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GENDER MAINSTREAMING AS A FACTOR OF PROJECT MANAGEMENT MATURITY

Abstract. *New approaches to evaluation of technological maturity of project management are analyzed. Gender aspect is proved to be a compulsory component of all strategies and programs, mainly, at the stage of planning. A logical structural model of gender approach introduction in the Project Management Maturity Model (PMMM, G. Kertzner) is developed. On the basis of general logic of the organizational and technological maturity development of project management, an appropriate sequence of stages of project management gender maturity is suggested. A basic model is produced for gender mainstreaming technologies implementation in the project cycle. «Best practices» of gender mainstreaming are analyzed according to the project cycle: initiating, planning, executing, monitoring and controlling, closing. It is proved that using gender mainstreaming in projects contributes to developing an additional value both for «inner clients» (project team), and for the «outer clients» (project beneficiaries). A logical structural model for gender approach implementation in the process of project planning is suggested.*

Key words: *organizational maturity; gender mainstreaming; project cycle; gender planning*

Introduction

A generally accepted thesis is that the methodology of project management aims at providing a capability of functioning and efficiency of the management corporate system. Such maturity models as PMMM, OPM3, P3M3, IPMA Delta, etc. are used to evaluate the current state of the project management system, which allow to define the organization level in using corresponding methods and instruments. Besides, a sustainable development of the project management system is important.

Gender mainstreaming has a special place among the new approaches to evaluation of the project management technological maturity. According to the definition of the Economic and Social Union of the United Nations Organization (ECOSOC), gender mainstreaming is a process of evaluation of the consequences of any planned actions (in policies, programs, etc.) for women and men in all the spheres and at all the levels [1, P.11]. Gender strategy, actualized in the Objectives for the Development of the Century (United Nations Organization), proclaims «equal rights, opportunities, justness both for men and women», which correspondingly makes project management implement the related approach. Thus, within the frameworks of the European Union, gender aspect is to be considered and become a compulsory component of all the strategies and programs, mainly, at the stage of planning [2, P.2].

European guiding lines of the politics and practice mark the necessity for special researches of gender mainstreaming technologies including project management.

Both Ukrainian and foreign investigators pay attention to the fact that the project management methodology should have a sustainable development, particularly, by using best practices. S.D. Bushuev, N.S. Bushueva, S.I. Neizvestnyi pay attention on the necessity of using best practices, which results in «heuristic augment of knowledge» [3, P. 5]. According to international experts, gender approach has a substantial heuristic potential for management of projects and development programs [4]. National science, which is focused on development of the methodological fundamentals of programs management for development of regions and cities of Ukraine (A.I. Rybak, G.S. Panafidin [5], D.Z. Berulava [6], etc.) has not any developments of gender indicators. M.M. Blynda, I.V. Kogut focus on introduction of gender approach in the process of the project team formation [7]. A topical task is formation of a gender sensitive office for projects and programs development. Among the best practices in solving this problem – the experience of the municipality of Vienna [8].

The aim and the tasks of the paper

The aim of the research is development of theoretical and methodical recommendations for increasing of organizational and technological maturity of project management as the result of gender

mainstreaming technologies/principles integration. To achieve the set goal it is suggested to solve the following tasks: firstly, to research the specific features of gender mainstreaming in the project cycle; secondly, to suggest a conceptual model of technological maturity considering the principles of gender equality.

Gender mainstreaming – «best practices» of the organizational and technological development

As the current understanding of project management technological maturity includes gender dimension, a necessity arises to improve and develop the existing models of organizational and technological maturity (PMMM, OPM3, P3M3, IPMA Delta, etc.). Thus, according to G. Kerzner (PMMM), the organizational maturity is represented by five stages, namely, terminology, general processes, benchmarking, sustainable improvement. For gender mainstreaming, the third stage is important, which foresees using project management methodology as a general corporative system of management. At this stage, the organization realizes the importance of the synergetic effect, which appears as the result of an integrated use of all the methodologies (including the gender mainstreaming) applied by the corporation as one. Using the common methodology with the project management as the central part, improves management of all the processes, but implementation of gender approach increases the probability of the synergetic effect.

In case the organization aims at keeping the competitive advantages, it should improve the management processes with the help of benchmarking (the fourth level of PMMM) including researching and implementation of best gender practices of project management. In particular, those processes should be facilitated that contribute to the development of an additional value of the project (products and processes), satisfaction of the stakeholders’ needs, cost effectiveness in using resources and so on.

Using the general logic of the organizational and technological maturity of project management, an appropriate sequence of gender maturity of the project management is suggested (Fig.1). The first stage assumes knowledge of the gender terminology, i.e. all the members of the project team (office of the project management, PMO) should use such categories as «gender», «principles of gender equality», «gender needs», «gender indicators», etc. and, as the result, to get an entry level of gender competency.

The second stage of gender equality envisages mastering of the specific methods and instruments by the project team (gender statistics forming, conducting gender auditing, gender budgeting, gender expertise, gender indicators development, etc.). Mastering of such level of gender competence by the organization is a condition for gender mainstreaming technologies integration into the common system of project management in the company (the third stage).

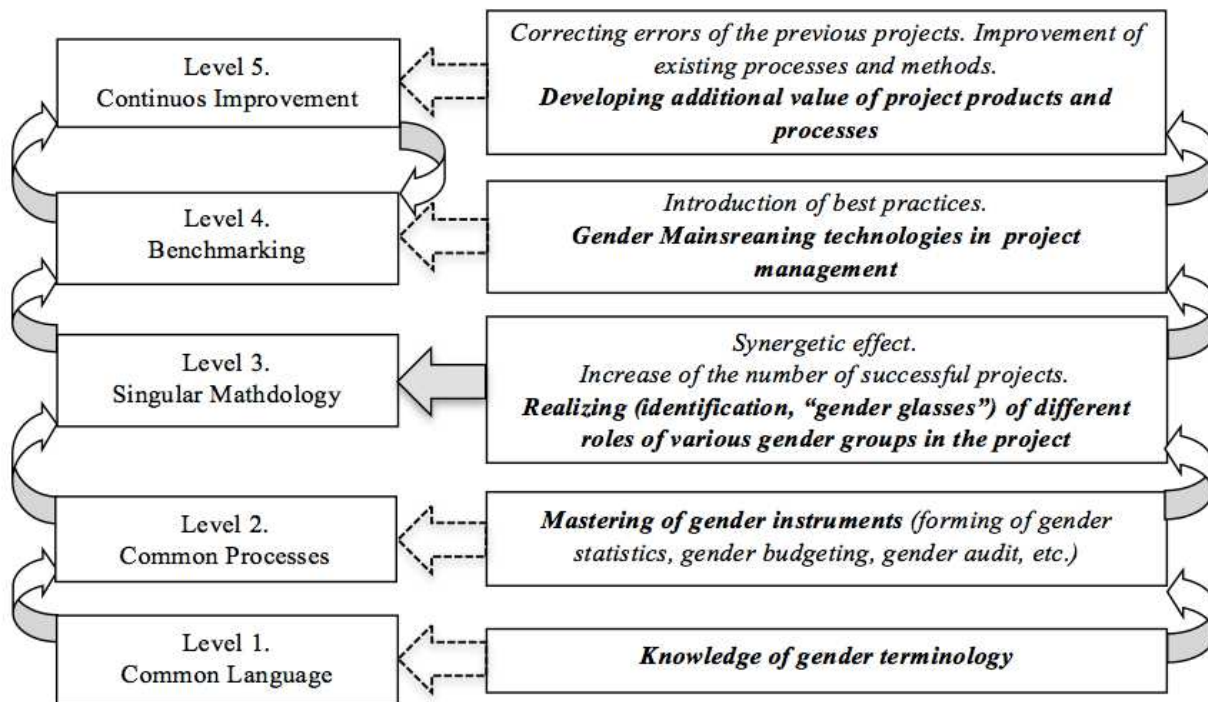


Figure 1 – Logical and structural model of gender approach implementation in PMMM

The third stage of project management gender maturity allows to make gender sensitive projects. Due to gender benchmarking (the fourth stage), which improves processes, procedures, operations, models, methods and instruments of the project activities, conditions are formed for development of a high quality, unique project product with optimal resources (in the vast majority of cases, resources used are less than for analog projects). Gender sensitive project product makes an additional value and, therefore, a competitive advantage, which subsequently has a positive impact on the sustainable development of the organization.

Gender mainstreaming in the project cycle

Gender mainstreaming strategy will be even more efficient if it covers the project cycle (Fig. 2). It is at the level of project initiating that the analysis is made of the interested sides considering the gender indicator. Gender analysis can be done at any stage of the project cycle but it is more effective if done at the initial stages of planning and projecting. Gender analysis is the main instrument of determination of various roles and needs of women and men related to the project context.

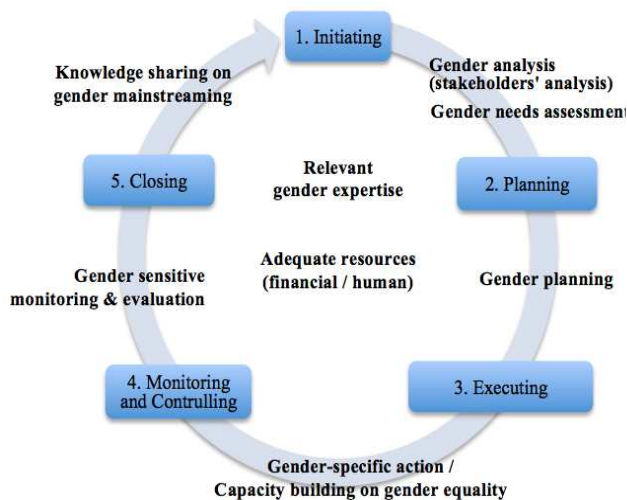


Figure 2 – Gender mainstreaming in project cycle

Gender analysis can be focused on the problems of gender equal distribution, access and control over the resources. Gender evaluation of the needs, which is an analytic instrument for the project potential strengthening by considering different needs and interests of women and men at all the stages of the project cycle, is closely connected with the concept of gender analysis. The results of the gender analysis and needs evaluation should be used as an output for developing any activities of the strategic plan.

The next stage of the project cycle is planning. Gender planning means developing a strategy describing the procedure of gender equality influencing the process of project management. Gender planning includes the following particular activities and organizational mechanisms:

- securing of a balanced representation of women and men in the processes of project management/realization;
- providing corresponding resources and their expertise.

At the stage of project executing, corresponding gender sensitive project activities should be foreseen such as the actions focused on removal of gender inequality or discrimination of women and/or men in the given context. At this stage gender needs evaluation is considered as a valuable analytical instrument for strengthening of organizational and technological potential and getting long-term advantages.

A successful passing of the previous stages of the project cycle allows improving the gender competence of the organization's employees and the project beneficiaries, namely, in:

- knowledge of the main gender concepts;
- understanding of the process and gender analysis role at various stages of the project cycle;
- mastering the methods/instruments for project gender planning.

Monitoring and evaluation should also be gender sensitive, defining the progress in providing gender equal distribution, access and control over the resources. It is significant to trace the defined gender issues at each stage of the project cycle. Gender sensitive indicators such as dissimilarities of women and men based on their productivity are to be included into the system of project evaluation. Gender statistics, using various qualitative and quantitative sex-disaggregated data have a special importance for project monitoring and evaluation.

It is particularly significant for gender sensitive monitoring and evaluation to introduce relative gender sensitive indicators into the project structure and, later, they should be integrated into the main principles of monitoring and evaluation as well as into the conditions of their implementation. Moreover, gender sensitive monitoring improves the project results with the help of gender leveling of the beneficiaries' interests that leads to a higher quality servicing of the target group.

A special attention should be paid to the process of knowledge sharing that starts from getting and structuring of knowledge and experience and continues in cultivating (developing) new relationships between the interested sides. The ability to recognize gender factors in work and project activities as well as mark differences based on sex is very important as it allows getting fair results for men and women.

«Best practices» of gender mainstreaming [9] is a valuable source of knowledge that permits the project team to master the experience of the previous projects and use it for their work. Exchange of knowledge and different approaches of gender equality promotion in the processes of project realization bring new opportunities for getting benefits (valuable results).

It should be noted in the conclusion that gender mainstreaming in projects contributes to creating an additional value both for «inner clients» (project team) and «outer clients» (project beneficiaries).

Gender mainstreaming in project planning processes

Gender approach integration into the process of planning can be implemented based on (Fig. 3):

- considering the specific characteristics of the problem and its influence on women and men;
- evaluating the decisions and their influence on women and men;
- using the approach of «extending rights and opportunities of women and men»;
- considering gender potential of partners (women and men) including their gender sensibility and gender responsibility;
- encouraging a fair access to the resources, extending women's rights and opportunities;
- considering special needs of the beneficiaries, both women and men;
- forming the project team based on the principles on gender equality;
- developing a gender sensitive budget;
- considering gender indicators;
- describing gender parameters of the project results.

Gender planning, in particular, in the projects of landscaping of the surrounding grounds of apartment houses is to consider the special needs of the beneficiaries, both women and men. Landscaping of the houses' surrounding territories should be aimed at creating equal opportunities for women and men in using the «living environment». Special attention should be focused on the beneficiaries' needs in the architectural and spatial solutions, which enable to provide an overall consideration of the residents' (both women and men) way of life.

Specific characteristics of gender perception for the quality of the surrounding territory landscaping is defined due to the reproductive roles of women and men (related to childbearing and unpaid labor of caregiving for family members). It is mostly women involved into the reproductive work who are interested in the quality of children playgrounds' landscaping as well as places for rest.

As a rule, the surrounding territory of the apartment houses in Ukrainian cities lacks appropriate sport and play equipment for girls of the age 12+ [10], as the basic decision for the territories' landscaping is the football ground; therefore, better opportunities for active rest are given to boys. Besides, a gender discrimination practice is observed considering the stay of parents with children of preschool age at the children's playgrounds as the grounds lack benches for adults looking after children.

Project activities in construction projects are done, as a rule, by men and reflect their experience and interests. «Gender blindness» of the resources' users results in inability to understand and identify the needs that leads to unsatisfactory project design, making wrong decisions and potentially influences the project results. Gender blindness is a figural expression, which describes ignoring of gender differences in organizational processes, political and social programs' development, preparation of informational materials, etc. related to productive and reproductive roles of men and women. Gender blind projects are characterized by an inability to identify manifestations of gender discrimination as well as a trend to insufficient consideration of the women's interests.

Conclusions

To sum up it should be noted that the development of the methodology for organizational and technological maturity of project management is to include the following gender mainstreaming processes: Knowledge of gender terminology → mastering gender sensitive methods/instruments → tracing different roles of gender groups in projects → implementation of best practices of gender mainstreaming in project management → developing an additional value of the project's products and processes.

The analysis of the best practices of gender mainstreaming at the stages of the project cycle (initiating, planning, executing, monitoring and controlling, closing) proves that gender mainstreaming in projects contributes to developing an additional value both for «inner clients» (project team) and «outer clients» (project beneficiaries).

A logical structural model is suggested for gender approach implementation in the project planning processes; its efficiency has been proven in the joint project of O.M. Beketov National University of Urban Economy in Kharkiv and the Department of Housing Economy of Kharkiv City Council (with the support of the Friedrich Ebert Foundation in Ukraine) «Budgeting of city projects of apartment houses' surrounding territories landscaping considering gender indicator (using the example of children's playgrounds landscaping)» (2013).

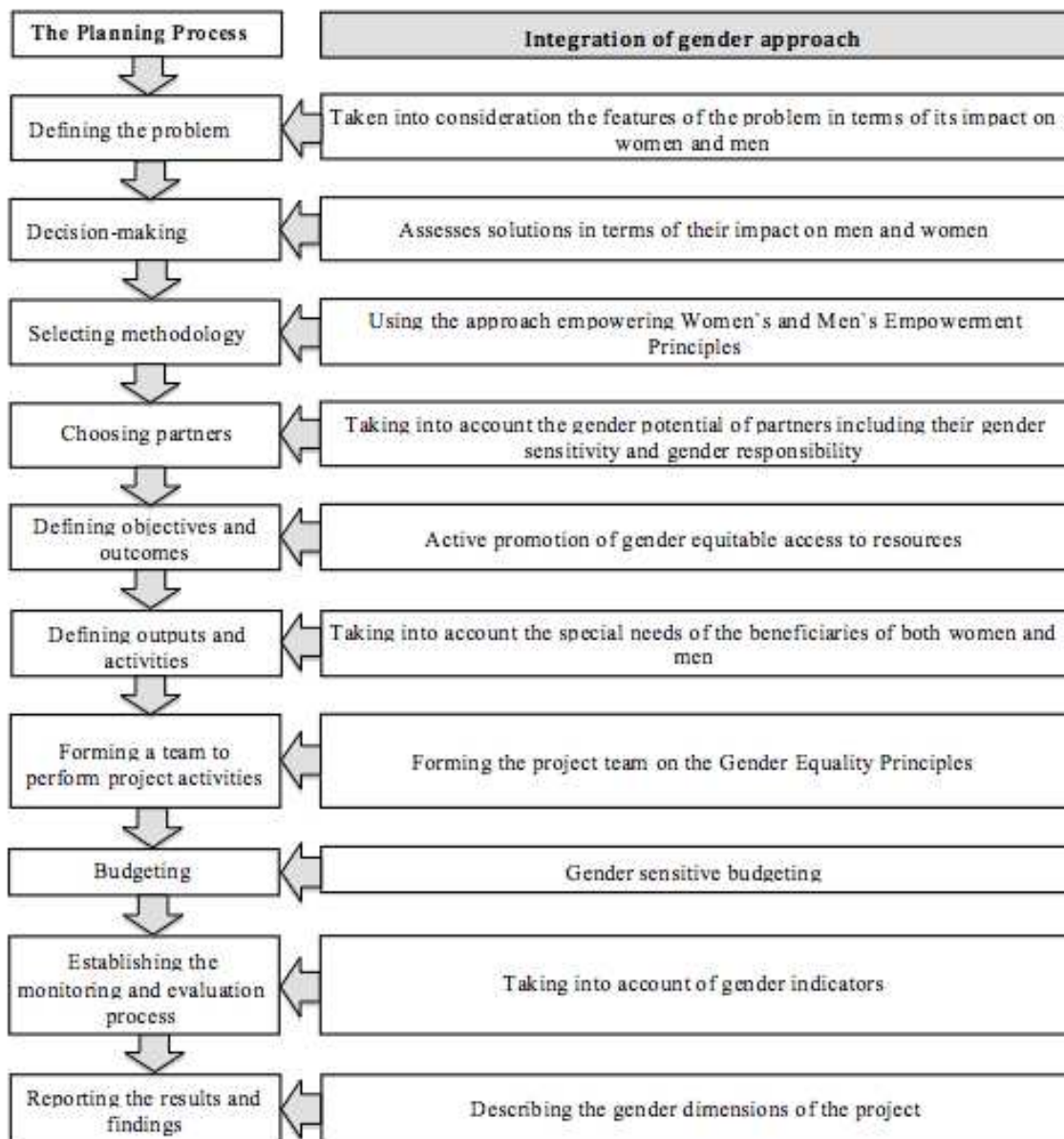


Figure 3 – Logical structural model «Gender mainstreaming for project processes at the stage of planning»

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GENDER MAINSTREAMING ЯК ФАКТОР ЗРІЛОГО УПРАВЛІННЯ ПРОЕКТАМИ

Анотація. Проаналізовано новітні підходи до оцінки технологічної зрілості проектного управління. Актуалізовано врахування гендерної проблематики як обов'язкового компонента всіх стратегій і програм, передусім, на стадії планування. Розроблено логіко-структурну модель імплементації гендерного підходу в Project Management Maturity Model (РМММ, Г. Керцнер). Послугуючись загальною логікою розвитку організаційно-технічної зрілості проектного управління, запропоновано відповідну послідовність етапів гендерної зрілості проектного менеджменту. Представлено базову модель імплементації гендермейнстрімінгових технологій в проектний цикл. Проаналізовано «кращі практики» гендермейнстрімінгу за етапами проектного циклу: ініціація, планування, виконання, моніторинг і оцінка, завершення. Доведено, що гендермейнстрімінг у проектах сприяє створенню додаткової цінності як для «внутрішніх клієнтів» (команди проекту), так і для «зовнішніх клієнтів» (бенефіціарів проекту). Запропоновано логіко-структурну модель імплементації гендерного підходу в процеси планування проекту.

Ключові слова: організаційна зрілість; гендермейнстрімінг; проектний цикл; гендерне планування

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GENDER MAINSTREAMING КАК ФАКТОР ЗРЕЛОГО УПРАВЛЕНИЯ ПРОЕКТАМИ

Проанализированы новые подходы к оценке технологической зрелости проектного управления. Актуализировано использование гендерных вопросов как обязательного элемента всех стратегий и программ, в первую очередь, на стадии планирования. Разработана логико-структурная модель имплементации гендерного подхода в Project Management Maturity Model (РМММ, Г. Керцнер). Следуя общей логике развития организационно-технологической зрелости проектного управления, предложена соответствующая последовательность этапов гендерной зрелости проектного менеджмента. Предложена базовая модель имплементации гендермейнстриминговых технологий в проектный цикл. Проанализированы «лучшие практики» гендермейнстриминга по этапам проектного цикла: инициация, планирование, выполнение, мониторинг и оценка, завершение. Доказано, что гендермейнстриминг в проектах способствует дополнительной ценности как для «внутренних клиентов» (команды проекта), так и для «внешних клиентов» (бенефициаров проекта). Предложена логико-структурная модель имплементации гендерного подхода в процессы планирования проекта.

Ключевые слова: организационная зрелость; гендермейнстриминг; проектный цикл; гендерное планирование

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