment which supports women entering a traditional male dominated workplace

The evaluation of the overall WINS Project carried out over Action 1, Action 2 and Action 3 will seek to measure both quantitative and qualitative outcomes and results relating to these objectives. Furthermore monitoring systems have been put in place to monitor these expected outcomes over the life time of the project and ensure that these objectives are being addressed.

4.3.2 The DP and transnational partners contribution to achieving these objectives is outlined in the DP agreement, in the WINS Action Plan and in the mainstreaming strategy. This contribution will also be measured through the monitoring and evaluation process such that conclusions can be drawn in relation to both the quantitative and qualitative results in relation to testing/developing the method and approach of supporting and assisting the integration of this target group of women into non-traditional job areas.

4.3.3 The role of each partner represented on the DP has been clearly specified. The organisations represented at DP level indicated that they were clear about their role from the outset. The organisations and their roles are:

- Belfast City Council – Employer/Lead Partner role
- Northern Ireland Housing Executive – Employer role
- Translink – Employer role
- Construction Industry Training Board – Employer role
- Training for Women Network – Training and Research role
- Belfast GEMS – Training and participant representative
- Women’s TEC - Training and participant representative
- Queens University Belfast – Research

4.3.4 The baseline research carried out during Action 1 consulted with a range of female employees with the aim of identifying the issues and barriers which prevent them integrating and participating fully within the labour force, and specifically in relation to taking up employment in non-traditional job areas.

The Action 2 and Action 3 action plan and sub-groups operating tasks reflect the findings of this baseline research.

Whilst no participants are represented at DP level, the training organisations, Women's TEC and Belfast GEMS have adopted the role of representing participants at DP level.

4.4 Dissemination and Mainstreaming

The WINS Project has a strategic plan for disseminating and mainstreaming the activities of the Project. The mainstreaming strategy outlines the activities, expected outcomes and the methodology for obtaining these outcomes. The mainstreaming strategy also indicates the roles and contribution that both the national and transnational partnership must provide in achieving these objectives and the expected outputs, in relation to both the national and transnational elements of the overall project. The role of each partner is clearly specified in the DP agreement. The mainstreaming strategy clearly maps how the results will be achieved outside the DP and in the wider policy context.

4.5 Thematic Approach

There is a very clear gender perspective through each Action of the WINS Project. The aim of the WINS Project is "to test actions which support the integration and participation, of women into non-traditional areas of work". The project work plan, evaluation and measurement frameworks are designed to test "these actions" to ensure that they are working to place women in non-traditional areas and thereby contribute to addressing the gender gap. The baseline research has also enabled the WINS Project to identify issues and barriers affecting women integrating and participating in non-traditional work areas, and the resulting programme of work has been developed within this context.

The work of the WINS DP is designed to address this gender gap by delivering against a range of objectives, which will integrate women into non-traditional job sectors and assist more women to participate in these types of jobs. The sub-themes, which have been identified to assist the sub groups to implement activities at an operational level, are completely relevant to achieving the objectives of the WINS Project and working to contribute to the overall aim of the EQUAL programme.

4.6 Under Action 1 the WINS Project has contributed to the first of the three objectives of the EQUAL programme, that is: “to increase understanding and identify means to combat (discriminatory, stereotypical and traditional) attitudes that inhibit women’s entry to and progression within the labour market.

WINS has contributed directly to this objective in Action 1 through:

- The baseline research undertaken in Action 1; and
- Interviewing participants at the commencement of the recruitment exercise to gain an understanding of issues acting as barriers to their full participation in the labour market and in particular non-traditional work areas.

5.0 CONCLUSIONS

5.1 The WINs Project has successfully delivered against the four evaluation parameters for Action 1: Setting up Development Partnerships DPs and Transnational Co-operation, they are:

- i. National and Transnational Co-operation
- ii. Innovation
- iii. Dissemination
- iv. Thematic Approach

5.2 Whilst there was some slippage in relation to adhering to the Action 1 timeframe, 11th October 2004 to 30th June 2005, the WINs project has delivered a range of activities and outcomes and is now progressing with implementing its activities under Action 2.

APPENDIX ONE
DP MEMBERS – ATTENDANCE LIST

Organisation	DP Meetings							Total	
	27/10/04	30/11/04	25/01/06	06/04/05	25/08/05	29/09/05	27/10/05		01/12/05
BCC	√	√	√	√	√	√	√	√	8
TWN	√	√	√	√	√	√	√	√	8
NIHE	√	√	√	√	√	√	√	√	8
Translink	√	√	√		√	√			5
Construction Industry Training Board		√	√	√	√			√	5
ICTU		√	√				√		3
Equality Commission									
DEL		√	√		√	√	√		5
DSD	√			√	√				3

**APPENDIX TWO
WINS ACTION PLAN**

TO BE INSERTED