



GenderedLandscape
Gender + Equal + Cities

GenderedLandscape Action Planning Network Baseline Study

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Introduction

Gender equality is a fundamental goal of European policy. Unfortunately, many urban policies, services, and physical developments still do not take gender into account, despite the fact that men and women use the city and its structures differently. The URBACT Action Planning Network GenderedLandscape seeks to create an understanding of the city as a place where gendered power structures are always present and develop locally contextualised tools and approaches to work towards gender equality in urban policies, planning, and services. To do this, the network will employ the URBACT method, tackling the broad and complex topic of gender equality in cities by crosscutting thematic silos, linking up policy vertically, and working to engage a wide range of stakeholders from different fields and sectors. Through this approach, the network aims to create an understanding of the “gendered landscape” of a city and ways in which it can be challenged and changed.

In phase 1, the seven partners – Barcelona Activa SA (ES), Celje (SI), Frankfurt am Main (DE), La Rochelle Urban Community (FR), Panevėžys (LT), Trikala (EL), and Umeå (SE) – have explored their individual and shared challenges and forged a plan to tackle this highly diverse topic using a participative and integrated approach. This report outlines the process that the partners undertook between September 2019 and March 2020 and the results of their common decisions.





State of the Art

Introduction

Gender equality is an important and current topic which crosscuts diverse aspects of integrated urban development, including the labour market, social services, entrepreneurship, public space, infrastructure, and governance. Contrary to popular belief, gender equality is not solely a “women’s topic,” but rather affects everyone, since rigid gender norms prescribe everyone’s roles, tasks, agency, and ability to participate in various spheres of life. While men undeniably have better access to social and economic advancement, gender norms can also lead to harmful behaviour patterns for them and rigid expectations about their labour market performance, family roles, emotional health needs, etc.¹ Nevertheless, gender-based disparities continue to disproportionately negatively affect women’s (opportunities for) participation in social, economic and civic life.²

In this report we understand gender equality in the context of integrated urban development as equal rights and opportunities for both genders, with a focus on ameliorating the negative effects of gender norms by making these a visible, conscious element of diverse aspects of integrated urban development. This means incorporating a gendered perspective into public and urban policies, in particular those which have up until now taken a technocratic approach and/or not considered gender relevant to their design and delivery.

Today, many of the methods for working with gender equality are “one size fits all.” However, the barriers to implementing gender sensitive policies vary widely across contexts as a result of different local policy frameworks, administrative structures, degrees of openness to the topic of gender, etc. For this reason, we describe the work of this Action Planning Network as being centred around an understanding of gender inequality that is *globally understood but locally contextualized*.

Following this understanding, this report begins with a broad examination of the state of gender equality in the EU followed by a concise overview of the main relevant EU policy measures in place and the main challenges and barriers to implementing gender sensitive policies. Shifting from the global to the local level, the report then explores integrated urban policy through the lens of gender equality, including existing tools and instruments already working on this timely topic, and concludes with some thoughts about the specific and wider aims of this network.

1 For more information, see for example the CEMR’s 2019 post “#InvolveMen: How redefining masculinity can improve the lives of both men and women,” available at: <https://www.ccre.org/en/actualites/view/3949>

2 Gender is a complex and multifaceted issue, in particular with regard to the current discourse on non-binariness. For the purpose of clarity, and because the partners in this network are beginning at different starting points in the debate, this report concentrates on traditional understandings of binary gender identity, that is, women/girls and men/boys.



Definitions:

- **Gender:** Gender is defined by the European Institute on Gender Equality (EIGE) as “the set of roles, behaviours and attitudes that societies define as appropriate for women and men.”³ These expectations necessarily vary between countries, but can also be different across regions, communities, or even social groups. The most broadly accepted of these expectations are known as **gender norms**.⁴
- **Gender equality:** Gender equality means that power and influence is divided equally between women and men. It means that women and men have the opportunity to participate equally in all areas of public and private life through a full and equal inclusion in economic, social, cultural and political decision-making, the labour market, and family responsibilities.
- **Gendered power structures:** To quote the EIGE again, gender, as defined above, “can be the cause, consequence and mechanism of power relations, from the intimate sphere of the household to the highest levels of political decision-making. Wider structures and institutions can also shape the distribution of power by reinforcing and relying on gender roles.”⁵ Put another way, the expectations of what a society considers to be appropriate for women and men often forms the unquestioned foundation for all sorts of social relations, from personal relationships to expectations about job suitability to the creation and implementation of public policies and services. Policies, programmes, and services which do not take gender norms or the diverse needs of women/girls and men/boys into account are said to be **gender blind**.

The State of Gender Equality in Europe Today

The topic of gender equality has been a fundamental aspect of the European Union from the very beginning, from the inclusion of the principle of equal pay into the Treaty of Rome (1957) to the declaration of the advancement of equality between men and women as a central task of the EU in the Treaty of Amsterdam (1997) to the stipulation of gender equality and the prohibition of discrimination set out in article 23 of the Charter of Fundamental Rights of the European Union (2000). However, despite a significant body of legislation promoting compliance with the principle of equal treatment of women and men (discussed in detail in the next section), the progress being made in gender equality remains slow and de facto gender equality has yet to be attained. This section outlines the current state of gender equality in the EU, drawing on three main sources of information - the European Commission’s Annual Report on Equality between Women and Men in the EU, the EIGE’s Gender Equality Index, and the Fourth Review of the Implementation of the Beijing Platform for Action in the EU Member States - which explore different but overlapping categories.

3 EIGE. 2020. Gender Power Relations. Available at: <https://eige.europa.eu/thesaurus/terms/1200>. Accessed on 6 January 2020.

4 EIGE. 2020. Gender Norms. Available at: <https://eige.europa.eu/thesaurus/terms/1194>. Accessed on 6 January 2020.

5 EIGE. 2020. Gender Power Relations. Available at: <https://eige.europa.eu/thesaurus/terms/1200>. Accessed on 6 January 2020.

As part of their implementation of the Strategy for Equality between Men and Women, the European Commission issues an annual report on the state of equality between men and women in the 28 EU member states. The main initiatives launched in the current strategic engagement period are: equal economic independence of women and men, equal pay for work of equal value, equality in decision making, ending gender-based violence, and promoting gender equality beyond the EU. Accordingly, the 2019 report examines five key areas: female labour market participation and women's economic independence, pay, earning, and pension gaps and poverty among women, equality in decision making, and gender-based violence. It also outlines the state of play in gender equality worldwide and for gender mainstreaming, funding for gender equality, and cooperation between relevant stakeholders.

In the 2019 issue of the report, which is the final monitoring report in the 2016-2019 strategic engagement period, the European Commission points out that, while progress has been made in this period:

- the labour market participation of women in the EU remains about 11.5 percentage points lower than that of men,
- women's average pay is about 16 % lower than that of men,
- women rarely reach the highest management positions, with only 6.3 % of CEO positions in major publicly listed companies in the EU being held by women, and
- attitudes and behaviours are changing very slowly.⁶

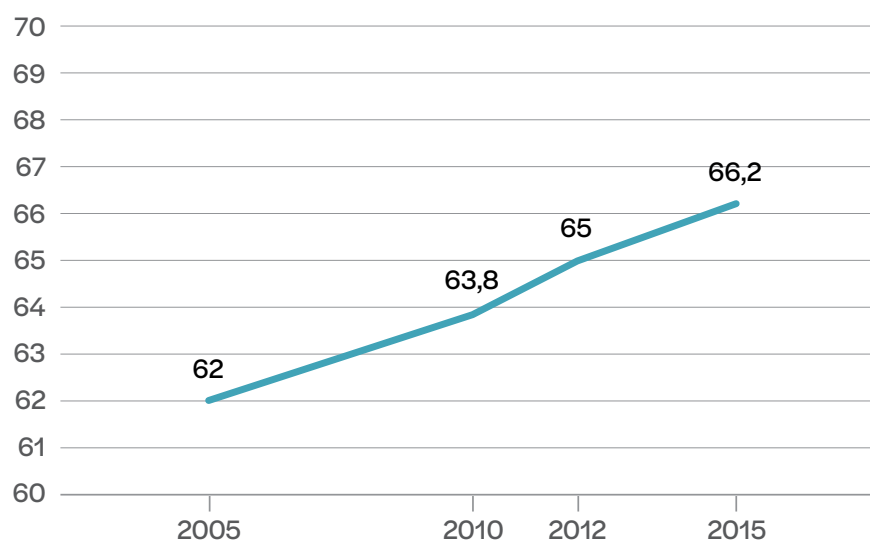


Figure 1. EIGE's gender equality index has been steadily increasing for the EU-28 since 2005.

Moreover, while the EIGE's gender equality index has been steadily increasing for the EU-28 (Figure 1), progress remains slow and highly varied across the member states.⁷ This index is aggregated from indicators in six domains - work, money, knowledge, time, power, and health - of which power continues to be the lowest ranked (2005: 38.9, 2015: 48.5).⁸

⁶ Directorate-General for Justice and Consumers. 2019. 2019 report on equality between women and men in the EU, p. 5. Available at: <https://op.europa.eu/en/publication-detail/-/publication/f3dd12747788-11e99f05-01aa75ed71a1/>. Accessed on 6 January 2020.

⁷ EIGE. 2020. Gender Equality Index. Available at: <https://eige.europa.eu/gender-equality-index>. Accessed on 6 January 2020.

⁸ See also: Atske, S. A. W. Geiger & A. Scheller. 2019. The share of women in legislatures around the world is growing, but they are still underrepresented. Pew Research Center. Available at: <https://www.pewresearch.org/fact-tank/2019/03/18/the-share-of-women-in-legislatures-around-the-world-is-growing-but-they-are-still-underrepresented/>. Accessed on 6 January 2020. and CEMR. 2020. Women in Politics. Local and European Trends. Available at: <https://www.ccre.org/en/actualites/view/3943>

The core issues covered by the six main domains can be summarized as follows:

- Work includes consideration of labour market participation, full-time-equivalent employment rate, segregation and quality of work, career prospects and work-life balance
- Money examines financial resources, mean monthly earnings, mean equivalised net income, and risk of poverty
- Knowledge considers attainment and participation, participation in non-formal education, graduates of tertiary education, segregation, and participation in so-called STEM (science, technology, engineering and maths) fields
- Time examines unpaid labour in the household and during care activities, but also social activities and the ability to pursue hobbies, sports and charitable activities
- Power takes into account the number of women in leadership positions in various governing bodies, economic institutions (so-called “C level” positions and membership on boards), the media, research funding organizations, and sporting institutions such as the Olympic Committee
- Health includes self-perceived health, life expectancy, lifestyle aspects such as smoking, drinking, physical activity and nutrition, and access to health and dental care.

Furthermore, the EIGE has added two satellite domains: violence, which covers issues of gender-based violence and public safety, and intersecting inequalities.

The index has been in place since 2005. The ten-year review in 2015 summarizes the progress of the 28 member states as follows:

“Over the past decade, progress towards gender equality in the European Union has been rather slow. With an average Gender Equality Index score of 66.2 out of 100 in 2015, the EU still has a lot of room for improvement of equality between women and men. This score represents a 4.2-point increase since 2005, of which 1.2 points were gained from 2012 to 2015.

Sweden and Denmark have consistently been the most gender-equal societies. Italy and Cyprus show the greatest improvement in gender equality, while scores in three Member States did not change throughout the 10-year period (CZ, SK, UK). Spain, Croatia, Cyprus and Latvia improved in all six domains, and Malta, Austria and Sweden progressed in five domains. The majority of the Member

States (19) progressed in either three or four domains. In nearly all Member States, the main driver of progress was improved balance in decision-making. The share of women in political and economic decision-making notably increased, especially since 2010.

However, a number of Member States experienced drawbacks in gender equality in the past 10 years. Nearly half of the Member States (12) had reduced scores in one domain, Finland, Germany and Slovakia in two domains, and Greece in three domains. From 2012 to 2015, progress in gender equality stagnated, largely as a result of a reversed trend in the domain of time, where the score dropped





by 3.2 points. Compared to 2005, the way women and men organise their time became even more unequal in 12 Member States (BE, BG, DE, EL, FR, LT, LU, HU, NL, PL, SK, FI)."⁹

Finally, the Fourth Review of the Implementation of the Beijing Platform for Action (BPfA) in the EU Member States outlines the progress being made on the framework for achieving gender equality developed at the Fourth World Conference on Women in September 1995. The reviews are published at five year intervals and detail progress and setbacks on 12 domains: women and poverty, education and training of women, women and health, violence against women, women and armed conflict, women and the economy, women in power and decision-making, institutional mechanisms for the advancement of women, human rights of women, women and the media, woman and the environment, and the girl child.

The main findings of the report are extensive, thus only the highlights relevant to this document are outlined here:

- Women's participation in the labour market is on the rise, but women are much more likely than men to either not be in the labour force or working part time as a result of family care responsibilities. This fact combined with the higher likelihood to have interrupted work biographies and the cumulative effect of the gender pay gap increases women's risks of poverty overall, but specifically over the age of 65.
- There are more women than men in tertiary education and training in almost all EU member states, however educational segregation remains highly prevalent, with women primarily engaging sectors such as health, care, humanities and teaching while the STEM fields and construction are predominantly filled by male students and trainees. Furthermore, a profound gender imbalance persists in academia and higher education structures, with significant disparities in the overall number of women, but also their seniority and influence.
- Despite improvements between 2010 and 2015, women remain underrepresented in leadership and decision-making processes.
- Finally, while the responsibility for gender issues is increasingly placed at higher levels of government across the member states, there has been a decrease in the funding and staffing of these bodies since 2007.¹⁰

9 EIGE. 2020. Gender Equality Index. Available at: <https://eige.europa.eu/gender-equality-index>. Accessed on 6 January 2020.

10 EIGE. 2015. Beijing + 20: The 4th Review of the Implementation of the Beijing Platform for Action in the EU Member States. Available at: <https://eige.europa.eu/publications/beijing-20-4th-review-implementation-beijing-platform-action-eu-member-states-report>. Accessed on 6 January 2020.

Gender Equality in Policy and Legislation

There are a number of policies and instruments in place to address these disparities, many of which have been adopted within the last two decades. This section examines the landscape of policy initiatives, implementation and monitoring frameworks, and actors on global and European levels.

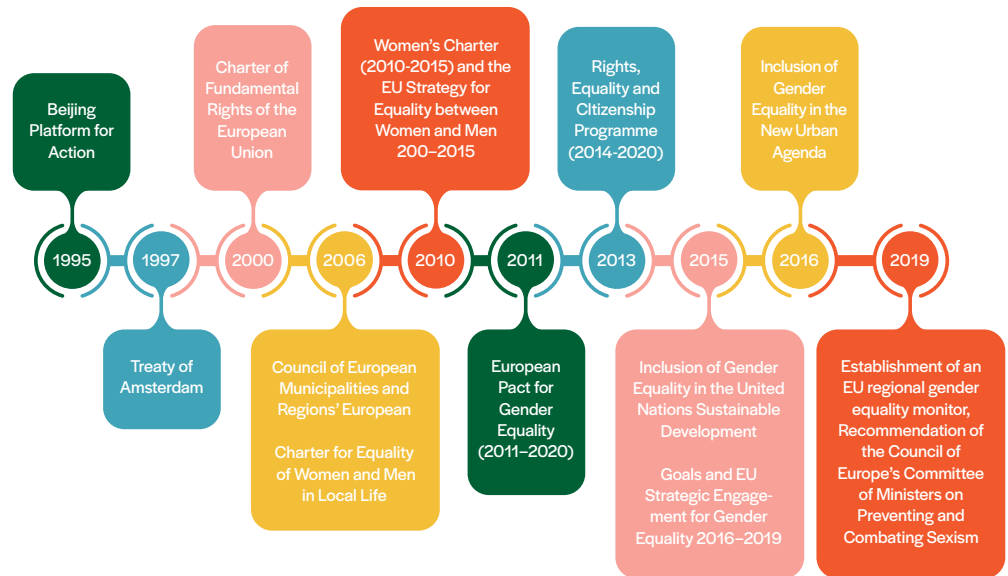


Figure 2. EIGE's gender equality index has been steadily increasing for the EU-28 since 2005.

The 1995 Beijing Platform for Action (BPfA) described in detail above represents an important turning point in the inclusion of gender equality in public policy on a European level. Since 1995, the EU has used the twelve domains set out in the framework as a monitoring instrument. The BPfA furthermore set off a new understanding of the importance of gender equality in EU policies. Since 1996, the European Commission has committed itself to an integrated, two-pronged approach which includes both gender mainstreaming in all policies and specific measures to eliminate, prevent or remedy gender inequalities. This approach is embodied in a range of policies which have been adopted in the intervening two decades, including:

- The declaration of the advancement of equality between men and women as a central task of the EU in the 1997 Treaty of Amsterdam,
- The stipulation of gender equality and the prohibition of discrimination set out in article 23 of the Charter of Fundamental Rights of the European Union (2000),
- The adoption of the Women's Charter in 2010,
- The Strategy for Equality between Women and Men 2010-2015,
- The adoption of a new European Pact for Gender Equality in 2011,
- The inclusion of gender considerations in the 2013 Rights, Equality and Citizenship Programme, and, most recently,
- The Strategic Engagement for Gender Equality 2016-2019.

Furthermore, a range of directives have sought to address continuing stagnation in specific domains.¹¹ Most recently, the Joint Research Centre has established a regional gender equality monitor to gain better information about progress in gender equality on a smaller spatial scale.¹²

In the context of the **European Structural and Investment Funds**, gender equality is most closely aligned with thematic objectives 8 (Promoting sustainable and quality employment and supporting labour mobility), 9 (Promoting social inclusion, combating poverty and any discrimination) and 10 (Investing in education, training and vocational training for skills and lifelong learning), though it also exhibits cross-cutting relevance for a number of other objectives, including 1 (Strengthening research, technological development and innovation), 3 (Enhancing the competitiveness of small and medium-sized enterprises), 4 (Supporting the shift towards a low-carbon economy in all sectors) and 7 (Promoting sustainable transport and removing bottlenecks in key network infrastructures).

This assertion may come as a surprise to many readers. Striving for gender equality is a well-accepted and fundamental part of social inclusion and social sustainability, but it is a common misconception that gender equality is only relevant for these fields. In fact, gender equality touches on all eleven of the thematic objectives for the current ESIF funding period, as well as topics which are not specifically listed here, such as housing and public space.

This is also the case for other instruments of EU cohesion policy, such as the **Urban Agenda for the EU**, which has listed gender equality as one of its crosscutting themes. At present, it is not clear how many of the partnerships have considered and included gender explicitly in their work plans and partnership themes. The GenderedLandscape Action Planning Network could offer useful knowledge about how to incorporate gender into partnership themes, in particular those for whom gender is not an obvious priority.

As work in a variety of cities, from Umeå to Barcelona to Vienna, have shown, the consideration of gender in questions of transport planning, public space design, service design and delivery, and even waste management can help promote progress towards the diverse goals set out in the various cohesion policy instruments. The work in this Action Planning Network hopes to be a catalyst and an example for this type of integrated approach.

The network also seeks to build off of one of the most significant recent milestones in gender equality work in the EU, the Council of European Municipalities and Regions' (CEMR) 2006 publication of the **European Charter for Equality of Women and Men in Local Life**,¹³ which stemmed out of "the elaboration of a portrait of a

11 For example directive 2010/41/EU (equal treatment of self-employed women and men), directive 2010/18/EU (parental leave and the reconciliation of work, private and family life for working parents), directive 2012/29/EU (minimum standards on the rights, support and protection of victims), directive 2011/36/EU (prevention and combating of human trafficking), and directive COM (2012) 614 (improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures). EIGE. 2015. Beijing + 20: The 4th Review of the Implementation of the Beijing Platform for Action in the EU Member States. p. 10. Available at: <https://eige.europa.eu/publications/beijing-20-4th-review-implementation-beijing-platform-action-eu-member-states-report>. Accessed on 6 January 2020.

12 Norlén, H., Papadimitriou, E., Dijkstra, L., The Regional Gender Equality Monitor. Measuring female disadvantage and achievement in EU region, EUR 29679 EN, 2019.

Available at: <http://publications.jrc.ec.europa.eu/repository/handle/JRC115814>

13 CEMR. 2020. European Charter for Equality of Women and Men in Local Life.

Available at: <http://www.charter-equality.eu/>



virtual town in which gender equality is fully achieved.”¹⁴ The charter resulted from the realization that “there was a lack of expertise and of instruments enabling the setting up of global gender equality policies at local and regional level.”¹⁵ As of November 2017, 1688 signatories in 35 countries have committed to the charter. Furthering their work on gender equality, the CEMR has since launched an observatory for the European Charter for Equality of Women and Men in Local Life, which includes an action plan, a range of methods and indicators, and a number of good practices to aid cities and regions in promoting gender equality.

On a global level, in September 2015, 193 United Nations member states adopted seventeen **Sustainable Developments Goals** (SDGs) which were then embedded in the 2016 **New Urban Agenda**. The New Urban Agenda is seen as the delivery instrument for the SDGs in cities. The concept of gender equality is explicitly and individually addressed in SDG5, in which the signatories commit themselves to the pursuit of “cities for all” where “all persons are able to enjoy equal rights and opportunities.”¹⁶ SDG5 envisions cities which:

- “Are participatory; promote civic engagement; engender a sense of belonging and ownership among all their inhabitants; prioritize safe, inclusive, accessible, green and quality public spaces friendly for families; enhance social and inter-generational interactions, cultural expressions and political participation, as appropriate; and foster social cohesion, inclusion and safety in peaceful and pluralistic societies, where the needs of all inhabitants are met, recognizing the specific needs of those in vulnerable situations;
- Achieve gender equality and empower all women and girls by ensuring women’s full and effective participation and equal rights in all fields and in leadership at all levels of decision-making; by ensuring decent work and equal pay for equal work, or work of equal value, for all women; and by preventing and eliminating all forms of discrimination, violence and harassment against women and girls in private and public spaces
- Promote age and gender-responsive planning and investment for sustainable, safe and accessible urban mobility for all, and resource-efficient transport systems for passengers and freight, effectively linking people, places, goods, services and economic opportunities”¹⁷

However, gender equality is again a crosscutting topic, which touches on many, if not all, of the remaining SDGs, in particular 1 (no poverty), 3 (good health and well-being), 4 (quality education), 8 (decent work and economic growth), 9 (industry, innovation and infrastructure), 10 (reduced inequalities), and 11 (sustainable cities and communities). For this reason, an integrated approach is particularly suitable to tackling gender equality both specifically and generally in the context of urban development.

Most recently, as also noted in the 2019 Report on Equality between Women and Men in the EU, the #metoo movement has led to increased visibility and urgency around the issues of gender-based violence, women’s safety and gender equality

¹⁴ CEMR. 2020. The Charter in brief.

Available at: <http://www.charter-equality.eu/the-charter/la-presidence-en.html>

¹⁵ CEMR. 2020. The Charter in brief.

Available at: <http://www.charter-equality.eu/the-charter/la-presidence-en.html>

¹⁶ Linking the SDGs with the New Urban Agenda. 2019. Available at: <https://www.sdgnewurbanagenda.com>. Accessed on 6 January 2020.

¹⁷ Linking the SDGs with the New Urban Agenda. 2019. Available at: <https://www.sdgnewurbanagenda.com>. Accessed on 6 January 2020.



in general, but specifically in the workplace. This effect has also been reflected on a policy level, most notably in the March 2019 recommendation by the Council of Europe’s Committee of Ministers on Preventing and Combating Sexism.¹⁸ Furthermore, gender has become an increasingly visible and central aspect of European funding, for example in the URBACT, INTERREG and Urban Innovative Actions programmes.

In addition to the bodies named above, there are a range of non-governmental and social actors involved in the monitoring and delivery of these policies and the promotion of gender equality in Europe. These actors provide vital input which helps shape the direction of public policy both in the member states and on the European level. Relevant organizations and institutions include, but are not limited to: the European Institute on Gender Equality’s (EIGE), the European Women’s Lobby (EWL), European Network of Equality Bodies (EQUINET), the European Trade Union Confederation (ETUC), Business Europe, the European Association of Craft, Small and Medium-sized Enterprises (UEAPME), and the European Centre of Employers and Enterprises providing Public Services (CEEP).¹⁹ Furthermore, all 28 EU member states have at least one organization or institution at a national level working to combat discrimination and promote gender equality.²⁰ These institutions frequently have representatives on the local level who will be an important part of the multi-stakeholder approach which is inherent to the URBACT method.

Despite this wealth of legislation, political commitment and implementation at lower governance levels (i.e. vertical policy integration) remain salient challenges. For many working in the field of gender equality, the juxtaposition of the volume of legislation with the relative scarcity of implementation plans and “real change” is representative of the situation as a whole; this is precisely the gap that this Action Planning Network hopes to contribute to filling on a local level.

Moreover, gender continues to be viewed as an “extra” or “additional” aspect, separate from other issues, instead of as a crosscutting theme which is relevant to all municipal departments. In many cities and regions, it is either not high on the political agenda or remains so poorly funded that implementation is de facto impossible. Furthermore, cities and regions may not know what tools are available to integrate a gendered perspective into their policies. The GenderedLandscape Action Planning Network seeks to promote co-learning among the network partners which harnesses the existing strengths and resources within the network and helps to move gender equality from policy to action and from the margins of policy-making to the centre of the debate. The following section gives an overview of existing instruments currently being used to achieve these ends and their challenges to implementation.

¹⁸ Council of Europe. 2019. Council of Europe adopts first-ever international legal instrument to stop sexism. Available at: <https://go.coe.int/Gr3jB>. Accessed on 6 January 2020.

¹⁹ EIGE. 2015. Beijing + 20: The 4th Review of the Implementation of the Beijing Platform for Action in the EU Member States. p. 10. Available at: <https://eige.europa.eu/publications/beijing-20-4th-review-implementation-beijing-platform-action-eu-member-states-report>. Accessed on 6 January 2020.

²⁰ A full list can be found here: https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/who-we-work-gender-equality/national-gender-equality-bodies_en

Gender Mainstreaming: Existing Instruments and Challenges to Implementation

The process of **gender mainstreaming** (GM) is a flexible framework for incorporating a gendered perspective into policy-making. As such, GM can be understood as the main instrument for implementing the policy goals for gender equality outlined above on a local level. GM has two main foci: gender representation & gender responsive content.²¹

- Gender representation means a quantitative and qualitative consideration of men and women as policy beneficiaries, as well as their representation in the labour market and in the decision-making process. While the number of people of each gender is a central part of representation, this concept goes beyond mere “quotas” to include the quality of participation and opportunities available.
- Gender responsive content means examining policies through the perspective of gender to analyse how men and women are affected differently by policies and how service design and delivery promotes or prevents use by men and women differently.

The process of gender mainstreaming will be different for each case, but certain conditions are necessary for its successful implementation. These include:

- Political commitment,
- An appropriate legal framework,
- An implementation plan,
- Dedicated structures and resources for implementation,
- Accountability mechanisms,
- Knowledge generation and gender expertise,²² and
- Stakeholder involvement.

Furthermore, in order to be able to conduct an effective policy analysis, sex-disaggregated data - that is, data which is grouped according to gender - is also necessary. Thus, the first step to the process of gender mainstreaming is to identify which of these preconditions is fulfilled and which of them require advocacy, networking, lobbying, or other progress before the process can begin. By far the largest challenges to implementing gender mainstreaming are political commitment and an appropriate legal framework, but even if these are in place, a lack of dedicated structures and funding or accountability measures can make a gender mainstreaming action plan into a symbolic gesture.

The EIGE has developed a four-step cycle of gender mainstreaming with respective tools which can support the process of integrating gender into policies (Figure 3).

²¹ EIGE. 2020. What is gender mainstreaming? Available at: <https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming>. Accessed on 6 January 2020.

²² This includes incorporating an intersectional perspective into gender work. Intersectionality is an “analytical tool for studying, understanding and responding to the ways in which sex and gender intersect with other personal characteristics/identities, and how these intersections contribute to unique experiences of discrimination.” EIGE. 2020. Intersectionality. Available at: <https://eige.europa.eu/thesaurus/terms/1263>. Accessed on 6 January 2020.



Figure 3. EIGE's four-step cycle of gender mainstreaming.

Viewing Integrated Urban Development through the Lens of Gender Equality

Moving to the level of local policy implementation in municipalities, there are two notable reports available which explore the role of gender equality in integrated urban development. In addition to the European Charter for Equality of Women and Men in Local Life and its observatory, together with the Director General for Employment and Social Affairs, the OEMR additionally developed the “Town for Equality” in 2005.²³ This document outlines the roles that women (can) have in a municipality and goes into detail about a proposed methodology for incorporating gender equality into municipal policy- and decision-making. More recently, URBACT published the Gender Equal Cities Report,²⁴ which examines the fields of representation and participation, governance, economic equality, public services, planning and public space and migrant integration. Both of these documents list a wealth of case studies and good practices which cities can adapt and imitate, including the URBACT good practice “The Gendered Landscape,” which formed the jumping off point for the creation of this network.²⁵

However, in the words of the Gender Equal Cities report, “despite the leaps and bounds made over the past century, there is still a long way to go to achieve global gender equality. Inequality still impacts the way women and girls travel, work, play and live in urban environments.”²⁶ As mentioned at the outset, gender equality is not merely a “women’s issue,” as certain gender norms surrounding family responsibilities, labour market participation, mental health and substance use continue to also disproportionately affect men and boys.

In the urban context, cities as public organizations have an extremely important role to play in creating conditions for gender equality. In order to do that there needs to be an understanding of how planning the physical structures of the city and its services are crucial in creating these conditions. There needs to be a holistic understanding of how gender inequality is created by the combination of specific local conditions, including social norms, political and administrative structures, and

²³ Director General for Employment and Social Affairs. 2005. Town for Equality. Available at: <http://www.charter-equality.eu/multimedia/publications/la-ville-virtuelle-pour-legalite.html>

²⁴ URBACT. 2019. Gender Equal Cities Report. Available at: <https://urbact.eu/files/gender-equal-cities-report>

²⁵ <https://urbact.eu/gender-equality-heart-city>

²⁶ URBACT. 2019. Gender Equal Cities Report, p. 6. Available at: <https://urbact.eu/files/gender-equal-cities-report>

the built space itself. However, gender continues to be neglected in questions of integrated urban development. An illustrative example of this is the complete omission of considerations of gender and gender equality in the 2007 Leipzig Charter on Sustainable European Cities, currently the main policy document on integrated urban development in the EU.²⁷

In order to create public services that are user-sensitive and promote inclusion instead of exclusion we need to be aware of and take into consideration the experiences of different groups as well as an understanding of how gendered power structures affect the way women and men feel about, use, and access the city. This is related to issues such as fear of violence and how that unequally restricts urban mobility, the gender segregated labour market and its implications for infrastructure and public transportation, and stereotypical expectations and prescriptive norms regarding responsibility for unpaid care work, just to mention a few examples. An integrated approach to gender equality demands an examination of the interlinkages between not only economic, social, and environmental aspects of gendered policy decisions, but also connections between local actors horizontally and between levels of government vertically, and between hard and soft investments, which explores the following questions:

1. How can we analyse and assess the economic, social, and environmental effects of gender mainstreaming in urban policies? Which of the indicators or gender mainstreaming tools above could be useful in making the positive externalities and synergies of gendered policies (and/or the negative externalities of gender-blind policies) visible?
2. Who are the relevant local stakeholders and what are their roles in the process? Are they already embedded in strong networks or are they fragmented? What structures, if any, need to be established to strengthen local actors' agency?
3. What policies and structures exist at the various levels of government and how are they being implemented? Do the policy directives on the various levels of government align or not? Are mandates funded and equipped with dedicated structures and resources?
4. Finally, do "hard" investments in infrastructure take a gendered perspective into account, including balanced use and benefit for both men and women and additional programming which works to actively reduce social and economic disparities between men and women?

Much work still needs to be done to identify and make visible the synergistic effects of gender-sensitive policies and the negative externalities of gender-blind policies and to improve the vertical integration of policies across governmental levels. As already mentioned, despite extensive legislation and policy and a growing understanding of the problem, delivery on a local level, integration between various policies, and an understanding and acceptance of the problem in particular at the level of local government remain challenging. The URBACT GenderedLandscape Action Planning Network hopes to be able to make inroads into this challenging and future-oriented policy field and provide a range of new good practices.

²⁷ European Union. 2007. Leipzig Charter on Sustainable European Cities. Available at: https://www.bmu.de/fileadmin/Daten_BMU/Download_PDF/Nationale_Stadtentwicklung/leipzig_charta_en_bf.pdf



Concluding Thoughts

Equality between men and women in all aspects of life and women's economic independence are vital for Europe's future. The GenderedLandscape Action Planning Network seeks to explore both the global and local expressions of gendered power structures and use knowledge gained at the local level to inform and improve policy instruments on the global level. This approach not only seeks to increase the connections between like-minded local actors and align policy vertically across various levels of government, it also seeks to naturalize the role of gender equality in integrated urban planning by making the connections between gender and other aspects of urban development visible. As such, the network seeks to create an understanding of the city as a place where gendered power structures are always present and develop tools and approaches to work towards gender equality in urban policies which provide added value for cities and municipal institutions both within and outside of the network.





The partners



Figure 4. Map of the partner cities

The partner visits

To achieve the goals set out in the state of the art, each partner analysed their locally specific challenge following the same analytical framework based on the main aspects of gender mainstreaming outlined above. This process began at the kick-off meeting in Umeå, when each partner was asked to start filling out a Gender Mainstreaming Self-Assessment canvas. Upon returning to their cities, the partners were asked to research the following aspects of their local situation in preparation for the partner visit:

- Political Commitment: Which city department(s) is/are responsible for your local issue? Have they joined any relevant commitments (for example the CEMR charter)? How would you rate the political commitment for your local issue?
- Legal Framework: Is there legislation (laws) and/or policy directly related to your local issue? At which levels of government?
- Existing Implementation Plan: Is there an existing implementation plan for your local issue? What does it include? What is missing? Is it effective? Is it mandatory or optional?



- Dedicated Structures & Resources: Are there dedicated structures and/or resources for addressing the problem (people, money, dedicated contact person, website, info materials, etc.)? At what levels (local/municipal, regional, national, EU)? Are they being effectively used? Are there resources which are underused?
- Accountability Mechanisms: What structures are currently in place to check whether progress is being made?
- Knowledge Generation & Expertise: Are there local, national or international universities or institutes which contribute knowledge or expertise to the situation?
- Stakeholder Involvement: Who are the relevant local stakeholders and what are their roles in the process? Are they already embedded in strong networks or are they fragmented? What kinds of actions have they undertaken individually or together, if any?
- Sex-Disaggregated Data: What kind of data already exists to analyse the situation? What is missing?
- Intersectionality: What role does intersectionality play in your local issue? Does your local issue affect migrants, people of colour or people with disabilities to a greater degree?
- Other: Are there specific local or regional issues that you need to take into account? Any other thoughts that don't fit under one of the other headings which you feel are relevant?

This examination fed into a workshop with each partner during their respective partner visits, which explored these aspects through a SWOT (strengths, weaknesses, opportunities, threats) analysis. The stakeholders present, who will form at least part of the URBACT Local Group in phase 2 of the project, then voted which topics they considered to be the most important to work on in the Integrated Action Plan (IAP). Finally, the participants were asked to get into pairs and brainstorm what the next steps for each selected topic could be as a jumping off point for operationalisation in the activation phase of phase 2.

The partner visits took place between November 2019 and January 2020. The results have been summarised for each of the seven partners below and validated with the respective partners both digitally and at the final network meeting in Brussels in February 2020.

Barcelona Activa SA

Barcelona (population 1,602,386 (city), 4,774,561 (metropolitan area)) is the capital of the autonomous community of Catalonia. It is the second most populous municipality in Spain and the sixth largest metropolitan area in the European Union. Catalonia's economic output accounts for 19.8% of Spain's GDP. Barcelona is home to 2,057 companies and 40,769 workers in the ICT sector and accounts for 46.8% of all creative businesses and 48.7% of all employment in the creative sector in Catalonia. As one might expect from these statistics, 83.3% of employees work in the service sector and 54.1% of workers in Barcelona are employed in knowledge-intensive jobs. In addition to ICT and creative industries, the tourism industry is a major economic sector, with 19 million overnight tourists in 2017. Furthermore, Barcelona is home to more than 20 universities, colleges, training schools and





institutes with a total of 200,000 students (including the University of Barcelona, a public university with 73 undergraduate programs and 63,000 students). There are a number of laws and policies for gender equality in place on national, regional and municipal levels. On the national level, Spanish Organic Law 3/2007 for Effective Equality between Women and Men from 2007 established measures to guarantee equality in access to jobs and job promotion and to protect the victims of sexual harassment and gender discrimination at work. Furthermore, more recently, Royal Decree-Law 6/2019 from March 2019 compels companies to develop a gender equality plan and to set specific measures to reach an effective equality between men and women in terms of salary and the balance between work and private life.

On a regional level, in 2015 the Catalan government passed Law 17/2015, which goes above and beyond the Spanish law by detailing all of the situations considered sexual harassment. It furthermore sets out a compulsory framework for companies and the public administration regarding the implementation of gender equality measures.

On a municipal level, the political commitment for gender issues is a cross-cutting public policy which is divided between two departments in the City Council: the Councillorship for Social Rights, Feminism and LGBTI rights, which is responsible for policies targeting the population, and the Gender Mainstreaming Department in the Municipal Management Department, which is responsible for gender mainstreaming strategies within the city council itself. The latter was established in 2015 and is located at the same level as the general manager in the City Council. The city is very active in gender equality issues, which are well integrated into policy at the highest levels. The city's Plan for Gender Justice (2016-2020), which is currently being updated for the period 2021-2025, and a deputy mayor (Laura Pérez Castaño) specifically responsible for Social Rights, Global Justice, Feminisms and LGBTI are illustrative of the progressive and committed stance of the city toward gender issues. Furthermore, the City of Barcelona signed the CEMR charter in 2009.

Barcelona Activa, the partner in this network, is the local development agency for the municipality. It is responsible for promoting economic policies and local development to ensure a better quality of life for the citizens of Barcelona by promoting employment, encouraging entrepreneurship, and offering support to companies. Their activities in employment, business support, and entrepreneurship are deployed with a crosscutting aim to support social cohesion. Their inclusive entrepreneurship model, which follows this approach, was distinguished as an URBACT good practice in 2017.²⁸ As a public body, Barcelona Activa also has a gender equality plan for the period 2016–2020, which seeks to promote equal opportunities and social progress through the incorporation of a gendered perspective and diversity in external actions. Women's entrepreneurship has been a core topic for Barcelona Activa since its establishment in 1986. Since its founding, Barcelona Activa has launched several initiatives to support women's entrepreneurship and reinforce women's role in the labour market so that they can access managerial and power positions that are traditionally occupied by men.

²⁸ <https://urbact.eu/inclusive-entrepreneurship-model>

The Lidera strategy,²⁹ which was launched by Barcelona Activa in 2016, is the most recent example of their work on this topic. The goal of the strategy is to support the creation and growth of companies promoted by women and to boost the presence of women in managerial positions in economics and business. Its specific objectives are:

- To promote equal opportunities between men and women as they move through their professional careers and in business creation, and to encourage women's entrepreneurship and the presence of women in management, technical and scientific roles.
- To foster entrepreneurial culture.
- To provide the tools necessary to start and grow companies.
- To become a meeting point between economic agents, women entrepreneurs, and start-ups promoted by women.
- To break the "glass ceiling" and combat the salary gap and vertical segregation.

Lidera is designed to have a high impact on the local economy, as it embraces actions to foster entrepreneurship, business growth, and professional development, as well as activities intended to strengthen the social and economic fabric of the city's districts.

The Lidera strategy was deemed a necessary step because women are underrepresented in the business world despite men and women having comparable levels of education.³⁰ In Catalonia, women hold the majority of all university degrees and represent 56.6% of the university population. However, sectoral segregation remains a problem; women are concentrated in fields that have fewer prospects and lower salaries (84.1% of women graduates have degrees in areas such as social sciences, healthcare, arts and humanities) while 40% of men focus on sectors related to the sciences and ICT and have significantly better employment prospects. Furthermore, despite their levels of education, women only occupy 31.4% of managerial positions. In Catalonia, the rate of women entrepreneurs continues to be lower than that of men, at 6% and 7.9% respectively; the rate of female entrepreneurship in Barcelona dropped significantly during the global financial crisis and has failed to return to pre-crisis levels (2005-07: 7.20%; 2008-10: 5.60%; 2011-13: 5.20%; 2014-16: 6.50%). In 2015, women in Spain were 2.5 times more likely to have a part time job than men and there were more women among the long-term unemployed (more than two years) in Barcelona than men (13,509 women compared to 10,365 men). The income gap between men and women in 2017 is also comparatively large (Barcelona: 21.9%, Catalonia: 24.5%, Spain: 23.9%) and is larger in Barcelona at higher education/professional levels (university education: 26.5%; administrative staff: 20.6%; auxiliary staff and others: 21.3%). All of this contributes to women's risk of poverty, which is higher than for men in Barcelona (25% vs. 23.4% for men).

²⁹ See more in the URBACT Gender Equal Cities Report, p. 34. Available at: <https://urbact.eu/files/gender-equal-cities-report>

³⁰ All statistics from: LES DONES A CATALUNYA 2018 [Women in Catalonia 2018]. Data prepared by the Observatory of Gender Equality. Published by the Catalan Women's Institute (Generalitat of Catalonia-Government of Catalonia) on 8 March 2018, The Global Entrepreneurship Monitor and The Executive Report of Catalonia 2016.

Focus: Increasing support for female entrepreneurs and intrapreneurs

Barcelona Activa will be concentrating on increasing support for female entrepreneurs and intrapreneurs, which was examined in detail during the partner visit on 14 November 2019. This includes not only doubling down on existing work at Barcelona Activa and in the City Council (for example the Lidera Strategy and existing gender mainstreaming work), but also reinforcing the network of organizations working to support gender equality and better coordinating the ecosystem of involved stakeholders through a shared work plan.

Barcelona Activa has developed a series of actions aimed at combating the horizontal segregation of the labour market, the glass ceiling, precariousness and female poverty and the pay gap, and at promoting professional women, female directors and entrepreneurs, and women in scientific-technical fields. This includes providing women entrepreneurs and start-ups run by women priority access to Barcelona Activa's incubators, for example. They have furthermore launched other measures aimed at companies in order to advise them on gender equality and how to introduce conciliation and co-responsibility measures for work, family, and personal life.

The Lidera strategy has recently been consolidated by the Board of Barcelona Activa as one of the strategic lines for 2020. This initiative is mainly managed by the Entrepreneurship Department, but the Business Support Office, Employment, Training and Innovation and Socio-Economic Innovation Departments are also involved. The budget for the initiative exceeds 500,000 EUR. As such, Barcelona Activa is well equipped with both political and internal commitment as well as dedicated personnel and financial resources. However, participants at the workshop noted that political support is present in theory but not always in practice, and, while gender equality may be highlighted in policy, these principles frequently don't translate to the level of everyday work. Structural change is still needed to make gender a mainstream and "normal" part of everyday work on the level with other topics such as religious or ethnic discrimination.

There is a good basis of knowledge and gender disaggregated data about the problem. The relevant stakeholders who make up the **URBACT Local Group** and took part in the workshop in Phase 1 are representatives from:

- Public administrations (ACCIÓ, the Agency for Business Competitiveness of the Generalitat regional government of Catalonia, Barcelona Provincial Council and the Women's Council of Barcelona City Council)
- Organisations aimed at promoting women's entrepreneurial spirit (Catalan Association of Women Managers and Entrepreneurs, the Association of Women Innovators and Technologists, etc.)
- ICT institutions and programs (Women in mobile, Women 2.0), and
- Academia (UVIC).

Companies and in particular men were underrepresented among the stakeholders currently included in the ULG, a fact which the partners commented on and want to work to remediate. Due to the size of the city, there is a large number of programs and institutions; however, many of them are very narrowly specialized (i.e.



associations for women in cinema, women in literature, women in ICT) and don't see it as their mandate to fight for the overarching goal of parity and women's rights. This is one of the main needs/gaps that the partners want to work on, since the larger ecosystem of programs, institutions, and associations working on gender equality in the labour market is highly fragmented; therefore, workshops and other formats which bring together different institutions, entities and NGOs are planned as part of the URBACT Local Group activities in Phase 2. Barcelona Activa's **URBACT Local Group Coordinator** is María José Blanco Gutiérrez, head of business creation programmes at Barcelona Activa. She has many years of experience in moderation of group processes and in the topic that the ULG will tackle.

The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.





SWOT analysis of the current situation in Barcelona

Strengths

- 5–6 multi-sectoral associations of women entrepreneurs with synergies and common work
- Political support and strong public policies
- Private sector company associations working in gender equality
- Barcelona Activa – long trajectory and well known
- Rich social fabric
- Starting to teach entrepreneurship and creativity in schools
- Increasing awareness of female empowerment
- Women's management skills
- Foster collaboration among women on specific topics – women for climate
- Equality plans are mandatory for all the companies

Weaknesses

- Fragmented ecosystem (many organizations, lack of coordination)
- No agents that work with women's employment
- Territorial diversity – many services are concentrated on Barcelona city. It's more difficult to reach extended area
- Multiple discrimination – Intersectionality
- Lack of feminine role models
- Almost none of the companies fulfil the legal obligations of the gender law
- Pay gap
- Sexist mindset – patriarchal society
- Social economic differences – finding work and promotion
- Work-life balance, parental leave, co-responsibility
- No punishment for not applying R/L 9612019 (equal treatment in work)
- Lack of women in tech sectors
- No gender equality departments in the universities
- Historical reasons

Opportunities

- Many organizations working with the issue – 50–60 female professional associations
- Identify stakeholders / references in the greater territory
- Agenda 2030
- Create a shared conceptual framework and gender politics
- Increases in the social economy sector
- Legislation, regulation, etc. (international, national, regional) around work-life balance and care work
- New laws that are effectively implemented
- Gender equality as a cross-cutting issue
- Decide to set quotas in the managing positions (during some periods)
- Parental leave
- Intersectionality
- Can take advantage of synergies

Threats

- Insecurity regarding political / economic stability
- Sticky floor / Glass ceiling
- The various agencies & associations lack economic resources
- Tendencies in the social imaginary that threaten already gained victories
- Financial sector lacks gender sensibility (doesn't facilitate female entrepreneurship)
- Lack of female CEOs and presidents
- Lack of social awareness in the educational system
- Social inequality
- (Lack of) self-confidence
- Foreign language skills
- Sexist language
- There are no tools to stop macho violence



Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus one “aspirational” topic, which they would like to make steps towards but is too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.

Barcelona: Prioritization & Next steps

- New laws that are effectively implemented
 - Assess the gender impact of the policies & measures
 - Binding nature of the measures so they're implemented effectively
 - More concrete measures, e.g.: quotas, compulsory paternity leave, equal salary policies
 - Work inspection so that current legislation is respected
- Decide to set quotas in the managing positions
 - Research current situation in management (lack of data)
 - Show positive benefits of gender equality in companies
 - Establish criteria to guarantee quotas on section/requirement in public and private sectors and guarantee equality in decision-making organisations
- Co-responsibility between men and women
 - Elimination of the salary gap through punitive policies such as fines
 - Compulsory maternity and paternity leave. Award people who achieve work-life balance. Flex-time for men
- Political support and strong public policies
 - **The participants agreed that this is an important topic, but there were no ideas how to further capitalise on it at the moment. The action plan that will be developed as an outcome of the project will hopefully contribute to further raising awareness among political actors**
- Fragmented ecosystem
 - Creation of a network of entities that work for gender equality led by the city council or other entity with a list of objectives and actions to achieve & networking sessions with all the members; common objectives
 - Bind public (financial) support for female organizations to their joint cooperation
- Glass ceiling and sticky floor
 - Tax incentives for positive approaches
 - Compulsory rules and punishment if they are not implemented
 - Make business organizations (lobby groups) aware of the benefits of gender equality
 - Make leading business schools more conscious about the benefits of gender equality
 - Improve professional skills for jobs which are more related with the sticky floor problem (i.e. health & social care)
- Entrepreneurship support
 - Funding for women
 - Innovation and creativity programs for women



- ASPIRATIONAL: Lack of social awareness in the educational system
 - Entrepreneurial education (economics, financial system) from primary school onward
 - Give visibility to women leaders
 - Establish and promote co-education policies and integrate a gendered perspective into education
 - Equality in sports education and events

Conclusion: Overall assessment and Small-Scale Action

Barcelona Activa's IAP will complement their existing work in this area, including both their gender equality plan and the Lidera strategy. Sufficient political support, funding and personnel are available and the potential for successful completion and implementation of an IAP is very good. During phase 2, Barcelona Activa is considering adapting an existing space in their offices into a meeting space for organisations working to boost women's entrepreneurship as their **Small Scale Action** (see also Table 7). Through the SSA, Barcelona Activa wants to counteract the reduced ability of stakeholders to act on behalf of women entrepreneurs due to the fragmentation of the "ecosystem" by increasing these actors' agency, interconnectedness, and cooperation.

Celje

Celje (population 50,648) is the third largest town in Slovenia. The city, which has an area of 94.9 km², is both a regional centre of the Slovenian region of Styria and the administrative seat of the City Municipality of Celje (Mestna občina Celje), one of the eleven city municipalities in Slovenia.

Celje is home to 5,300 companies, of which the vast majority - 5,286 - are small and mid-sized enterprises (SMEs). These companies employ nearly 30,000 employees and are predominantly in the secondary (industrial) sector (3.5% primary sector, 68% secondary sector, 31% tertiary sector). As of October 2019, the unemployment rate was 4.2%. Of the approximately 2,100 unemployed residents, slightly more than half are women, most have a secondary education, and an above-average number have tertiary (technical college or university) degrees. The mean age of residents is 43.6 years, which is slightly higher than the national average (42.9), with 48% of women over the age of 50, compared to 42% of men.

Gender equality policy in Slovenia is comparatively well-developed and vertically integrated. The Slovenian Office for Equal Opportunities³¹ was established in 2002 with the adoption of the Law on Equal Opportunities for Women and Men (ZEMZM-A) and was a key player in the implementation of gender equality policy, including specific action such as the Gender Mainstreaming Strategy. Unfortunately, the office was shuttered in 2012 due to austerity measures.

On a national level, the Advocate of the Principle of Equality³² is responsible for the prevention and elimination of discrimination of all types, including gender, gender

³¹ <https://eige.europa.eu/men-and-gender-equality/methods-and-tools/slovenia/activity-office-equal-opportunities-republic-slovenia>

³² http://equineteurope.org/author/slovenia_advocate/

identity, race and ethnic origin, age, disability, sexual orientation, and religion and belief. In 2019, its staff and budget were both increased; it currently operates with 20 full time employees and a budget of 1.1 million EUR per year. This capacity allows the Advocate to implement the majority of tasks allocated by the 2016 Protection Against Discrimination Act (PADA).

Similar to the national level, on a regional level, the responsibility for gender equality policy and gender mainstreaming strategies is located under the heading of social inclusion, together with topics such as migrant integration and disabled accessibility. Each city municipality is required to have a representative at a regional level who is responsible for this topic group. In Celje, it is Suzi Kvas, who is also the director of JZ Socio.

On a municipal level, Celje boasts a wide range of resources which will be relevant to the successful implementation of an integrated action plan. They are one of the only Slovenian municipalities which has a strategy and legal paper for economic development. It is also the only city in Slovenia with a dedicated social institution (JZ Socio,³³ the partner in this project). Furthermore, as of November 2017, Celje was one of only 13 municipalities in Slovenia to have signed the CEMR charter.

A series of programs and institutions which work with a diverse range of issues related to women, gender, and gender equality have been established in Celje. These include:

- A maternal house,
- Safe houses (which provide support to female victims of violence),
- A crisis centre for adolescents,
- A centre for social work,
- An employment service,
- A long-term home care program,
- A family centre at the People's University with workshops and programs for families,
- Socio VGC (several support groups and programs for women),
- CSD programs,
- The Celje youth centre,
- The social activation programme (which will be described in detail below),
- Section of women entrepreneurs and craftswomen at the Regional Chamber of Commerce and Industry, and
- Rails Girls (a weekend workshop of coding for girls).

There is a strong commitment to female visibility in leadership positions in the public sector. The Celje city council has 33 members, of which 12 are women and half of the vice mayors (2 out of four) are women. Women occupy leadership positions in 10 of the 19 publicly-owned institutions and companies, however with a strong sectoral segregation; women lead “soft” sectors such as culture, tourism, public libraries, social services, youth and health, while men head up “hard” and technical fields such as energy, water supply, real estate, construction and waste management. Despite this promising statistic, overall less than 30% of the highest and best-paid positions in Celje across all sectors are occupied by women.

³³ <https://www.jzsocio.si/>

The already-mentioned higher percentage of women among jobseekers can partially be explained by the fact that it is more difficult for women to get a job due to maternity leave and unpaid care responsibilities for children and elderly relatives. In addition, similar to the leadership positions in the public sector, there is a high degree of labour market segregation in the city. This is one explanation for the high and persistent pay gaps: women with a secondary education earn on average 13% less than men, while those with a tertiary education earn on average 26.1% less than men. Furthermore, women with MBAs (master of business administration) earn on average 20.2% less than men in the same positions.

In part due to these statistics, women in Celje are more at risk of poverty than men. Elderly women who live alone are at particular risk. Women from ethnic minorities, elderly unemployed women, retired women, disabled women and single mothers are also at increased risk of social exclusion. Socio VGC offers a range of programs to address these groups, including psychological and language courses for foreign, especially Albanian-speaking, women, support groups for women, psychosocial workshops, “anti-violence” workshops, individual counselling, preventive programs, and support groups for breastfeeding mothers. Many of these programs take place at the Intergenerational House, a “one-stop-shop” for social support, trainings, and workshops located in the city centre.

The main challenges faced by the city with regard to gender equality are the implementation of the equal opportunities policy into political and, above all, economic structures and motivating women, especially those at risk of exclusion, to participate in gender equality programs.

Focus: Synergistic solutions for the needs of elderly women and the long-term unemployed

Celje has chosen to explore an integrated approach to several issues which they face:

1. The city has an ageing population which includes a larger proportion of women in the oldest age groups. These elderly women frequently require long term care at home and are the highest risk group for social exclusion and poverty.
2. Due to the proximity of better-paid positions (for example in neighbouring Austria), it is difficult to find people to work in eldercare, despite the fact that there is a high demand.
3. About three-quarters of the long-term unemployed population (3+ years away from the labour market) are women. These women lack positive work-related role models. A pilot program in social activation of the long-term unemployed has been very successful and will be a good starting point and resource for this project.
4. It is difficult to motivate women at risk of social exclusion to participate in gender equality programs, despite the fact that they may benefit greatly from these programs.

Thus, the city seeks to activate long-term unemployed women to work in the care of elderly women at risk of social exclusion and poverty, a topic which was examined in detail during the partner visit on 7 November 2019.

The city has been involved in several national and EU projects on aspects of this topic; these are however mostly short-lived and only partially successful. A large proportion of the women who have been activated through these programs return to the labour market only temporarily; this is disproportionately the case for Albanian-speaking non-Slovene women. This is a main challenge for the programme for social activation mentioned above, which seeks to establish a comprehensive model of social activation, empower target groups to move closer to the labour market, prevent poverty and social exclusion and reduce health inequalities. A lack of support following the end of the programme leads to an eventual loss of the progress gained during the programme.

There are a range of stakeholders already working on this topic, but, according to the workshop participants, they are chronically understaffed, which makes cooperation difficult. The **URBACT Local Group** members who took part in the analytical workshop during the partner visit are:

- The head of department for social affairs at the Municipality of Celje
- A female entrepreneur who is also active in women's business issues in the municipality and has founded two NGOs about the topic
- A representative from the youth centre Celje
- Project managers, project coordinators and the director of JZ Socio Celje, and
- A consultant working on social activation of the long-term unemployed and social issues.

Further ULG members could come from the municipal centre for social work, the employment service (Zavod RS za zaposlovanje – UE Celje), the regional chamber of commerce and industry (OOZ- UE Celje), and the regional development agency.

According to the workshop participants, there is good political support for social issues, specifically from the mayor, and there is good quantitative data. There are however a number of needs/gaps. Qualitative data is largely missing and could be helpful to better assess the situation. Those working “on the ground” with the long-term unemployed and elderly women state that, despite a number of positive policies and projects in this field, it is difficult to connect with policy beneficiaries. They lack the opportunities for fieldwork and especially qualitative data collection, during which they could also additionally activate women to participate in these programs. The participants are specifically looking for ways to motivate and involve older women and go beyond the logic of organizations such as the Safe House, so that users are active co-creators of the program and have more power and freedom within the program design and their own future. Celje's **URBACT Local Group Coordinator** is Suzi Kvas, the director of JZ Socio, who has been involved in URBACT Local Groups in previous projects and is well-experienced in the skills needed to run an ULG.

The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.



SWOT analysis of the current situation in Celje

Strengths

- General education of students is wide, curriculum is comprehensive
- Coding programs for girls (rails girls, code cats)
- Supportive mayor – the political climate is good
- Active policy of employment (public work...) Programs by the employment service (temporary activation)
- Strategy for economic development
- Social system is strong but can incentivize unemployment
- Social activation of Vulnerable groups programs (pilot program)
- Family-friendly companies (certificate from the ministry)

Weaknesses

- Education is mostly theoretical but not practical and very strict, rigid, slow to change
- Lack of visibility of boys
- Non-formal education is not officially recognized or seen as important – low recognition
- Social system is strong but can incentivize unemployment
- Pregnancy and maternity leave
- Mismatch in jobs and skills

Opportunities

- Non-formal education fills formal education gaps such as business administration, bookkeeping, etc.
- URBACT GenderedLandscape partnership
- Social activation of Vulnerable groups programs (pilot program)
- Family-friendly companies (certificate from the ministry)
- Large number of highly educated unemployed persons that might leave Celje
- Gender roles and stereotypes – when men enter female jobs, pay goes up

Threats

- Mentality – slow to change -> “the government should take care of us”
- Pregnancy and maternity leave
- Mismatch in jobs and skills
- Large number of highly educated unemployed persons that might leave Celje
- Gender roles and stereotypes – when men enter female jobs, pay goes up

Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus one “aspirational” topic, which they would like to make steps towards but is too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.

Celje: Prioritization & Next steps

- Social activation of vulnerable groups
 - Steady funding, Permanent program
 - Consequent financing of this program which includes our experience from the field (practice)
- Large number of highly-educated unemployed persons
 - Mentorship programs to get students from university to practical application quickly
 - More flexibility for employment regarding the educational background
 - Higher value of informal experience in business needed
 - Work to break down stereotypes
 - Motivation and information about the advantages of starting to work at a lower position to get experience (and moving to a higher position later)
- Education mostly theoretical not practical
 - Policy change. Improve connection between educational institution and employees
- Non-formal education not officially recognized
 - More information (for public, organizations, NGOs, etc.) about the importance of non-formal education
 - Preparation of legislation which recognizes non-formal education
 - Evaluation system for non-formal education comparative to the system in formal education
- Mismatch in jobs and skills
 - Social entrepreneurship should be upgraded and improved to create more jobs that fit people's talents and knowledge
 - Improve non-formal education programs to match skills needed for the jobs in Celje
- Non-formal education fills formal education gaps
 - Verification (on national level) of certificates awarded for non-formal education
- ASPIRATIONAL: Lack of visibility of boys
 - Media campaign to motivate boys for "female" occupations
 - Promotion of education and occupations, role models, best practices

Conclusion: Overall assessment and Small-Scale Action

Celje's IAP will complement and supplement JZ Socio's existing work on women's issues and social integration. Sufficient political support, funding and personnel are available and the potential for successful completion and implementation of an IAP is good. During phase 2, Celje is considering a temporary mentoring programme for long-term unemployed women as their **Small-Scale Action** (see also Table 7). Through the SSA, Celje wants to counteract the loss of progress made by programme participants after the programme ends and promote genuine long-term labour market integration for long-term unemployed women.



Frankfurt am Main

Frankfurt am Main (population 746,878 (city), 2,300,000 (metropolitan area)) is the financial capital of Germany and the fifth largest city in the country. Frankfurt am Main is home to many global and European corporate headquarters as well as the Frankfurt Stock Exchange, the European Central Bank, the Deutsche Bundesbank, Deutsche Bank, DZ Bank, KfW, Commerzbank, several cloud and fintech start-ups and other financial and financial service institutions. Frankfurt's skyline features 14 out of the 15 highest skyscrapers in Germany and the city recently completed the reconstruction of its historic city centre between the city hall (Römer) and the cathedral (Dom). The city's dynamic economy draws an average of one million commuters and visitors every day and it registers some 660 million journeys by public transport annually. Frankfurt airport is one of the world's busiest and also the headquarters of domestic carrier Lufthansa. It employs more people than any other workplace in Germany. The city is also home to one of the largest trade fairs in the world, Messe Frankfurt, and the world's largest book fair, the Frankfurt Book Fair. Furthermore, the city has nine high-ranking universities and colleges and a large student population. It is also a multicultural metropolis; more than 180 nationalities call Frankfurt home and about one quarter of the city's residents are foreigners. Frankfurt's population increased by 12.7% (about 85,000 residents) between 2011 and 2017, attesting to its attractiveness as a place to live and work.

As one might expect, the labour market is dominated by the service sector (89.5% of jobs). In 2017, the unemployment level for women was about the same as the general population (4.6% and 4.9%, respectively). In 2017, only 44.5% of the approximately 20,000 unemployed residents (jobless and looking for work) were women.³⁴ The statistics about average pay, pension rates, and labour market segregation are however less positive. The average monthly pension payment for a woman in Frankfurt is 770 EUR, just 70% of the average monthly payment for men (1,100 EUR). Around 6,500 single parents are dependent on unemployment benefits (Hartz IV) in the city, of which the vast majority (95%) are single mothers. Single parents and mothers with several children are furthermore at increased risk of poverty due to labour market segregation. While female participation in the labour market in Frankfurt has increased overall (in 2017, 44.9% of employees were women), this increase has mostly taken place in part-time and mini-job employment. Women are also still primarily responsible for unpaid care work; recent statistics indicated that two thirds of the work women in Frankfurt do is unpaid, while the opposite was true for men.³⁵ There is thus still much to be done to ensure that women also benefit from Frankfurt's dynamic economy.

On a national/federal level, gender equality is enshrined in article 3 of the Basic Law (Grundgesetz). According to the 2016 report of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), however, "the gender mainstreaming strategy is not comprehensively, completely and sustainably implemented" in Germany and there are "issues with data collection (such as the establishment of an independent institute), gender budgeting and a concrete

³⁴ <https://www.frankfurt.de/sixcms/detail.php?id=4069>

³⁵ Frauenreferat Stadt Frankfurt am Main. Frauenpolitische Perspektiven auf Armut in Frankfurt.

implementation plan,”³⁶ In addition to the Grundgesetz, the principles of gender equality are also enshrined in a number of additional laws, including:

- the General Equal Treatment Act of 2006 focusing on discrimination in employment,
- the Federal Body Composition Act of 2015,
- the Act to enforce equality between women and men in the federal administration of 2001, and
- the Federal Equality Law of 2015.

There are significant barriers to the implementation of gender equality in Germany. There are no implementation plans for gender mainstreaming on a national level. Furthermore, according to the EIGE, “in practice, gender mainstreaming is not always implemented. This is especially the case where policy makers do not recognise any practical link between their policy field and questions of gender equality.”³⁷ There is also no explicitly mandated political entity on a national level. The German Federal Ministry for Family, Seniors, Women and Youth (BMFSFJ) is de facto responsible for the implementation of gender equality policy, however this responsibility is not explicitly enshrined in law.³⁸ The BMFSFJ runs the Federal Anti-Discrimination Agency (*Antidiskriminierungsstelle des Bundes*) which is tasked with addressing all forms of discrimination (age, disability, religion, sexual identity, gender, migration background, etc.), including gender discrimination. This approach – folding gender issues in with family, health, social affairs or migrant issues – is common in Germany and is repeated vertically across political levels. On a parliamentary level, this is also reflected in the Committee on Family Affairs, Senior Citizens, Women and Youth in the upper house of Parliament which is responsible for equality policy and gender mainstreaming (among a large range of other topics).

On a state level, there are ministers for gender equality and women’s affairs in each German state (Land). In Hesse, this responsibility falls to the Hessian Ministry for Social Affairs and Integration. The Office for Women’s Policy (*Stabstelle Frauenpolitik*),³⁹ which is explicitly responsible for policies aimed at women and gender equality, is located at the highest organizational level of the ministry. While most German states’ budget for gender equality is not always clearly separated from tasks such as integration of migrants or family matters (similar to the budget of the federal ministry), this is not the case for Hesse, which has earmarked funds for gender issues. Furthermore, each German state has a state equality law; in Hesse, this law (*Hessisches Gleichberechtigungsgesetz*) mandates equal hiring practices, the reconciliation of family life and work and the rights and responsibilities of Women & Equal Opportunities Officers. However, it should be mentioned that this law only applies to public employees. An umbrella organization (*Konferenz der Gleichstellungs- und Frauenministerinnen und -minister, -senatorinnen und -senatoren der Länder*) brings together political actors working on gender equality & women’s affairs from different states and promotes co-learning between state actors. The City of Frankfurt has eleven departments; the department of women and environmental affairs, under councilperson Rosemarie Heilig, is responsible for planning and implementing actions related to gender mainstreaming and women’s issues. This work is coordinated by the Office for Women’s Affairs (Frauenreferat),

³⁶ <https://eige.europa.eu/gender-mainstreaming/countries/germany>

³⁷ <https://eige.europa.eu/gender-mainstreaming/countries/germany>

³⁸ <https://eige.europa.eu/gender-mainstreaming/countries/germany>

³⁹ <https://soziales.hessen.de/>

which was created in 1989 and today has 12 employees. The city has demonstrated its commitment to gender equality in a number of tangible ways. For one, the city council signed the European Charter for Equality of Women and Men in Local Life in 2012 and assigned a coordinator and 100,000 EUR to its implementation. Furthermore, the Frauenreferat enjoys a generous budget (approximately 1,900,000 EUR annually) for project funding; approximately 30 projects annually for women and girls have been funded on, among other things, professional advancement, return to work after maternity leave, education, contact points in the city districts, sex workers, female immigrants, body image, and prevention of domestic violence.

The Frauenreferat currently has 3 ongoing action plans - improving gender equality in the labour market, fighting sexism, and women in politics – as well as a fourth planned to fight gender stereotypes. This work is extremely well-developed and nuanced and leverages a strong network of local actors in various fields (harm prevention, social issues, labour market, local museums, but also more recently the local soccer team, Eintracht Frankfurt). Frankfurt also has a women's award - the Tony Sender Prize - which honours women who work in an outstanding way for equality of women and men in the cultural, social, or socio-political fields. The prize is awarded every two years and comes with prize money of 10,000 EUR.

The current work of the Frauenreferat is very broad and includes:

- a photo project “This is what a feminist looks like in Frankfurt,” which has a dedicated website with portraits and statements and will culminate in an exhibition and a “takeover” of public space in the reconstructed city centre in spring 2020,
- a programme to accompany the upcoming exhibition “Kleider in Bewegung” about mobility, clothing and gender stereotypes at the Frankfurt Historical Museum,
- a range of social media campaigns together with the Frankfurt Centre for Eating Disorders,
- cooperation with a network of over 50 stakeholders working with and for single parents,
- a new cooperation with the local soccer club, Eintracht Frankfurt, to increase the visibility of female soccer fans, and
- the funding of space and resources for female artists and designers in the context of their action plans.

Focus: Raising awareness for and combating gender stereotypes

The Frauenreferat will launch its action plan on combating gender stereotypes in March 2020. The office wants to use the work in the GenderedLandscape Action Planning Network to deepen their practice on this topic and take more time to explore new stakeholders, intersectional perspectives, and actions which can lead to structural change within the city administration and the wider city society; in particular in work with the other city departments the potential for change is quite large. These topics were examined at the partner visit on 23 January 2020.

The workshop brought together the members of the **URBACT Local Group**, including employees from the Frauenreferat working on a range of topics (girls' policies, public relations, work and training, asylum and migration and violence protection), as well as:

- Employees from the advertising agency OPAK, who have worked closely with the Frauenreferat for many years



- A professor of design and visual communication from the University of Mainz
- A curator from the Frankfurt Historical Museum,
- Pfiff, a female press agency in Frankfurt, and
- Members of the state chapter of the German association of journalists.

The participants also discussed further stakeholders who could or should be involved in the development of the IAP. The results included a long list of potential cooperation partners (see prioritization and next steps), as well as the need to explore “unusual suspects,” i.e. those local actors and institutions with whom the Frauenreferat does not already have a well-established cooperation; this was identified as a need/gap during the workshop (see below). The **URBACT Local Group Coordinator** is Gabriele Wenner, head of the Frauenreferat, who is well-skilled in the moderation of group processes and the co-creation and implementation of action plans.

The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.



SWOT analysis of the current situation in Frankfurt am Main

Strengths

- Very active women's policy network on which the Frauenreferat can rely
- Don't have to start from scratch
- Morally consensual
- Strong women
- Enough funds
- Diverse realities
- (Only) inner circle is informed
- Frauenreferat can tie in with existing public relations work
- Friends are everywhere
- Diversity: Frankfurt's open city society

Weaknesses

- Connection to the wider public
- Controversial opinions within the wider group of feminists
- Human resources
- Where are the unusual suspects?
- Politicians are non-committal
- "Gender" is not as important as other issues
- (Only) inner circle is informed
- Not very much diversity / representation in the city administration
- Stereotypes and their consequences are often unconscious / abstract / unclear

Opportunities

- Political youth & girls
- Growing communication spaces (e.g. generation dialogue)
- Zeitgeist & initiatives by museums and structures
- Diversity also in the "minority"
- Contradictions
- Frauenreferat can tie in with existing public relations work
- Friends are everywhere
- Diversity: Frankfurt's open city society
- Social inequality / exclusion creates stereo-typical images
- How to communicate stereotypes without reproducing them?

Threats

- Stereotypes also offer support / security -> Freedom is frightening?
- Rollback
- Magistrate is undecided
- Gender marketing -> consolidation of stereotypes desired! Pink razors; Hair dresser for women more expensive than for men
- Too academic; not enough connection to real life
- Tradition vs. change
- Not very much diversity / representation in the city administration
- Stereotypes and their consequences are often unconscious / abstract / unclear
- Social inequality / exclusion creates stereo-typical images
- How to communicate stereotypes without reproducing them?

Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus two "aspirational" topics, which they would like to make steps towards but is too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.



Frankfurt am Main: Prioritization & Next steps

- Human resources
 - Cooperation with a clear division of tasks
 - Work contracts
 - Make a decision
 - Outsource work areas
- Where are the unusual suspects?
 - Eintracht Frankfurt (local soccer team), registration office, hospitals, citizens' office, cinemas, public transport
 - Social media, Social organizations, Women's representative in companies
 - Workshop: brainstorming with random meetings? (Random survey)
 - Headstand brainstorming – interview the person you would not talk to
- Stereotypes and their consequences are often unconscious / abstract / unclear
 - Workshop about unconscious bias for city personnel office and other leaders
 - Develop storytelling: images for stereotypes + their consequences (e.g. career choice, partnership, violence, suitcase, “more Thomases than women in the C level”)
 - Visual: juxtapose images to show gender stereotypes (briefcase / cleaning bucket; mirror / microscope; fat / thin, pink / light blue; well-behaved / courageous; wild / conforming)
- Too academic
 - Handbook for gender-sensitive language
 - Check language choice in texts and other forms of communication
 - Review position paper (2nd campaign) for “academic” language & content
 - Concretization
 - Work with examples!
 - Event planning - interpreters for simplified language
- Communication spaces
 - Develop formats for promoting controversial encounters
 - Who uses which spaces?
 - Target groups should name their communication spaces
- Friends are everywhere
 - Identify friends + create a map
 - Bring friends together
 - Look at intersectional perspectives
 - Forms of participation
 - Unexpected solidarities -> men
- ASPIRATIONAL: Magistrate is undecided
 - Strike
 - Mobilize groups to create pressure to make decisions
 - Istanbul Convention



- ASPIRATIONAL: Diversity also in the “minority”
- Thematic overlaps: body & clothing & beauty norms
 - Think of target groups, e.g. “Initiative of Black Germans”
 - Integrate migrants
 - Open up new target groups, identify new cooperation partners

Conclusion: Overall assessment and Small-Scale Action

Frankfurt am Main Frauenreferat’s IAP will dovetail directly with their existing annual action plans on gender issues. Sufficient political support, funding, and personnel are available and the potential for successful completion and implementation of an IAP is excellent. The current composition of the ULG skews slightly towards well-established partnerships; however, broadening participation to include the “unusual suspects” is a stated goal of the work in the IAP process. During phase 2, the Frauenreferat is considering workshops for municipal employees in gender-sensitive speech as their **Small-Scale Action** (see also Table 7). Through the SSA, the Frauenreferat wants to counteract gender-blindness, unquestioned stereotypes and implicit bias in municipal job postings with the goal of increasing the number of women and minorities in public positions in the city.

La Rochelle Urban Community

La Communauté d’Agglomération de La Rochelle (CdALR) (population 169,732) is a public institution for intermunicipal cooperation located on the French Atlantic coast in the Nouvelle-Aquitaine region which includes 28 cities. The CdALR is attractive and growing; between the 2012 and 2017 censuses, the conurbation saw sustained annual demographic growth of +0.80% on average, which was higher than the Nouvelle-Aquitaine region overall (+0.51% annually).

The main city in the CdALR, La Rochelle, is home to 75,735 inhabitants, 44.6% of the population of the conurbation. It is the 5th largest municipality in the Nouvelle-Aquitaine region after Bordeaux, Limoges, Poitiers, and Pau and had an average annual demographic growth rate of +0.43% between 2012 and 2017. The CdALR’s attractiveness is demonstrated by not only its demographic growth but also the relative immobility of its residents. Put simply, those who move to the La Rochelle conurbation tend to stay there. These characteristics can be attributed not only to the high quality of life in the region but also its dynamic and growing labour market.

Despite two economic crises in the last ten years, the CdALR has exhibited labour market growth rates higher than the surrounding region and France as a whole. Important sectors include construction, maritime industry, hotels and catering, and the service sector. The CdALR’s economic and labour market strategy are closely aligned with the laboratories at the local university, which concentrate on sustainable building, biotech and healthy nutrition, and the digital transition. Furthermore, the local labour market is made up of a comparatively large percentage of SMEs relative to France as a whole; the larger employers in the region are mostly public sector entities such as the city and regional administrations, the university and the hospital, but also Alstom (train construction), Rhodia (chemical industry) and Léa Nature (natural and organic food, nutrition, household and beauty products) in the



private sector. The local labour market is also characterized by a lower proportion of management employees relative to national average (15% of the workforce as compared to 18% in France as a whole). In order to ameliorate regional disparities in the labour market caused by differences in housing market prices (i.e. commuting between local conurbations), the CdALR cooperates with the neighbouring regional authorities in Niort and Rochefort Océan to create sectoral differentiation and local specialization among the three regions; the CdALR has created a strategy together with their university to specialize in sustainable development and the specific questions surrounding coastal cities.

La Rochelle boasts a large proportion of students among its population. In addition to the (public) university, La Rochelle is also home to three “high schools” where students can receive three to five-year tertiary degrees in management, technical fields such as engineering, and construction & sustainable building. The CdALR has a generous budget for university cooperation of approximately 600,000 EUR (in addition to the contract between the state and the region Nouvelle Aquitaine) which funds PhD positions, research projects, materials and equipment, as well as all of the university buildings.

Far and away the most important national regulation in France regarding gender equality in the labour market is the recently adopted French law no. 2018-771, which introduced a new obligation for employers to pay men and women equally. Companies with more than 50 employees are required to calculate an equal pay index with four indicators which must be published on their website and disclosed to both their personnel representatives and the French labour authorities. The four indicators are: the gender pay gap, the difference in the rate of individual salary increases between genders, the percentage of employees receiving pay increases in the year following maternity leave, and the number of the employees of the under-represented gender in the company who are among the top ten most highly paid employees. Companies with more than 250 employees must furthermore include information on a fifth indicator: the difference in promotion rates between men and women. While this law seems like a promising first step, it is still too early to tell what effect it will have on gender disparities in France’s labour market.

The topic of gender is not specifically addressed in any part of the institutional structure of the CdALR, who will be the partner in this network; furthermore, the authority has no previous experience in working with gender equality. However, many preconditions for a relatively uncomplicated integration of gender equality into existing structures and plans are currently fulfilled.

The authority has competencies in many domains, including land planning, economic development, employment and higher education, energy and environment, risk prevention, ecological resilience, urban policy, social housing, and mobility and transport. Horizontal cooperation within the authority shows room for improvement but there are no major hurdles to initiating integrated approaches at this time. Furthermore, while there is no existing implementation plan related to gender equality as such, there is an existing implementation plan (les Assises de l’Emploi) aimed at increasing the employment rate at a territorial level and solving the mismatch between offer and demand in the labour market. This plan has both dedicated personnel and funding, as well as specific assistance on indicators at the Observatory of La Rochelle.



Interest in and political commitment to gender issues have been increasing in the area over the last decade or so. In 2008, the City of La Rochelle became a signatory of the CEMR charter. In 2014, the City of La Rochelle also appointed a delegated advisor for gender equality. More recently, an elected representative of CdALR was appointed to ensure equal opportunity in access to services in the La Rochelle Urban Community. These developments are a promising jumping off point for further integration of gender equality into other departments and topics.

The gender disaggregated data for the region regarding the labour market and training and education demonstrate a few surprising trends. The level of school enrolment for girls between the ages of 15 and 17 decreased between 2011 and 2016 from 97.2% to 95.1%, while enrolment for boys of the same age group remained more or less constant during this period. Furthermore, while school enrolment for women aged 18 to 24 increased between 2011 and 2016 (62% to 63.3%), men's enrolment for this age group and period increased at a much stronger rate (59% to 63.7%). This trend is even more noticeable in university enrolment statistics. In the 2016-2017 academic year, 51% of university students in La Rochelle were female, compared with 57% in France as a whole. The statistics for tertiary training programs in high schools (CPGE)⁴⁰ are stunning: only 22% of students in this type of training are female in La Rochelle, compared with 43% in France as a whole. So not only are young women leaving school earlier, the growth rate for tertiary education enrolment for young women is lagging behind men and their enrolment rates in university and tertiary training programs are lower (in the case of training programs significantly lower) than national averages. The explanation for these statistics is unclear, but possible reasons include financial, social, and psychological (confidence) influences.

La Rochelle's labour market demonstrates typical sectoral segregation, with women employed predominantly in the public administration, education, health, and social fields. In September of 2019, there were 8,300 unemployed women in the region who were registered and looking for work. This number has dropped by 2.7% in the past year. The most sought-after positions by women are child care, secretary, domestic services, clothing retail, cleaning personnel, and eldercare. The female unemployment rate in La Rochelle is however lower than larger region of Charente-Maritime; this can be explained by the good child care and transport facilities in La Rochelle which support the negotiation of work and private responsibilities. In addition to lower overall wages due to a higher percentage of part-time jobs, women earn less per hour than men at the same professional levels. The size of the pay gap in La Rochelle is larger than in France as a whole and increases with seniority (i.e. pay becomes more unequal the more senior the professional level).

Focus: Incorporating a gendered perspective to solve the mismatch between offer and supply in the labour market and increase female employment rates overall

The main need that the CdALR would like to tackle is the mismatch between offer and demand in the local labour market; this topic was examined in detail during the partner workshop on 8 January 2020. The goal is to rebalance the labour market by adopting a gendered perspective. As already mentioned above, an implementation plan to tackle

⁴⁰ In contrast to public universities, these high schools are private and charge tuition.

this challenge has been developed and the issue is outfitted with dedicated personnel and funding. The main sectors with open positions are the maritime industry and construction sector.

The participants named three main potential challenges in implementing a gendered perspective:

1. upcoming municipal elections in March 2020 (which will also change the executive of the CdALR),
2. an integrated approach, as horizontal cooperation within the regional authority is underdeveloped, and
3. the mobilisation of local stakeholders on the topic as well as the transsectoral approach, which is new for the partners.

Despite their concerns, however, the CdALR brought together a wide range of relevant stakeholders for their **URBACT Local Group** who took part in the workshop during the partner visit, namely:

- The departments of communication, employment, human resources, strategy, and territorial cooperation at the CdALR,
- The women's rights delegate to the prefect,
- Pôle Emploi (Public body in charge of employment),
- DIRECCTE (the regional state service in charge of economy, competitiveness, consumption, and employment),
- Departmental information centre on women's and family law (CDIFF),
- The human resources department of the Atlantic Port,
- Chamber of Commerce and Industry of La Rochelle, and
- The association 'elles bougent' ('Women on the move'), which promotes women in technical and engineering fields.

Further ULG participants could include representatives from professional organizations and associations, the university and high schools, and NGOs and local companies. La Rochelle Urban Community's **URBACT Local Group Coordinator** is Mireille Jassin-Le Guen, director of employment and higher education department at the CdALR.

The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.



SWOT analysis of the current situation in La Rochelle Urban Community

Strengths

- Bordeaux University: specialized chair about gender
- 'Forum of Employment' ('Assises de l'emploi')
- Local and national political will
- Girls' rate of enrolment in university
- Local labour market dynamic
- Quality and diversity of the local training system
- Quality of life
- Associations and NGOs dealing with women's issues
- Local resources: regional representative for women rights, project managers for equality at the university, regional state service in charge of employment (DIRECCTE)
- Social housing in the city of La Rochelle (nevertheless, lack of small flats for single women)
- Childcare facilities are piloting projects for women with non-standard working times
- University and private postgraduate schools

Weaknesses

- Education/culture
- No free access to selective training
- Career guidance for girls by the national education system and families
- Lack of housing for single parents
- Sporting schools equipment layout
- Type of childcare for single mothers: costs outside La Rochelle and scheduling hours
- Loneliness of young mothers and elderly women
- (Re)training and professional transition
- Lack of information for young people and parents
- Mismatch hours
- Mobility (lack of public transport facilities outside La Rochelle and close neighbouring cities)

Opportunities

- Local stakeholders are used to working together (size of the city)
- Numerous vacant positions
- The "digital women" project by the women's rights delegate to the prefect
- Technology and digital training programs (schools, university)
- Corporate and social responsibility clauses in government contracts
- Participation and awareness raising of vocational counsellors in the national employment centres and in secondary and high schools
- Creation of a professional equality network co-managed by the State and the Charente-Maritime county (in progress)
- Childcare facilities are piloting projects for women with non-standard working times
- University and private postgraduate schools

Threats

- Glass ceiling, oldest generation managing companies
- Sticky floor
- Economic activity only in La Rochelle and closest municipalities vs rest of the urban community territory
- Housing prices
- Provincial culture (glass ceiling)
- Lack of information for young people and parents
- Mismatch hours
- Mobility (lack of public transport facilities outside La Rochelle and close neighbouring cities)
- Aging population



Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus one “aspirational” topic, which they would like to make steps towards but is too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.

La Rochelle Urban Community: Prioritization & Next steps

- Diversification of girls' educational counselling
 - Meeting with vocational counsellors in secondary schools and high schools, break with convention on girls' educational counselling
 - Communication strategy: media, short video, flyers; 3 targets: school (10-12 years old), secondary school (13-15 years old), national employment agency
 - Action plan: partnership with sectors and with the headquarters of the national employment agency (within the action plan of the local employment forum)
- Technology and digital training programs (schools, university)
 - Communication: “open house days,” videos, student fair “Passerelle,” association “women in the move” (‘Elles bougent’ à La Rochelle); Targets: women, companies, stakeholders
- Numerous vacant positions
 - Corporate public relations to attract workers in the sectors in crisis, upgrading the corporate image of some sectors or companies
 - Mapping of the vacant positions for unemployed people
 - An annual local competition between the companies
- Child care facilities for single mothers
 - Interprofessional / Inter-company childcare centres, national centre of social security benefits (CAF), local authority
- Local labour market dynamic
 - Actions to be done within the “Assises de l’emploi” (Employment Forum); Women’s professional transition; Target: long-term unemployed women (more than 12 months)
- Mobility/Transport
 - Development and increase in the number of bus lines and of the number of final destinations (transport links)
 - Messages inside and outside the buses: gendered communication on bus shelters
- ASPIRATIONAL: Family education and culture on girls' role and place and sticky floor
 - Good practices from other cities/countries
 - Education and culture: public conferences organised by La Rochelle urban community with high-level researchers
 - Training for elected representatives, civil servants and CEOs by doctoral students (from Bordeaux University), i.e. training about inclusive and non-sexist communication
 - Gender equality marketing campaign in the urban community





Conclusion: Overall assessment and Small-Scale Action

The team at the CdALR would like to link their IAP to the institution's strategic plan for sustainability and their existing measures to solve the mismatch in the local labour market. Sufficient political support, funding and personnel are available and the potential for successful completion and implementation of an IAP is very good, despite the fact that the institution has no prior experience with gender issues. During phase 2, the CdALR wants to assess the feasibility of introducing corporate and social responsibility clauses in government contracts so as to ensure gender parity as their **Small-Scale Action** (see also Table 7). Through the SSA, the CdALR wants to promote a better gender balance in the benefits of government contracts as one way of supporting women's employment in the inter-municipal area.

Panevėžys

Panevėžys (population 87,202) is the fifth largest city in Lithuania and the municipal seat of the county by the same name, which is home to about 235,000 inhabitants. Panevėžys enjoys a good strategic location along the Via Baltica highway, midway between the capital cities of Riga and Vilnius and within 3 hours' drive of three international airports (Vilnius, Kaunas, Riga). The city is a regional centre of culture and sports and famous for its theatres and cultural and sporting events. The strategic planning for the city is well developed and includes a sustainable urban mobility plan, a blue strategy, and a green & sustainable city strategy. Furthermore, in 2020, Panevėžys will be the first city in Lithuania to sign the climate change emergency declaration.

The city is home to 3,495 companies and produces about 7% of the Lithuanian GDP. The vast majority of the city's economic production, about 70%, is focused on exports. The majority of the exporting companies are located in the city's Norwegian industrial park, a tax-free zone in which the number of Norwegian companies has been growing for the last fifteen years. In addition to Norway, Panevėžys products are mainly exported to Italy, Latvia, Sweden, Finland, and Saudi Arabia. The city is home to one university department (Kaunas Technical University's department for engineering & business administration), as well as a number of tertiary colleges & vocational schools. Unemployment in the general population is 7.4%, about the same as Lithuania as a whole, however unemployment among young people is comparatively high (around 20%).

A look at the population statistics reveals a number of shocking trends. First, the population of the city is shrinking by approximately 1,000 inhabitants annually. This net loss is divided fairly evenly across natural population change (net loss of 200–300 inhabitants annually), emigration within Lithuania (net loss of 200–400 inhabitants annually) and emigration to other countries (net loss of 400–500 inhabitants annually).⁴¹ Furthermore, Panevėžys is one of the oldest counties in Lithuania; elderly inhabitants make up about 22% of the population. Finally, the population of the city has a strong gender imbalance, with 114 women for every 100 men. This is due to a great extent to the startling differences in life expectancy for men and women in the city. In 2014, while women could expect to reach an average age of 80.7 years (compared to a Lithuanian average of 79.9), on average men in Panevėžys lived only to the age of 68.9 (compared to a Lithuanian average of 69.1).⁴² Furthermore, Panevėžys was recently ranked among the top three cities in Lithuania for suicide rates among young men.

⁴¹ Source: osp.stat.gov.lt, Accessed on 20 January 2020

⁴² Source: osp.stat.gov.lt, Accessed on 20 January 2020



Women's unemployment rate (out of work and looking) in Panevėžys is lower than that of men (13% as opposed to 15%), however women's overall economic activity levels are far lower than men's (66% compared to 74%). This is largely due to the irreconcilability of work and family responsibilities, but also entrenched gender norms and biases. A recent qualitative study found that men are generally considered to assume more responsibilities, be less risk-averse, and be more efficient at using the same working time. The same study also showed that employers are more interested in employing and maintaining jobs for men, because women take sick leave more often, go on maternity leave, and are generally thought to prioritize family over work. In addition to these biases, the gender pay gap in Lithuania remains persistently high at 20%, further increasing women's risk of poverty and dependence on traditional family structures for financial support.

The principle of gender equality is enshrined in Lithuania's 1992 constitution. Above and beyond this, there are two main laws for gender equality in Lithuania on a national level. The Law on Equal Opportunities for Women and Men from 1998 forbids gender discrimination and sexual harassment and the 2005 Law on Equal Treatment forbids employers from giving priority to either gender or asking about family status, attitudes towards family planning, and private life, and also ensures equal opportunity for men and women in purchasing goods and services. In 1999, an independent Equal Opportunities Ombudsperson and office were established, whose job it is to ensure compliance with and offer guidance on these laws.⁴³

Despite these actions, women's share of power in economic and political decision-making in Lithuania remains below average for the European Union. Just 23% of parliament, 28% of ministers, vice-ministers and minister's advisers and 25% of municipal council positions are held by women. On the whole, women make up 37% of all leaders in the Lithuanian ruling elite such as parliamentarians, senior state officials, and executives of companies and institutions. At the beginning of 2019, Lithuania was the only country in the European Union with a men-only government.⁴⁴ Nevertheless, grassroots and civil society support for women's rights, needs, and participation are relatively strong; in Panevėžys, these actors are primarily linked to the private sector and include women's business groups and representatives, activists for the cessation of violence against women, and initiatives for women in ICT and industry.

Lithuania has developed strategic plans for gender equality over the last decade, including the National Programme on Equal Opportunities for Women and Men 2010–2014 and 2015–2021 and the National Programme Implementation Plans for 2015–2017 and 2018–2021.⁴⁵ However, funding for these measures, in particular the National Programme on Equal Opportunities for Women and Men for 2010–2014, is very limited or, for some measures, non-existent.⁴⁶ These measures fail to translate to a regional or local level for Panevėžys. European projects and cooperations on gender equality fuelled by the personal commitment of individual employees at the city administration remain the only involvement in this topic on a municipal or county level; dedicated structures, funding, or personnel in the city or county administration for gender equality do not exist at present.

⁴³ <https://eige.europa.eu/gender-mainstreaming/countries/lithuania>, Accessed 21 January 2020

⁴⁴ <https://eige.europa.eu/gender-equality-index/2019/domain/power/LT>, Accessed 21 January 2020

⁴⁵ <https://eige.europa.eu/gender-mainstreaming/countries/lithuania>, Accessed 21 January 2020

⁴⁶ <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/legislative-policy-backgrounds/lithuania>, Accessed 21 January 2020

Nevertheless, the city has taken part in three projects on gender equality in the last few years. These projects addressed gender mainstreaming models in local administrations and public authorities, encouraging men to take up new and modern gender roles, and how the physical structures and service provision in cities contain a fundamental gender component. The city has also signed the CEMR charter. These experiences have helped to build knowledge and skills on a local level and set the groundwork for a promising participation in the GenderedLandscape Action Planning Network.

Focus: Adopting a gendered perspective in urban planning for a smart, safe and attractive city

The city of Panevėžys wants to examine the intersection of urban planning, female entrepreneurship, and smart city innovation from a gendered perspective. This topic bundles existing resources and opportunities in the city and seeks to increase the visibility of gender equality issues in urban planning outright, but also the benefits that gender mainstreaming can offer a city in terms of increased labour market participation and attractiveness. These topics were examined in detail during the partner visit on 17 December 2019.

The **URBACT Local Group** is made up of the most relevant stakeholders, who took part in the workshop during the partner visit:

- the director of the women's care centre,
- the vice mayor,
- a representative from the women's business association,
- the director of the Robolabas robotics laboratory,
- representatives from the urban planning department, and
- members of the social services department.

Additional ULG members could come from local businesses, the chamber of commerce, or other relevant NGOs. Panevėžys' **URBACT Local Group Coordinator** is Asta Puodžiūnienė, an employee at the municipality who is responsible for the creation and implementation of action plans and has a wide range of skills relevant to her role as coordinator.

In light of the challenges facing the city, the workshop participants highlighted the need to promote opportunities for women to get engaged in the labour market; this includes not only opportunities in the export sector, but also in the cultural and sporting events sectors, which are growing. The participants saw good opportunities for embedding a gendered perspective into new projects such as the future arts and culture centre. Furthermore, the workshop participant from the robotics laboratory Robolabas highlighted the opportunities for getting girls into ICT and technical fields presented by her lab; these opportunities would fit well with the city's smart city aspirations.

The participants also highlighted the opportunity presented by the fact that the city does not have a consolidated identity or marketing strategy and saw the range of strategic plans as both strengths and opportunities. Furthermore, the current large investments in the renovation of public spaces offer the opportunity to open



the discussion of a gendered perspective in the new design of these spaces – they saw the cooperation in this network as a good possibility to learn from peers with good practices, such as Umeå or Barcelona.

The participants in the workshop expressed positivity about the current situation, in particular because the challenges that the city faces also open new possibilities and could mean an increased openness to new solutions and approaches. In addition, current and planned investments offer opportunities for embedding a gendered perspective “at the ground level.” The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.





SWOT analysis of the current situation in Panevėžys

Strengths

- Smart city experience
- SOS children centre
- EIGE (located in Vilnius)
- Sport city
- Industrial city = jobs; foreign capital, companies, Norwegian park
- BPW Panevėžys (international organization for professional women)
- VMT Panevėžys (national organization for professional women)
- Sports infrastructure and events -> swimming pool, arena, skating, cycling, basketball team
- Climate change emergency declaration -> first Lithuanian city to sign it
- Central location – along the Via Baltica highway between two capitals
- Blue strategy
- Sustainable urban mobility plan

Weaknesses

- No national regulations on parental leave (not enough) and no proper infrastructure
- Lack of visibility of gender issues
- Lack of role models in public space – names of buildings and streets, statues in public
- Cultural gender norms: women are victims not heroes
- No implementation plan for gender equality in Panevėžys or in Lithuania
- Education about gender equality, sustainability, tolerance etc.
- Accessibility – for people with disabilities and mothers with babies
- Lack of visibility of women’s history in public space
- National laws and regulations, norms, statistics/data
- No gender equality officer in the city administration

Opportunities

- City is implementing a strategic plan 2021–2027
- Gender data and statistics
- Renovation of public space
- Good funding available for renovating public space
- Room for improvement in cooperation between city departments
- BPW international event: attention and publicity
- Signed the CEMR charter
- Regulation for accessibility
- Sustainability: greenest city in the country
- Lack of city identity -> opportunity! (city branding)
- Robolabas -> 20% of participants in IT / technical activities are girls
- Robolabas -> activities offered only for girls
- Future planning for art centre – culture and the arts as an opportunity for women’s employment

Threats

- Women becoming “macho” ... femininity = shameful
- Identity crisis for men
- Difficulties associated with male stereotypes (traditional: no crying, bread-winner)
- Aging population
- Shrinking population

Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus one “aspirational” topic, which they would like to make steps towards but is

too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.

Panevėžys: Prioritization & Next steps

- Smart city experience
 - Invite with companies / business to participate / collaborate in creating the smart city
- Sustainability
 - Climate change emergency declaration
 - Marketing & publicity – national and international
 - Strategic plan 2021-2027 Panevėžys region
 - The greenest, healthiest, most sustainable city in the country
- Culture and arts
 - Interviewing and collecting data about the specific situation and needs for art and culture
- Education
 - To break the stereotypes about “men / women” professions
 - Involve more women in industrial positions. Educate the older generation about technology. Involve all generations in the smart city planning
 - Education programs for teachers (schools and kindergartens) regarding gender equality, tolerance promotion, and sustainability
 - Involve private sector: free education for the public – hire speakers from the chamber of commerce, BPW, Norwegian park, etc.
- ASPIRATIONAL: Industrial City
 - To encourage the balance of gender equality in higher positions in management

Conclusion: Overall assessment and Small-Scale Action

Panevėžys' IAP can connect to a number of current and planned measures in the city, including both ERDF and ESF (co-)funded projects, the current smart city initiative, and the upcoming strategic plan. An IAP on gender equality would present a significant step for Panevėžys, as the topic of gender is largely absent from municipal, administrative, and political spheres; the potential for change among the network partners is highest for Panevėžys. The presence of the vice mayor in the ULG and his participation in the entire partner visit workshop demonstrates that there is at least one political “champion” for the project (a critical prerequisite for institutional change). Personnel capacity is currently limited, however participation in this network would allow the municipality to form a dedicated team and hire an employee to work on gender equality in the city for the first time. Panevėžys has the largest potential for learning and growth in this partnership; despite their challenges, they demonstrate strong commitment to the project. During phase 2, Panevėžys is considering public art projects such as murals and graffiti by girls highlighting women and women's accomplishments as their **Small-Scale Action** (see also Table 7). Through the SSA, Panevėžys wants to use renovations of public space as a first step to making women's issues visible in the city.



Trikala

The City of Trikala (population 81,355) is the capital of the homonymous regional unit in Thessaly, Greece. The city boasts a history of more than 5,000 years and is famous as the birthplace of Asklepios, the most eminent doctor of antiquity, and numerous famous Greek musicians. In addition to other historical and cultural venues, the city is home to the Tsitsanis Museum, dedicated to Vasilis Tsitsanis, one of Greece's most prominent composers and songwriters, who hailed from Trikala and was particularly influential in the field of "Rebetika" music. Trikala is also well known for its agricultural products, including wine, feta cheese, sausages, and pies. Furthermore, unlike many towns and villages in Greece, Trikala is quite flat, a fact that has contributed to the town becoming one of the most bike-friendly in the country.

Trikala is the leading smart city in Greece and considered to be the best example of a smart and digital city in the country. The city uses technology to improve services, increase transparency and operate more efficiently; projects to date have focused on public bicycles, smart parking, solid waste collection, smart water management, a smart open mall, and energy efficiency. In 2004, the city was distinguished with a smart city award; since then, Trikala has adopted a strategic orientation towards the future use of digital, information, and communication technologies to enhance the quality and performance of urban, health, and government services and mobility. Recently, the city of Trikala was selected to host one of the first three 5G pilot cases in Greece. This 5G pilot project will enable advanced services and the installation of a wireless network that will support both the municipality's smart city programme and relevant activities by its partners, including public safety services (security camera interconnection; interactivity with smart lighting; smart buildings etc.), transportation safety (interactivity with smart lighting; drivers' view sharing) and advanced services (autonomous vehicles), health and care (remote monitoring of residents of special needs by health-care providers), as well as a 5G integration of all the municipality's sensors (i.e. parking, lighting, traffic, waste bins, water meters, etc.).

The economy of the City of Trikala and the regional unit of the same name are characterized by a high proportion of primary sector (agricultural) activities; the produce from the area is well-regarded and includes fruits and vegetables, cotton, cattle, and other foodstuffs. In addition, the dairy industry is well-developed. The agricultural sector accounts for the relative predominance of primary and secondary sector activities, which are both higher than the national average (primary: 6.85% compared to 3.69% for Greece as a whole; secondary: 17.63% compared to 13.83%); as a consequence, the service sector is less dominant compared to the national average (75,52% compared to 82,48%). Unemployment reached a high of 20.4% in 2016, and has been since decreasing; in 2019, unemployment was 18.9%, which is higher than the Greek average of 16.8%.⁴⁷ Nevertheless, the population of the city grew by nearly 20% between the 1991 and 2011 censuses for a net gain of approximately 10,000 residents. It is one of the most strongly growing cities in the country. In the region of Thessaly, while men slightly outnumber women in the age groups 0-19 and 20-39 (48.9% and 48.3% women respectively), in the older age groups (40-59 and 60+), women outnumber men (51.1% and 53.4%, respectively).

⁴⁷ https://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment_statistics



Gender equality is becoming a more important and visible part of Greek society. Most public universities in Greece now offer courses in gender studies. The Panteion University in Athens hosts a Centre of Gender Studies in its department of social policy, and the Aristotle University of Thessaloniki and University of the Aegean both offer masters programs in gender. Nevertheless, strong disparities persist, especially with regard to equal power sharing and women's participation in the labour market. Just 20% of the 300 representatives in the Greek Parliament are women, while of the 21 positions held by Greece in the European Parliament, only five (23.8%) were held by women. On a regional level, there is only one female regional mayor (of 13 total), while on the municipal level there are only 19 female mayors (a proportion of 5.7%). In December 2018, unemployment for women in Greece was 23.1%, compared to 14.1% for men,⁴⁸ and only 24.2% of the active businesses in Greece were run by women. In the ICAP's primary survey on women's leadership 2018, women in Greece named family responsibilities (72%) and gender biases (59%) as the two biggest obstacles to professional development.⁴⁹

Gender equality is enshrined in the Greek constitution.⁵⁰ In addition, there are also a range of national laws to address particular aspects of gender equality, including:

- **Law 3500/2006** "For combating domestic violence"
- **Law 3769/2009** "Implementation of the principle of equal treatment for men and women in terms of access to goods and services"
- **Law 3869/2010** "Implementation of the principle of equal opportunities and equal treatment for men and women in matters of employment and occupation"
- **Law 4531/2018** "Ratification of the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention)"
- **Law 4604/2019** "Promoting Substantive Gender Equality, Preventing and Combating Gender-Based Violence"

This final law in particular is very promising, as it attempts to incorporate a gender perspective into Greek public budgets for the first time.⁵¹

Greece has developed an implementation plan for gender equality on a national level, the "National Action Plan on Gender Equality 2016-2020" (NAPGE). The plan builds off of the National Programme for Gender Equality 2010-2013 and gives specific attention to issues which came about as a result of the economic crisis. The NAPGE is organized around six thematic axes: Social inclusion of women facing multiple discrimination, Combating violence against women, Labour market and the reconciliation of professional and family life, Education, training, stereotypes, media, culture and sports, Health, and Equal participation in decision-making. There are a number of accountability mechanisms at the various policy levels. On a national level, the General Secretariat for Family Policy and Gender Equality

48 Source: 19th E-bulletin of the Observatory of the General Secretariat for Family Policy and Gender Equality (G.S.F.P.G.E.).

49 Source: 21st E-bulletin of the Observatory of the General Secretariat for Family Policy and Gender Equality (G.S.F.P.G.E.).

50 <http://www.isotita.gr/nomothesia/ethniki-nomothesia/>; <http://nomothesia.isotita.gr/>; <http://www.isotita.gr/nomothesia/ethniki-nomothesia/>; <http://womensos.gr/en/nomothesia-5/>

51 <https://eige.europa.eu/gender-mainstreaming/countries/greece>



(GSFPGE) in the Ministry of Labour and Social Affairs and the Greek Ombudsperson⁵² are responsible for ensuring compliance to gender equality laws and regulations. Furthermore, Article 9 of Law 4904/2019 provides for the creation of a National Council for Gender Equality. On a regional level, each regional unit has its own committee and independent office for gender equality.

In the last decade, the Municipality of Trikala has made serious efforts to incorporate a gendered perspective into their local policies in accordance with the NAPGE. The establishment of the Counselling Centre for Women Victims of Violence in 2013 was the first important step in this direction. In 2017, the municipality signed the “European Charter for Equality of Women and Men in Local Life,” making a formal public commitment to the principle of equality of women and men and to the implementation of the commitments set out within the Charter.

Further political commitment to gender equality is reflected in the mayor’s choice to appoint women to decision-making and leadership positions in both local government and municipal services. At present, the president of the city council is a woman, 3 of the 8 deputy mayors are women and 6 of the 10 directors of municipal services are women. At a local level, the Social Welfare Directorate and Social Policy and Public Health Department of the Municipality of Trikala are responsible for gender equality and gender-based violence issues and structures (for example the Counselling Centre for Women). Furthermore, the Deputy Mayor for Social Welfare is responsible for gender equality implementation and policy. The Counselling Centre for Women in particular has been an important actor in promoting the visibility of women’s issues and violence against women in the city. They have good experience in events, seminars, media and social media campaigns, workshops, and other awareness campaigns and will be an active partner in this network.

Focus: Introducing a gendered perspective into urban planning for safety and to raise awareness for gender issues

The City of Trikala is interested in introducing a gendered perspective into urban planning, which could include a range of activities, including: co-creation activities and education about gender equality, temporary and/or pop-up interventions in visible and/or problem areas such as the train station and one of the bridges in the centre of town, integration with the smart city program, and awareness programs for gender equality. These topics were discussed in detail at the partner visit on 16 January 2020.

⁵² <https://www.synigoros.gr/?i=equality.el>

The city was able to bring together an impressive group of stakeholders for their **URBACT Local Group**, who took part in the analytical workshop during the partner visit, including:

- The Deputy Mayor for Social Welfare,
- The Social Welfare Directorate of the Municipality,
- The Counselling Centre for Women Victims of Violence,
- The Technical Services Directorate of the Municipality,
- The Smart City Department,
- E-Trikala S.A., Trikala's Municipal Development Agency,
- The Volunteers Group "E-ethelontes,"
- The Social Solidarity NGO "Syn-eirmos,"
- The local Office for Combating Domestic Violence at the Local Police Department,
- The Centre of Prevention and Social Intervention,
- The Chamber of Commerce, and
- The Directorate of Secondary Education.

Also, the (national) Research Centre for Gender Equality (KETHI, supervised by the Ministry of Labour and Social Affairs) has been invited to take part in the ULG. Trikala's **URBACT Local Group Coordinator** is Eleftheria Tziouvara, legal advisor to the Counseling Center for Women Victims of Violence and Multiples Discriminations of the municipality. Ms. Tziouvara has broad experience in networking with local stakeholders and planning actions in order to highlight gender equality issues.

The active participation in the workshop demonstrates the Trikala stakeholders' very high motivation. The discussion focused on the implementation of a combination of hard and soft measures to increase the visibility of gender equality in the city. These include both educational and awareness-raising campaigns and physical interventions in public space. These physical interventions seek to both improve the safety in particular problem areas such as near the train station, but also raise the visibility of gender issues in central parts of the city, such as at one of the bridges.

The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.



SWOT analysis of the current situation in Trikala

Strengths

- Political support
- High level of know-how of stakeholders
- Legal framework
- Municipal dedicated structure for gender equality
- Engage the authorities from an early stage
- Cooperation & a lot of stakeholders
- Safety for women in the city

Weaknesses

- Lack of participation in politics
- Lack of information on gender equality issues
- Lack of stability of the decision makers
- Gender norms and resistance
- Bureaucracy in implementation plans
- Many areas that need interventions
- Cooperation & a lot of stakeholders
- Budgeting maintenance
- Publicity and feedback in the local society

Opportunities

- Change of mentality
- Innovate for gender mainstreaming
- Reduce violence against women
- Cultural development
- Investigative EU funds
- Development of two specific areas-regions of the city
- Co-creation workshops
- Good example (practice) for other Greek cities
- Find sponsors to support the budget
- Safety for women in the city

Threats

- Bureaucracy
- Lack of budget
- Non-accountable results
- Cost of the program
- Lack of involvement of the community (children, citizens) in the decision making
- Technical issues that can make the implementation of the service difficult
- Budgeting maintenance
- Publicity and feedback in the local society

Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus one “aspirational” topic, which they would like to make steps towards but is too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.

Trikala: Prioritization & Next steps

- More safety for women in the city
 - Choice of the suitable area for the urban intervention
 - Inform police about the problem
 - Import / check good practices from the EU-USA on police action
- Change of mentality
 - Dissemination and promotion of the action, the purposes and the targets of the network and publicity of the local urban intervention (Implementation Plan) in the local and national Mass Media (campaigns, posters, TV and radio spots etc).



- Raising awareness of the services that are involved with the project; Specialised / customized awareness campaigns for each target group
- Interventions in early education (young school children)
- Development of specific areas (train station + river)
 - Lighting in the area
 - Survey to identify the needs/objectives
- Lack of information on gender issues
 - Actions for sensitizing the citizens
 - Media promotion (Social media, radio, TV, newspapers, local magazines)
 - Creation of a public commission for equality
 - Meetings of stakeholders in order to inform each other and exchange knowledge
 - Participation on electronic platforms, public dialogues, and special advisory centres
 - Publicity on gender issues and relevant structures & children's education.
- Lack of participation in politics
 - Immediate implementation of the existing legal framework (laws) about gender mainstreaming, gender equality etc, for example the establishment of a committee for the implementation
 - Motivations for the participation of women
 - Obligatory equal participation of men and women in politics
- Lack of budget
 - Funding tools – European programmes
- Reduce violence against women
 - Education and publicity
- ASPIRATIONAL: Bureaucracy
 - Better cooperation of involved services and associations
 - Involve decision-makers from early stages

Conclusion: Overall assessment and Small-Scale Action

An IAP on gender equality in Trikala has the potential to consolidate and promote existing nascent work in gender issues in the city and can link up with the local implementation of the national plan on gender equality (NAPGE); the potential for change is high. Sufficient political support, funding, and personnel are available and the potential for successful completion and implementation of an IAP is very good. The ULG is composed of a wide range of stakeholders, including a number of high-level political appointees and administrative employees, who demonstrate a high level of commitment to the topics and the work in the IAP process. During phase 2, Trikala is considering temporary architectural interventions on one of the bridges over the Lithaios river as their **Small-Scale Action** (see also Table 7). Through the SSA, Trikala wants to increase the visibility of women's issues and reformat spaces to better suit the needs of women as a first step toward the promotion of gender equality in a wider way in the city.



Umeå

Umeå (population 128,587) is the regional centre of and largest city in northern Sweden. The city has a phenomenal growth rate; Umeå has gained an average of 1,000 new residents every year for the last 50 years and its population has doubled in the past 40 years. About one in four of these residents (32,000) is a student at the local university, the University of Umeå, which also contributes to the low average age of the population (38, compared to 41 in Sweden as a whole).

Umeå also has the largest labour market in the region. According to official statistics, 700-800 new businesses are started here every year. Employment in private trade and industry has grown by more than 30 percent in 10 years and has today overtaken the public sector in terms of the number of people employed. Among large public employers are the municipality and the region, but also the university, which makes the education sector more predominant than in other Swedish cities. The largest private employer is Volvo. Umeå is home to many growing companies, mainly in the fields of biotechnology, medicine, IT, the environment and energy, and modern forestry and engineering industries. Six of Umeå's export companies each have an annual turnover of more than a billion Swedish kronor.

The labour market participation of men and women in Umeå is about the same (79% and 78%, respectively), however even here labour market segregation and resultant pay gaps remain a challenge. 57% of employed women work in the public sector (for example in care or teaching), while only 21% of men work in this sector. Furthermore, the average annual income for women lags behind that of men (276,000kr versus 334,000kr). However, Umeå is proud to highlight that they have made a concentrated effort to reduce disparities in the labour market. These efforts have been moderately successful, though there is still work to be done.

Umeå and the northern region rank number 1 of 272 on the European Union Social Progress Index, a quality which is reflected in the labour market, urban planning, and city administration as a whole. This characteristic is supported by the constant influx of new ideas and approaches which newcomers bring with them. 60% of Umeå's residents were not born there, in addition, 10% of the population were born abroad; the largest immigrant groups hail from Finland, Iraq, Iran, Somalia, Germany, China, and India. Gender equality is deeply embedded in all levels of Swedish policy and law. On a national level, gender mainstreaming is the norm and an integrated part of all realms of policy, from social services to pensions to the labour market. Of particular note on a national level is the Discrimination Act of 2008,⁵³ which combats discrimination and promotes equal rights and opportunities regardless of sex, transgender identity or expression, ethnicity, religion or other belief, disability, sexual orientation, or age.

53 <https://www.government.se/information-material/2015/09/discrimination-act-2008567/>

The overall policy goal of gender equality work in Sweden is for women and men are to have equal power to shape society and their own lives. This goal is composed of 6 dimensions:

1. Gender equal division of power and influence
2. Economic gender equality
3. Gender equal education
4. Gender equal distribution of unpaid housework and provision of care
5. Gender equal health
6. Men's violence against women must stop

The municipal parliament of Umeå has adopted the same goal and taken steps to ensure its implementation. The city of has dedicated human resources and earmarked funding to work with gender equality; the position of gender equality officer has been around since 1989 and since expanded beyond only one position. These employees are located within the urban planning department and work both for the promotion of gender equality in the city's built space and in cooperation with other departments in the promotion of goals related to gender equality in the city. Their approach, the Gendered Landscape, was distinguished as an URBACT good practice in 2017 and was the motivation for the creation of this network.⁵⁴ The city signed the CEMR charter in 2008 and there is a high political commitment as well as established institutions for addressing gender equality, including a gender equality committee in the elected municipal parliament. This committee, which was created in 1978, initiates, examines and follows up on gender issues, develops strategies and raises consciousness about gender equality both internally and externally.

It should therefore come as no surprise that the city has a strategy for working with gender equality which is the main implementation tool for achieving the municipality's overall gender goal and the tenets of the CEMR charter. Furthermore, the strategy offers help for gender mainstreaming analysis and serves as a guideline for the city administration. Gender equality is understood as a fundamental component of social sustainability in Umeå; therefore, all decisions made by the city council are required to have a gender analysis. It is the task of the aforementioned gender equality committee and structures in both the political and administrative systems to ensure compliance. The committee also has a small budget (about 80,000 EUR per year) to hire consultants, produce materials, have panel discussions, and so forth; this activity budget helps to make the work of the committee visible both within political and administrative structures and for the wider public.

This work with gender equality is supported by the statistics and analysis unit within the city hall which develops and shares gendered data. All data about people on a local level is gender segregated and the data categories are nuanced and detailed. This information feeds into all planning and urban development projects. Knowledge of how women and men live their lives is crucial in order to plan a city for everyone and this data is expected to be given consideration. For example, knowledge of how travel patterns differ between women and men and where large female dominated or male dominated workplaces are located is taken into account when planning public transportation routes.

⁵⁴ <https://urbact.eu/gender-equality-heart-city>



Focus: Exploring the intersection of gender equality, urban innovation and smart cities

Umeå has two overall goals: to grow sustainably to 200,000 people by 2050 and to ensure that women and men have equal power to shape society and their own lives. The gender equality officers of the city of Umeå, who are the lead partner in this project, want to examine the intersection of these two goals and the current development of a smart city strategy in the city. In a workshop on 11 December 2019, stakeholders examined in what way a gender equality perspective could be applied in the processes of finding new, innovative solutions to urban challenges.

The strategy to grow sustainably to 200,000 people by 2050 involves a range of priority axes, including investment in parks and public spaces, improving the co-creation of spaces through innovative citizen engagement, linking neighbourhoods together and creating variety through mixed use, a competitive, dense public transport system, and the further development of the bike path system, to name a few. The city is currently involved in an EU project about smart cities which complements this strategy called Ruggedised.⁵⁵

Participants in the workshop highlighted a number of gaps/needs, for example the frequent gender blindness of technological and technocratic solutions to urban problems. Also, the public perception in Europe of Sweden as progressive can hinder actual progress. Despite the wealth of policies for gender equality, the translation to the level of everyday life remains challenging. Furthermore, while it would be fully politically incorrect to actively resist gender mainstreaming policy in Sweden, passive resistance is more widespread than many might want to admit. This is to say: gender mainstreaming is an ingrained part of the strategy on the document level, but may not always find actual implementation.

Umeå's **URBACT Local Group** is made up of:

- Umeå University, including participation from Umeå Centre for Gender Studies, external relations office, and school of architecture / design
- Gender equality officers from the County Administrative Board of Västerbotten (Länsstyrelsen – regional authority responsible for ensuring that national policy is implemented in the county and for coordinating government activities)
- Gender equality officers from Region Västerbotten (regional authority responsible for health care and regional development)
- RISE, a state-funded non-university research institute,
- NGOs working with gender equality,
- Local businesses, and
- The city administration, including participation from the planning, marketing and business, strategic planning, streets and parks, and environment and health departments.

Umeå's **URBACT Local Group Coordinator** is Annika Dalén, gender equality officer at the municipality of Umeå, who possesses all the skills and experience necessary to moderate group deliberation processes and guide the successful co-development of an IAP.

The participants used a SWOT (strengths, weaknesses, opportunities, threats) analysis to examine the current situation.

⁵⁵ <https://ruggedised.eu/home/>

SWOT analysis of the current situation in Umeå

Strengths

- Previous work with gender equality and a norm-critical perspective
- Seasonal change
- High quality public spaces
- Gendered power perspective
- No direct or open resistance to gender equality
- Knowledge base in Umeå (university and research)
- Good at testing new methods and openness to new ideas
- Political commitment
- Good existing structures and cooperations
- Good knowledge among actors working with innovation

Weaknesses

- Constant lack of resources -> time and money. Resources only for projects
- Lack of tools / methods and how to create an understanding of the issue
- Worries that technology will get damaged -> preconceived notions?
- Lack of trust in public
- Lack of awareness
- Lack of intersectionality
- Perception of Sweden as progressive -> could be a barrier to improvement
- Need to get better at including a norm-critical perspective in gender equality work
- Funding for one year at a time – budget planning vs. real planning
- Public perception of space and feelings of empowerment and entitlement

Opportunities

- Engaged citizens
- Lots of funding
- Prioritization of high-quality public spaces esp. because of growing population and densification
- Population in Umeå constantly changing
- Sense of urgency -> everyone wants to work with smart cities
- Smart city village -> Understanding the structure of the region
- Beginning of the discourse / paradigm shift
- Good existing structures and cooperations
- Good knowledge among actors working with innovation
- Political changes and organizational steering
- Smart city debate is very broad
- Lots of projects already. Competition for personal resources, lots of opportunities, but also a risk of invisibility

Threats

- Sense of urgency -> want to work too quickly!
- Debate remains academic -> not on an applicable / implementation level
- End up “doing the documents”
- Resistance and lack of understanding
- Passive resistance/disinterest
- “Troubled areas” - need to address crime prevention and violence prevention due to socioeconomic differences etc.
- Right-wing populism as a threat to gender equality / norm critical work
- Funding for one year at a time – budget planning vs. real planning
- Public perception of space and feelings of empowerment and entitlement
- Political changes and organizational steering
- Smart city debate is very broad
- Lots of projects already. Competition for personal resources, lots of opportunities, but also a risk of invisibility

Following the SWOT analysis, the workshop participants selected which topics they considered most relevant to work on in the context of the URBACT Integrated Action Plan, plus one “aspirational” topic, which they would like to make steps towards but is too large or comprehensive to tackle in two years. Their selection and the next steps that they identified for them are outlined in the following list.

Umeå: Prioritization & Next steps

- Sense of urgency
 - Find a way to make sure that gender is included in project application and planning phases
 - Identify openings and possibilities and prioritize among them
- Lots of projects
 - Inventory: what projects are available, what are they doing and how do we collaborate?
 - Map of existing projects and upcoming projects. Identify possible cases within existing and new projects. Implement norm-critical and gender perspective into existing projects
- Public perception of space and feelings of empowerment and entitlement
 - Geographical blindness. Investigate the facts. Analyse the difference between perception and reality
- Lack of tools and methods
 - Identify recurring questions / challenges among personnel and compile basic methods to manage them. Implement education in order to ask the “right” questions
 - There is no lack of methods – maybe collect and adapt existing tools and methods
 - Adapting existing tools to innovative smart public spaces. Time to test and improve existing tools for both norm-critical and gender applications.
- “Doing the documents rather than doing the doing”
 - Responsibility for doing the doing. Who? When? Mandate!
 - Broad participation among all the stakeholders with true responsibility. Actions grounded with a timeline, personnel, and budget. Concrete goals beyond just increasing knowledge
- Lack of trust in public
 - Invite the public early on, for example in focus groups about concrete / clear matters
 - Include in upcoming topics on innovation -> city of Umeå website
 - Map budget allocations according to districts / inhabitant
- ASPIRATIONAL: Passive resistance
 - Co-learning with other cities
 - Strategic and systematic work to overcome the resistance (taking turns and stand up for each other)

Conclusion: Overall assessment and Small-Scale Action

Umeå's IAP will dovetail directly with their extensive existing work on gender equality. Sufficient political support, funding, and personnel are available and the potential for successful completion and implementation of an IAP is excellent. As the work on gender equality in the municipality is already at a very high level, Umeå will use their IAP process to explore a topic which has not yet been analysed from a gendered





perspective: smart cities. The potential for change on a local level and capitalisation beyond the APN are both very high. During phase 2, Umeå is considering an intervention in public space that highlights the gendered dimensions of the smart city concept as their **Small-Scale Action** (see also Table 7). Through the SSA, Umeå wants to make the invisible gender-blindness of smart city concepts visible as a first step toward promoting gender equality in these policies.

Looking ahead to phase 2

In the activation phase of Phase 2, the partners will revisit the needs and next steps identified during the partner visits in order to concretize the objectives, indicators, and expected results for their Integrated Action Plans and how these will link to exchange and learning activities on local and network levels. The Gender Mainstreaming Analytical Framework developed for this project (mentioned at the beginning of this chapter) will serve as a basis for the development of the IAP and the IAP roadmap. Furthermore, there is a wealth of existing indicators (for example from the Reference Framework for Sustainable Cities⁵⁶ or the CEMR Charter⁵⁷) which can be easily adapted and incorporated into the IAPs and IAP roadmaps to track progress. Resources from the EIGE, such as the four-step cycle of gender mainstreaming and its associated tools mentioned in the state of the art, will also be used. The EIGE will be invited to take part in the peer review process for the IAP drafts in September 2021.

Each of the partners has existing plans, strategies, and measures which their respective IAPs can “dock on” to. The work completed during the partner visits and in the network meetings has set a good groundwork both for the transnational exchange and learning activities and work on a local level. There will be dedicated sessions in the Transnational Exchange & Learning activities about moving from policy to action and measures to promote implementation, including linking with the respective managing authorities and strategically positioning and promoting the IAPs for ERDF and ESF funding.

Furthermore, as part of phase 1, each of the partners has considered a hypothesis that they want to test through a Small-Scale Action (listed in Table 7). The Small-Scale Actions proposed in this network represent a wide range of different approaches and tactics with an equally diverse range of intended impacts, from increasing visibility to capacity building in the wider municipality. This breadth of approaches offers an additional added value, since the partners have the opportunity to learn from and help co-create each other’s interventions (for example through the peer review process). Thus, the Small-Scale Actions present a highly synergetic potential for learning and capacity-building among the partner cities and, through the multiplier effect, their wider regions and beyond.

Finally, the tools and knowledge developed in this network (the Gender Mainstreaming Analytical Framework, the results of the Transnational Exchange & Learning, the IAPs, and the various communications outputs) present a good jumping off point for the creation of the final network product. The GenderedLandscape Action Planning Network seeks to extend the scope of its impact beyond the seven partners and their regions; the partnership is currently considering a Gender Mainstreaming Toolbox for cities as their final network product.

⁵⁶ <https://www.ccre.org/activites/view/25>

⁵⁷ <https://charter-equality.eu/methods-and-evaluation/analyse.html>

Synthesis and Methodology

Seven partners with very different starting points

The GenderedLandscape network is made up of a diverse range of cities and municipal institutions with an equally diverse range of challenges. Not only is the partnership made up of cities of a wide range of sizes, but also with very different population dynamics (Table 1).

Table 1. Snapshot of the seven partner cities

	Celje	Trikala	Panevėžys	Umeå	La Rochelle Urban Community	Frankfurt am Main	Barcelona
Population	50,648	81,355	87,202	128,587	169,732	746,878	1,602,386
Population dynamic	→	↑	↓	↑	↑	↑	↑

Each of the partners has some sort of gender equality legislation on a national level, though the vertical integration through to the municipal level remains difficult, in particular in small to medium-sized cities (which make up the bulk of the partnership). Here, local political support in the form of a supportive mayor or council person is often the key to success. Nevertheless, as stated in the policy analysis, while there is a large amount of policy, implementation and accountability remain the main challenges, both in the public and the private sectors.

The cities also vary widely in the resources that they have available to them. Whereas larger cities like Barcelona and Frankfurt am Main have well-funded institutional structures tasked with working on gender equality, other cities such as La Rochelle & Panevėžys lack dedicated structures. In other cities, such as Celje or Trikala, gender is housed under the wider umbrella of social issues. Size alone is however not the only indicator of dedicated structures, funding, and personnel. The example of Umeå demonstrates the effect that true mainstreaming - in the sense of normalisation - can have to change governance structures on a municipal level. This city, which is one of the smaller ones in the partnership, has dedicated employees and funding for gender equality and gender mainstreaming on both local levels.

All of the partner cities report challenges in implementing gender mainstreaming and working towards gender equality. Sexism and gender bias remain entrenched issues, as does policy uptake in the private sector. Partners such as Trikala & Panevėžys report that traditional gender norms remain the standard and in socially liberal countries such as Germany and Sweden, populism has caused a resurgence of traditional norms. Even cities which are relatively advanced in their work in gender mainstreaming such as Barcelona, Frankfurt am Main, and Umeå report problems in policy implementation, accountability, and both passive and active resistance to norm-critical gender work. Gender equality is still regarded as an “extra” or “special” topic, attesting to the fact that de facto mainstreaming is still to be achieved. Gender



issues are often deprioritized in favour of “more important” topics - a challenge shared by all the cities in this partnership. The importance of gender equality and gender mainstreaming is simply not clear to decision-makers, or it is written off as a “minority interest.”

Interestingly, those partners with the least official or formalised structures and experience working with gender equality (in particular Trikala, Panevėžys, and La Rochelle) had a much more optimistic view of potential progress and the benefits that a gendered perspective could bring to their communities. Stakeholder engagement in all seven cities is high and the sectoral diversity of the stakeholder groups is generally good. One of the main challenges for the partners will be to understand who is not at the table, why they are not there, and what their role(s) in gender mainstreaming strategies could be. After all, those stakeholders who are involved in the process have already understood the importance of gender mainstreaming and gender equality policy - for true uptake, it will be important to “convince” those who would deprioritize or dismiss the topic as “less important” than other things.

Returning to the Gender Mainstreaming Analytical Framework and the Gender Equality Index

During the partner visits, the partners and their local stakeholders were asked to analyse and critically reflect on their available resources and challenges and prioritise which topics they consider to be the most important for an Integrated Action Plan. This information has been summarised following the gender mainstreaming analytical framework introduced at the beginning of the partner profiles chapter in Table 2 below.





Table 2. Summary of the partners' available resources and challenges following the gender mainstreaming analytical framework

Partner Name	Available resources (policy, funding, existing action plans, political support, etc.)	Challenges
Barcelona Activa SA	<ul style="list-style-type: none"> Well-established structures & political commitment Well-funded mandate & dedicated personnel Existing programmes and strategies such as the Lidera Strategy and the Gender Justice Plan Large number and diverse range of stakeholders Good understanding of the problem and a rich data basis 	<ul style="list-style-type: none"> Lack of accountability among private sector actors in applying gender equality laws Lack of female role models in tech sectors and leadership positions Cultural gender biases & sexism Challenges with intersectionality
Celje	<ul style="list-style-type: none"> Only city in Slovenia with a dedicated social institution Wide range of existing activities and programmes for women Gender equality principles well implemented in the public sector Good amount of quantitative data High level of political support Existing pilot programme for the social activation of vulnerable groups 	<ul style="list-style-type: none"> Difficulty reaching low-income and socially deprived target groups Low uptake of gender equality policy in private sector Loss of skilled workers to nearby better-paying labour markets (i.e. Austria) Non-formal education is the best way for women to change fields or re-enter the workforce, but these trainings are often not officially recognized
Frankfurt am Main	<ul style="list-style-type: none"> Well-established structures & political commitment Well-funded mandate & dedicated personnel Existing programmes and strategies already addressing the problem Good cooperation in a variety of partnerships with private and public institutions 	<ul style="list-style-type: none"> Heavy reliance on existing partnerships and cooperation partners Fragmentation and non-commitment on the political level (magistrate) Large amount of material on gender and gender equality but none of it is compulsory Difficult to bridge the gap between theory and real life Stereotypes serve social, political, and economic functions Lack of diversity and representation in the city administration Right-wing populism / traditional values are a threat to combating gender stereotypes Lack of intersectionality
La Rochelle Urban Community	<ul style="list-style-type: none"> Interest in and political commitment to gender issues are increasing Good data basis Committed stakeholders from the private and public sectors who are used to working together Existing programs and projects are a promising start 	<ul style="list-style-type: none"> No dedicated gender equality structures on an administrative or political level No previous experience working with gender or gender equality Horizontal cooperation within the administrative body (integrated approach) is not well developed Relative immobility of population - entrenched paradigms and power structures Economic and other barriers to training Lack of career guidance and information for parents and young people



Partner Name	Available resources (policy, funding, existing action plans, political support, etc.)	Challenges
Panevėžys	<ul style="list-style-type: none"> • Very motivated stakeholders from the private sector • Existing EU cooperations on gender equality provide a promising starting point • Changes and new developments in the city (marketing strategy, new cultural centre) provide lots of opportunities for incorporating a gendered perspective • Existing programs and structures (Robolabas robotics lab, sports and cultural infrastructure) offer potential cooperations 	<ul style="list-style-type: none"> • No dedicated gender equality structures, funding or personnel on an administrative or political level • Sexism and gender biases are deep-rooted in society and work life • Lack of visibility of gender issues • Lack of role models in politics, business, and leadership positions • Political support is limited
Trikala	<ul style="list-style-type: none"> • National implementation plan on gender equality • Strong political support and interest on a local level • Diverse range of committed stakeholders • Well-developed local structures and institutions (i.e. counselling centre for women, community centre) • General openness for gender issues • Good experience with public relations campaigns 	<ul style="list-style-type: none"> • Sexism and gender biases are deep-rooted in society and family life • Lack of accountability • Municipality faces a large number of other challenges (for example high unemployment) • Gender norms and resistance • Lack of women in decision-making positions, in particular in politics
Umeå	<ul style="list-style-type: none"> • High quality and amount of previous work on gender equality • Gender equality implementation plan • Mandatory gender analysis of policies in the city • Dedicated structures, funding & personnel • High visibility of the issue • Very good statistics • Good existing structures and cooperations • High population fluctuation - openness for new ideas among the city's wider population 	<ul style="list-style-type: none"> • Passive resistance / disinterest • Lack of implementation and accountability • Relatively small number of stakeholders • Difficult to bridge the gap between theory and real life • Right-wing populism is a threat to gender equality / norm critical work • Competition for resources (personnel, funding) due to a large number of projects • Lack of intersectionality • Short-term budget planning makes long-term change difficult

Each of the partners brings a different set of resources and challenges to the partnership. However, the synthesis and Table 2 outline a number of challenges which are shared among the partners, including:

- Lack of accountability among political and private sector actors, including a generally poor uptake of gender equality principles in the private sector,
- Cultural gender biases & sexism, including both passive and active resistance and resistance to gender equality work, especially from right-wing political parties,
- Difficulties translating gender equality policy from an academic and theoretical topic to “everyday life,”
- Challenges in incorporating intersectional perspectives and reaching vulnerable and deprived target groups,
- Difficulties bridging the gap between policy and implementation, and
- A lack of role models and low visibility of gender equality issues.

The seven partners' diverse range of starting points, challenges and local situations is also exemplified by a side-by-side comparison of their gender equality index values over time (Figure 5).

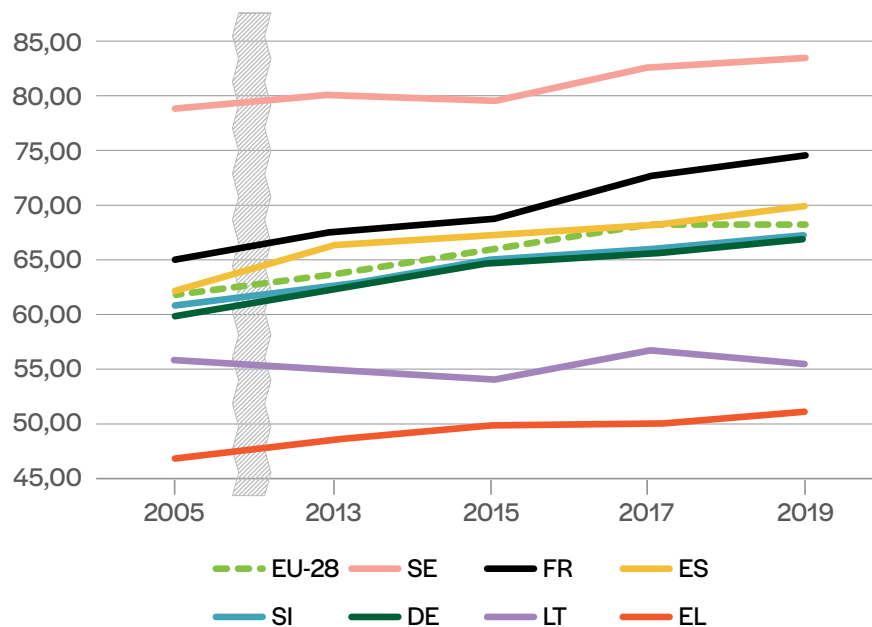


Figure 5. The development of the network countries' Gender Equality Index 2005–2019.

As outlined in the policy analysis, the Gender Equality Index scores are aggregated from six core domains: work, money, knowledge, time, power, and health. While the aggregated scores seem to paint a drastic picture of very different situations, the difference in the partner countries' Gender Equality Index scores can actually be largely explained by the core domains time and power, where the values diverge the most (Figure 6).

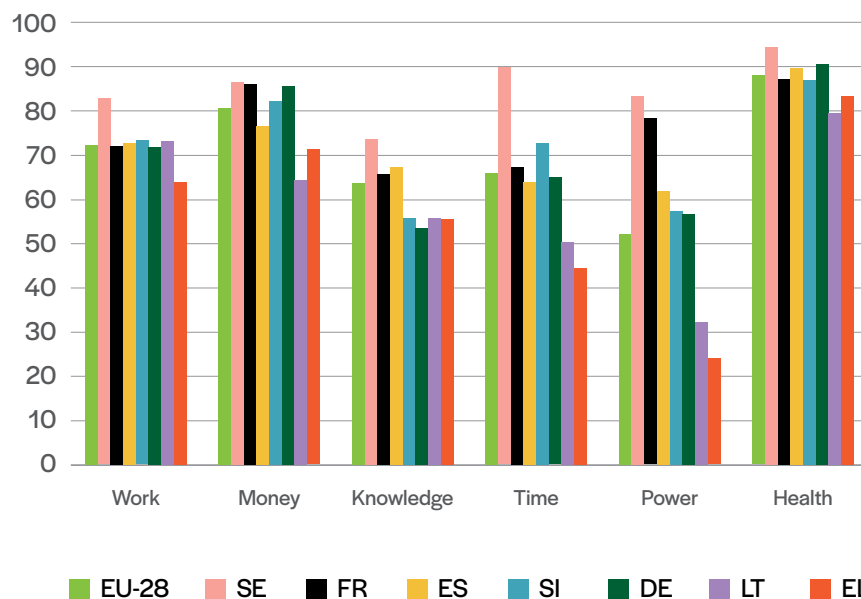


Figure 6. Comparison between the network countries' scores in the core domains of the Gender Equality Index 2019.

Network topics and subtopics

Table 3. Main policy challenges that each partner wants to address in their ULG.

Partner Name	Main policy challenge(s) to be addressed by the ULG
Barcelona Activa SA	Increasing support for female entrepreneurs and intrapreneurs; Engaging more local stakeholders in the women entrepreneurship ecosystem
Celje	Activate long-term unemployed women to work in the care of elderly women at risk of social exclusion and poverty
Frankfurt am Main	Raising awareness for and combating gender stereotypes
La Rochelle Urban Community	Incorporating a gendered perspective to solve the mismatch between offer and supply in the labour market and increase female employment rates overall
Panevėžys	Adopting a gendered perspective in urban planning for a smart, safe and attractive city
Trikala	Introducing a gendered perspective into urban planning for safety and to raise awareness for gender issues
Umeå	Gender equality, urban innovation & smart cities: In what way could a gender equality perspective be applied in the processes of finding new, innovative solutions to urban challenges?

Over the course of phase 1, the partners were asked to define a main policy challenge that they would like to concentrate on in their ULG work in the course of this network (Table 3). These topics were analysed during the final network meeting in Brussels (for example during the co-learning marketplace, Table 5), during which the project partners explored and defined the concrete subtopics which will be the focus of the translational exchange and learning activities. The partners' specific learning needs and questions were clustered into topics, which themselves can be thematically grouped (Table 4).

Table 4. Topical clustering within the network.

Women in the labour market & training	Gender mainstreaming in urban planning	Gender mainstreaming in urban policy	Cross-cutting topics
Role of companies + employers	Urban planning	Politics	Intersectionality
Labour market segregation	City branding + sustainability	Translating policy into action	The role of men
Women in companies	Smart cities	Inspiring others in the municipality	Mentality + visibility
Empowerment + labour market integration	Safety + Violence	Stakeholders	Stereotypes

Women in the labour market and training explores topics surrounding female entrepreneurship and labour market segregation, and seeks to involve a wider range of stakeholders in the discussion, including human resources departments and municipal departments responsible for public procurement. This topical cluster also explores

the role of the municipality in these questions: what is or could be the role of the city administration in a gender balanced workforce? What benefits (for example in city branding and attractiveness) could strong gender policies play for the strategic positioning of a city from an integrated point of view?

Gender mainstreaming in urban planning seeks to (further) develop a gendered perspective in the planning and transformation of the built urban fabric. This topic demonstrates strong crossover with Women in the labour market and training with regard to the question of sustainability, gender, and city branding. Furthermore, this topical cluster wants to examine the emerging smart city paradigm from a gendered perspective for the first time.

Gender mainstreaming in urban policy explores the implementation of the wealth of policy described in the state of the art and the role that advocacy and storytelling can play in bridging the gap between paper and real life. This cluster will concentrate on how to move toward de facto gender mainstreaming – that is, the understanding of gender as an integrated, cross-cutting topic which is an integral aspect of all parts of the city and its services – including exploring the activation of more and less like-minded actors.

Finally, **cross-cutting topics** describes a range of topics which are relevant for the three previously-described topical clusters and gender mainstreaming as a whole. These topics explore framework conditions for and potential blind spots in the promotion of gender mainstreaming which can help or hinder work on gender equality in cities.

Two points should be highlighted:

1. All four thematic clusters touch on a wide range of topics, from occupational training to city branding, from safety to stereotypes, which lends them all well to being addressed through an integrated approach. Furthermore, an inclusive multi-stakeholder approach is explicitly built into the topical work in this network, not only in the ULGs but also in the choice of topics (i.e. inspiring others in the municipality, intersectionality).
2. While each partner's IAP will concentrate on a specific policy challenge, there is a large amount of overlap in the learning needs and interest among the network partners, as exemplified by the results of the co-learning marketplace method described below. Put another way: while each partner will concentrate their work in their respective IAP on only one topic, the potential (and desire) for learning about other topics within the network is very high, a fact which has influenced the design of the methodology.

In the network's final phase 1 meeting, the partners were asked to identify their specific learning needs, as well as resources such as good practices, skills, and expertise that they bring to the consortium or are aware of. The results of this workshop, the co-learning marketplace, are listed in Table 5.

The results of the co-learning marketplace will serve as both a resource for the network, in particular in planning the inputs for the transnational exchange and learning activities, and as a gauge of learning and capacity-building attainment at the end of phase 2. These resources and those that will be added over the course of phase 2 could also be included in an annex to the final network product.



Table 5. The co-learning marketplace

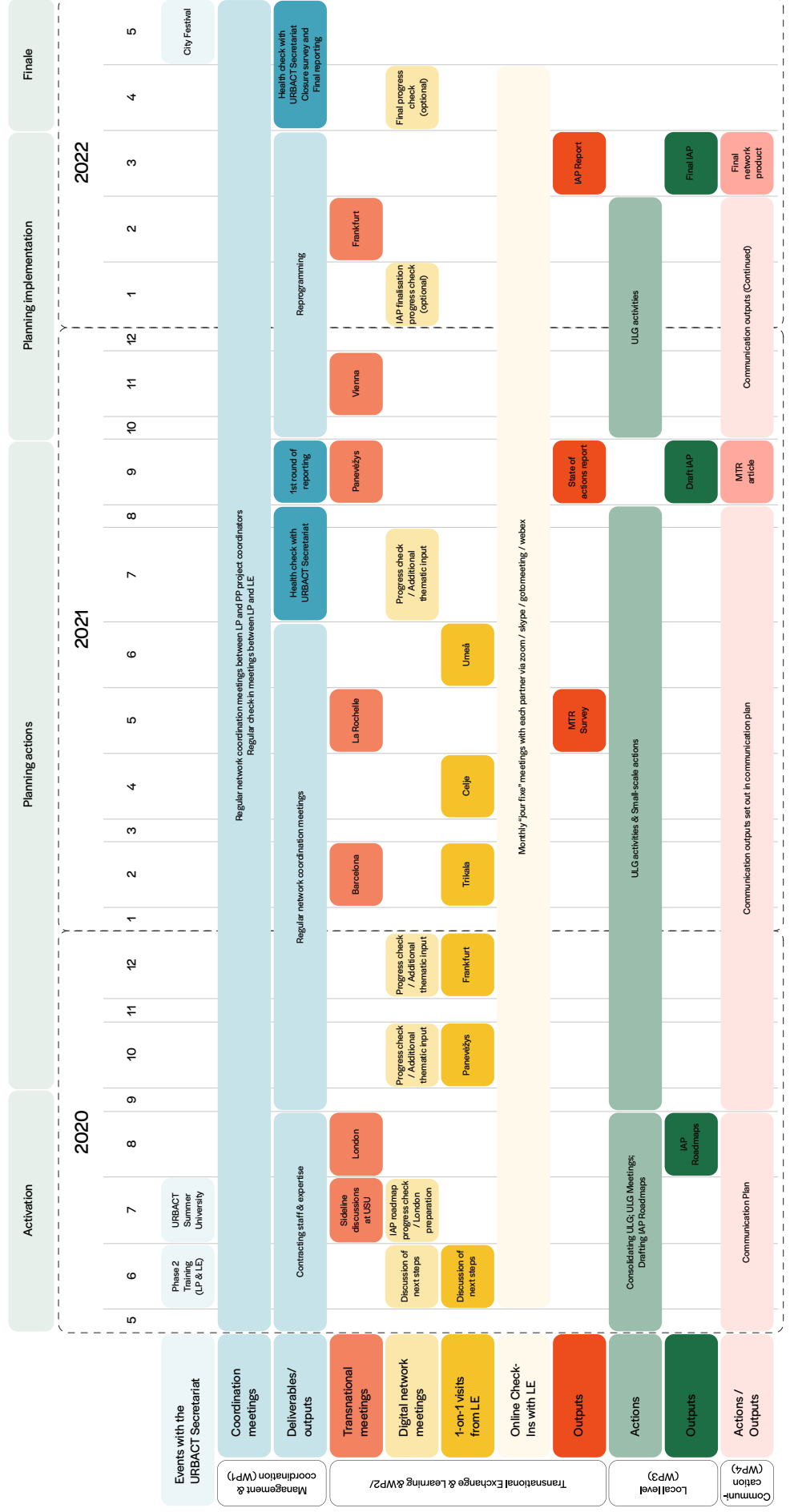
	Learning needs	Resources within the network	Resources outside of the network
Intersectionality	<ul style="list-style-type: none"> ▪ Umeå: Intersectionality, gender equality and smart cities / urban planning. ▪ Barcelona: How to support women who face double or triple discrimination (older women, handicapped, migrants, LGBTI) 	<ul style="list-style-type: none"> ▪ Umeå: Network of smart cities projects through Ruggedised (JPMA) 	<ul style="list-style-type: none"> ▪ European women's lobby (Asha Allen) ▪ NYC gender equality commission. Engagement of women and girls in most disadvantaged communities. ▪ Prof Kimberlé Crenshaw (USA) (AAPF) videos, books, Intersectionality @ 30 (LSE)
Urban planning	<ul style="list-style-type: none"> ▪ Trikala: Gendered perspective in urban planning ▪ Panevėžys: Gender mainstreaming in urban planning ▪ Barcelona Activa: Urban planning related to entrepreneurial environments and business incubators 	<ul style="list-style-type: none"> ▪ Barcelona: Urban planning ▪ Umeå: Urban planning department ▪ Umeå: URBACT good practice 	<ul style="list-style-type: none"> ▪ City of Vienna ▪ Experts: Helene Brewer, Uta Bauer (Berlin), Chris Blache (Genre et ville), Yves Raibaud (Researcher on gender issues and the city) ▪ Women-led cities. Katrina Zimmerman-Johnston (Philadelphia) ▪ Urbanistas network in UK ▪ City of Groningen: Social sustainability / mobility / urban planning ▪ Barcelona: Col.lectiu Punto 6, BBC film
Safety + Violence	<ul style="list-style-type: none"> ▪ Trikala: Safety and violence against women 	<ul style="list-style-type: none"> ▪ Frankfurt: Beate Herzog, expert at the Frauenreferat ▪ Barcelona: City council action plans ▪ Trikala: Counselling enter for women victims of violence and multiple discrimination 	<ul style="list-style-type: none"> ▪ London Night Czar Amy Lamé. Night safety charter ▪ GEC report: Basque school campaign, City safety apps ▪ WomenDrive taxi service in France ▪ National helpline in Germany
Role of companies + employers	<ul style="list-style-type: none"> ▪ La Rochelle: What could be the role of employers & HR departments with respect to low job turnover & low salaries? ▪ Panevėžys: Women in the labour market & training ▪ Barcelona Activa: Concrete and mandatory actions in companies to improve women's promotion in the labour market ▪ Barcelona Activa: Introducing work-life balance measures that benefit both men and women 		<ul style="list-style-type: none"> ▪ URBACT Expert: Alison Partridge (Labour market supply and demand)
Labour market segregation	<ul style="list-style-type: none"> ▪ Barcelona Activa: How to change the system so that the role of women in the labour market is equal to that of men ▪ La Rochelle: How have other partners promoted traditionally "female" sectors to make them attractive for men and create a better gender balance? 	<ul style="list-style-type: none"> ▪ Umeå: Good practice example from the forest engineering cluster (incorporating women into a traditionally male workforce) ▪ Umeå: Fire department (male sector) & Meal services (female-dominated sector) -> breaking stereotypes. ▪ Panevėžys: Strong network of female entrepreneurs 	<ul style="list-style-type: none"> ▪ EC Joint Research Centre Gender index GDP ▪ London's OneTech program to double the number of female and minority entrepreneurs ▪ Frankfurt: Jumpt project to promote women entrepreneurs ▪ Umeå: Incubator Uminova expression – supports women in the IT sector (start-ups)
Stakeholders	<ul style="list-style-type: none"> ▪ Frankfurt: How do we find & make powerful "friends?" ▪ Frankfurt: How do we find the "unusual suspects?" 	<ul style="list-style-type: none"> ▪ La Rochelle: Experience in gathering stakeholders around a specific issue (for example the employment forum) 	<ul style="list-style-type: none"> ▪ Network of politicians on a European level working on gender equality ▪ Gender equal cities network ▪ Gender studies departments ▪ URBACT USU + ULG ▪ EIGE, CEMR



	Learning needs	Resources within the network	Resources outside of the network
Women in companies	<ul style="list-style-type: none"> ▪ Barcelona Activa: How to empower women so that they feel stronger to promote their role in the labour market both horizontally and vertically? ▪ Barcelona Activa: How to boost women's talent in companies 		<ul style="list-style-type: none"> ▪ Frankfurt: Akademie mixed leadership, Jump project ▪ Greater London Authority's women sponsorship programme
Politics	<ul style="list-style-type: none"> ▪ Frankfurt: How can we mainstream our products & topics into the city administration? ▪ Frankfurt: (How) can we benefit from electioneering? 		
Mentality + visibility	<ul style="list-style-type: none"> ▪ Frankfurt: What are your experiences in fighting sexist advertising? ▪ La Rochelle: How to work on the specific issues of "time left" and "sticky floor?" ▪ Trikala: Change of mentality ▪ Frankfurt: How do you fight gender stereotypes in your city? ▪ Trikala: Publicity campaigns about gender equality to make the issue visible ▪ Trikala: Programs to raise awareness about gender equality and stereotypes in local community, services, and education ▪ Trikala: Intervention in early education 	<ul style="list-style-type: none"> ▪ Celje: Program on social activation ▪ Barcelona Activa: ODEE (Chamber of Commerce of Barcelona) ▪ Barcelona Activa: ICD (statistics and specialised in all sectors) ▪ Barcelona Activa: Awards & prizes. ▪ Barcelona Activa: Specific plans and strategies to combat sexism in the city 	<ul style="list-style-type: none"> ▪ City of Vienna ▪ Jean Pouté EP (Metoo) & Socialist group campaign on city advertising ▪ London: "the women we see" ad competition ▪ London: 100 years of suffrage campaign led by mayor ("I'm a proud feminist") ▪ La Rochelle: NGO (National and local) - Elles Bougent ("women on the move")
City branding + sustainability	<ul style="list-style-type: none"> ▪ Panevėžys & Trikala: City branding, sustainability, and gender ▪ La Rochelle: How to integrate the gender issues as (an important) part of a sustainable city/territory? How to have it "claimed" and ruled by electoral representatives? ▪ Umeå: Sustainability and gender equality: low carbon & green city ▪ Barcelona Activa: How to promote Barcelona as the best city to be a female entrepreneur because of its public policies and laws 	<ul style="list-style-type: none"> ▪ Umeå: City marketing department ▪ Umeå: Circular economy department and low carbon city department ▪ Barcelona Activa: Women4Climate 	<ul style="list-style-type: none"> ▪ Bloomberg's C40 cities ▪ Women4Climate ▪ URBACT Expert: Ania Rok (sustainability)
Empowerment + labour market integration	<ul style="list-style-type: none"> ▪ Celje: Lots of good but shortterm programmes. How can we prolong results after the programme ends? ▪ Celje: How can occupational training be better adapted to reach the needs of unemployed women? ▪ Celje: How to motivate longterm unemployed women to work in eldercare? ▪ Trikala: Empowerment of women to participate in the labour market 	<ul style="list-style-type: none"> ▪ Umeå: Good practice from forest engineering cluster ▪ Frankfurt: Labour market experts in Frauenreferat ▪ Barcelona Activa: Many programmes ▪ La Rochelle: Good practice with nonstandard opening hours for kindergartens located in housing estates 	
Smart cities	<ul style="list-style-type: none"> ▪ Umeå: Integrating a gender perspective into the smart cities concept in a way that it makes it understandable ▪ Panevėžys & Celje: Smart cities 	<ul style="list-style-type: none"> ▪ Trikala: Smart city program ▪ Panevėžys: Smart city (Robolabas) ▪ Celje: Smart city, electrical bicycles, red button for elderly people 	<ul style="list-style-type: none"> ▪ Groningen, Tallinn, Tampere ▪ Invisible women (Book by Caroline Criado-Perez)
Inspiring others in the municipality	<ul style="list-style-type: none"> ▪ Umeå: Creating excitement for working with gender equality 30 years in that inspires (new) work ▪ Frankfurt: How can we share responsibility for gender / intersectional issues? 		<ul style="list-style-type: none"> ▪ Vienna: Women's unit has champions / network across the municipality



Timeline of proposed activities Phase 2



Methodology

The following section outlines the work plan of the network in phase 2 which was planned relative to the topics, subtopics, and learning needs outlined in the previous section, was co-designed at the final phase 1 meeting in Brussels, and is outlined in the timeline on the previous page.

The co-learning plan outlined here is based on a participative, integrated approach which attempts to create added benefits for the participants, their communities and wider regions, and municipalities not in the network.

Management & coordination

In order to support the lead partner's steering activities, the lead expert will protocol her 1-on-1 work with the partners in a "master protocol" on an online platform such as Google Docs. This protocol will document partners' check-ins at monthly "jour fixe" meetings, including suggestions for challenges which are shared among several partners and could be the topic for a session or sub-session at the next digital / in-person network meeting.

Regular network coordination meetings between lead partner and the six partner cities, including discussion on project management, activity reporting and budget provisions, are planned. These will be held at least every two months, with higher intensity during reporting periods, to ensure all partners are reactive and able to respect the deadlines. Furthermore, a number of digital network meetings have been planned, which serve as "placeholders" for group discussions of shared challenges (for example identified by the lead expert during her 1-on-1 work with the partners). It is expected that the shared challenges will encompass both questions related to management and coordination and additional, still-to-be-determined topical inputs, as explained in more detail below.

During phase 1, a 1-hour session on administrative questions was organised during each of the transnational meetings. This proved to be very useful as it allowed for the resolution of issues common for the entire network and additionally it provided an opportunity for a mini-training on for example the Synergie reporting tool. The plan is to include this session in the planning for the transnational meetings during phase 2 as well.

In addition to the in-person meetings, a number of digital network meetings have been planned. These also serve as "placeholders" for group discussions of shared challenges (for example identified by the lead expert during her 1-on-1 work with the partners) and additional topical inputs such as webinars which will be identified during the course of the commons work in phase 2. While the exact topics and structure of these meetings is still to be defined in detail, formats could include webinars with ad hoc experts or trainings by the lead expert about meeting design & animation.

Transnational exchange & learning

The transnational exchange and learning activities in this network will take place both in-person and digitally. The network will meet in person six times over the course of phase 2, as outlined Table 6. It was decided that all partners will come to all six meetings because of the intense interest of the partners not only to learn about “their” core topic or main challenge. An additional reason for this choice is the excellent group cohesion in the network – the meetings up until now have been intense, but also enriching and inspiring. One of the main added benefits of this network is the synergies and new ideas which occur between the partners; the meetings really allow them to change contexts and experience new ways of working and thinking. This is true for all seven partners, even those who are quite experienced in the field of gender equality.

In addition to the topical and IAP-related work described below, the transnational meetings will also be used to showcase progress and brainstorm about challenges faced by the partner’s ULGs as a concrete way to link the transnational and local levels. Two partners per meeting will be asked to present their work to date and bring a challenge that they need help with. One-on-one consultation with the LE & LP will also be offered. Participation of ULG members from each partner is planned at meetings 2 (Barcelona), 3 (La Rochelle) and 5 (Vienna) to promote direct learning and capacity building among the local stakeholders and provide a more concrete link between the local and transnational levels.

Furthermore, at each meeting, a world café touching on subtopics from the categories “Gender mainstreaming in urban policy” and “Cross-cutting topics” will be conducted to promote reflection about these topics with regard to the topical work that took place in that meeting.

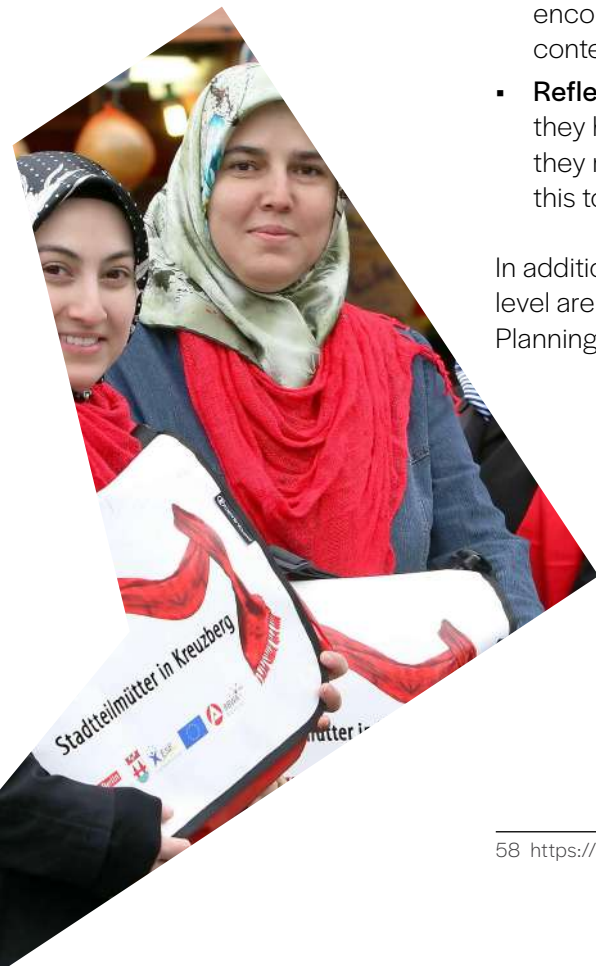
As you can see from Table 6, meetings 1 (London), 2 (Barcelona), 3 (La Rochelle) and 5 (Vienna) are topically well developed. Meetings 4 (Panevėžys) and 6 (Frankfurt am Main) have been intentionally planned with “room to spare” in the planned agenda to allow for topics which will come up in the course of the work together in phase 2. The network would like to explore the possibility of linking the 5th network meeting in Vienna with an URBACT capacity-building event about gender equality.

As mentioned in the previous section, in addition to the in-person meetings, a number of digital network meetings have been planned. These also serve as “placeholders” for group discussions of shared challenges (for example identified by the lead expert during her 1-on-1 work with the partners) and additional topical inputs such as webinars which will be identified during the course of the commons work in phase 2. While the exact topics and structure of these meetings is still to be defined in detail, formats could include webinars with ad hoc experts or trainings by the lead expert about meeting design & animation.

A range of methods have been described briefly in Table 6, including:

- **Peer review** following a standardised set of questions (for example based on affirmative inquiry)
- **Case study, brainstorming, peer review:** Case study visits / presentations followed by brainstorming in pairs or small groups about how the partners can include aspects of the case study into their own work on a local level followed by peer review of the brainstormed ideas
- **Clinics:** A form of group brainstorming + analytical workshop in which one partner brings a “patient” (issues they are blocked on in their IAP work) and the other partners help analyse and offer constructive feedback
- **Speed dating:** a quick exchange of ideas, for example one thing you learned today that you can incorporate into your IAP / ULG work
- **Role play with personas:** This method is well-suited to better understanding specific target groups and could be useful for exploring the topic of intersectionality and stakeholders who are not “at the table” yet
- **Analytical workshops:** Many of the issues that are shared among the partners are so-called “wicked problems.”⁵⁸ Analytical methods such as the problem tree, interrelationship diagram, or root cause analysis (“the 5 whys”) can help identify the source of complex issues and lead to the operationalisation of measures to work against them.
- **Compare, contrast, discuss:** in this method, several case studies are presented in an informal panel discussion. They are then compared & contrasted by the audience with the help of a moderator. The audience is encouraged to ask questions of the speakers relevant to their specific contexts to improve the transfer of aspects of the case study.
- **Reflect + share:** a small group of participants (two to three) reflect on what they have heard or seen, with or without a set of scripted questions, then they report back to the larger group about the question (for example, how this topic is relevant for my context)

In addition to the transnational network meetings, the main outputs on a network level are the state of actions report (September 2021) and the Integrated Action Planning Report (March 2022).



⁵⁸ https://www.wickedproblems.com/1_wicked_problems.php



Table 6. Planned transnational meetings in Phase 2.

City/ Institution	London	Barcelona Activa	La Rochelle Urban Community	Panevėžys	Vienna	Frankfurt am Main
Date and # of days	25–27 August 2020, 3 days	Beginning of Feb. 2021, 3 days	May 2021, 3 days	End of Sept. 2021, 2 days	November 2021, 3 days	Beginning of Feb. 2022, 2 days
Project coordinator	Yes	Yes	Yes	Yes	Yes	Yes
ULG coordinator	Yes	Yes	Yes	Yes	Yes	Yes
ULG members		Yes	Yes		Yes	
Focus of the meeting	Network activation, Setting the groundwork, Getting inspired	Thematic co-learning + exchange & cooperation on the IAP process	Thematic co-learning + exchange & cooperation on the IAP process	Exchange & cooperation on the IAP process	Thematic co-learning + exchange & cooperation on the IAP process	Consolidation of knowledge
IAP-related work	Reviewing the IAP Roadmaps	Reflecting on IAP draft progress	MTR review	Peer review of IAP drafts	Moving toward the finalisation of IAP drafts	Finalisation, Preparing for launch of IAPs
Proposed methods for the IAP-related work	Peer review	Group brainstorming, Clinic, Analytical workshops	Group brainstorming, Clinic, Analytical workshops	Peer review	Group brainstorming, Clinic, Analytical workshops	Group brainstorming, Clinic, Analytical workshops
Topical focus: learning & inspiration	Policy into action, Intersectionality, Stakeholders	Urban planning, Women in companies, Labour market segregation, Safety + violence	City branding + sustainability, Empowerment + labour market integration	Smart cities, Additional topics (TBA)	Urban planning, Mentality & visibility, Inspiring others in the municipality	Policy into action, Additional topics (TBA)
Planned site visits and/or inputs	<ul style="list-style-type: none"> Site visit to OneTech with + input from Alison Partridge (women entrepreneurs, role of companies + employers) Input + site visits with Siobhan McKenna (diverse examples of things local government can do to reinforce gender equality in the city) Input from Amy Lamé, the night mayor of London about the city's night safety charter 	<ul style="list-style-type: none"> Diverse site visits and inputs with / from Barcelona Activa (women in the labour market & training) Site visit / expert input: Col.lectiu Punto 6 (urban planning) 	<ul style="list-style-type: none"> Ad hoc expert: Ania Rok (city branding + sustainability) Input from "Elles bougent" (labour market) Compare, contrast, discuss: Umeå, Frankfurt, La Rochelle & Barcelona Activa's approaches (labour market) 	<ul style="list-style-type: none"> Participation by members of the EIGE - input, but also participation in the peer review of the IAP drafts Space for topical needs identified during the course of phase 2 	<ul style="list-style-type: none"> Input by Helene Brewer (urban planning) Input / site visit with Eva Kail (urban planning) Input about Vienna's women's champions network and other initiatives in the city 	<ul style="list-style-type: none"> Diverse site visits and inputs with / from Frankfurt am Main (policy into action, implementing action plans)
Proposed methods for the topical work	<ul style="list-style-type: none"> Master classes Role playing with personas Case study, brainstorming, peer review Reflect + share 	<ul style="list-style-type: none"> Case study, brainstorming, peer review Reflect + share Speed dating 	<ul style="list-style-type: none"> Compare, contrast, discuss Case study, brainstorming, peer review Reflect + share Speed dating 		<ul style="list-style-type: none"> Master classes Case study, brainstorming, peer review Reflect + share Speed dating 	<ul style="list-style-type: none"> Pair brainstorming Reflect + share Speed dating

Local level

A wide variety of support for work on the local level is foreseen in the timeline in addition to the support and showcasing at the network meetings, including:

1. Monthly 1-on-1 “jour fixe” skype meetings with the partners (for example on the first Thursday of every month) to check on progress, identify and overcome challenges early, and identify topics that could be discussed in the wider group.
2. Support for and presentations by the ULGs of each partner during the 12-month planning phase. For La Rochelle & Barcelona, these will take place as part of their hosting of a transnational network meeting. For the five other partners, this will involve a 1-on-1 visit by the lead expert and/or lead expert and lead partner to support the work and visibility of the ULG in the partner cities. These could include participation in ULG meetings, discussions with political actors and decision makers, and/or press conferences or other publicity work.
3. The lead expert and lead partner will also use the automatic check-in function on Basecamp to help the project partners identify and surmount any challenges they might have.

In particular in the first virtual meeting, time will be dedicated to going over the material in the URBACT Guidance “Setting up and Running a Multi-Stakeholder Group,” as well as techniques for designing and running meetings. These topics will also be reinforced in the activation meeting in London. Further sessions to support the partners in their local work will include workshops or webinars about how to create short videos and other communications-related capacity building and other needs that the partners identify during the course of phase 2.

In addition to the regular ULG meetings, the main outputs on a local level are the IAP roadmap (September 2020), IAP draft (September 2021) and the final IAP (May 2022). The plan is to launch the finalised IAPs on international women’s day 2022. Furthermore, each partner has given thought to a potential Small-Scale Action to test a hypothesis related to their main policy challenge (Table 7).



Table 7. Proposed Small Scale Actions and their potential for upscaling.

Partner Name	Hypothesis	Small-Scale Action	Desired impact	Potential for upscaling
Barcelona Activa SA	The fragmentation of the “ecosystem” reduces the ability of stakeholders to act on behalf of women entrepreneurs.	Adapting an existing space in their offices into a meeting space for organisations working to boost women’s entrepreneurship; Promotion campaign for this space	Increased agency and interconnectedness of stakeholders; Increased cooperation	Permanence of this space
Celje	Mentoring after social activation programs can help keep participants on track longer.	Temporary mentoring programme for long-term unemployed women	Progress made during programme is not lost	Permanence of mentoring programme
Frankfurt am Main	The municipality’s jobs will be filled by more women if the texts are formulated in a gender-sensitive way.	Workshops for public employees about gender-sensitive speech	More women and minorities in public positions	Upscaling to state level, good practice for Germany
La Rochelle Urban Community	Government contracts do not include gender-relevant clauses and thus benefit men disproportionately	Assessing the feasibility of introducing corporate and social responsibility clauses in government contracts so as to ensure gender parity	Government contracts support the employment of women in the CdALR	Gender equality principles are embedded in government contracts; Capitalisation beyond the CdALR
Panevėžys	Renovations of public spaces are an opportunity to highlight women in Panevėžys.	Public art projects (murals, graffiti) by girls highlighting women and women’s accomplishments	Making women’s issues visible	More and more permanent public art highlighting women; streets named after women
Trikala	A lack of visibility of women’s issues makes it difficult to fight for gender equality.	Pop-up architecture / intervention in the centre of the city to highlight women	Making women’s issues visible; Reformat spaces to better suit the needs of women	Permanent / more frequent interventions in public space and in cultural venues
Umeå	Smart city policies affect men and women differently.	An intervention in public space that highlights the gendered dimensions of the smart city concept	Gender aspects of smart city policies become visible; policies are adjusted to benefit men and women equally	Scaling up to city level, Capitalisation beyond Umeå

Communication

Communication will be a critical part of the work of the network. It is planned to link up with relevant European institutions (women’s business lobby, CEMR, JRC, Women4Climate, etc.) to reach a wider audience and promote the sustainability of the work in the network. Common events or panels at events by these actors are not yet planned but definitely a welcome possibility. This network would also welcome crossover with the other 22 Action Planning Networks and is interested to see whether and how the outcomes of the gender perspectives in their topics could lead to fruitful collaboration or be otherwise harnessed. Network crossover with Access, RiConnect, Thriving Streets, iPlace, and ASToN is already being explored.

By the end of June 2020, the lead partner together with the lead expert and the partners will produce a communication plan. The lead expert and lead partner have already given some thought to potential communication outputs, including a short video series such as the one prepared by the lead expert for the final network



meeting (using AdobeSpark) to highlight the work of the ULGs and showcase the Small-Scale Actions, mini-articles or posts about case studies and/or good practices which were visited during the network meetings, posts or tweets about ULG meetings, thematic reports about network meetings by the lead expert, and listicles bringing together multiple pieces of information from both local and network levels. Furthermore, the lead expert will write a mid-point article by September 2021.

Over the course of phase 2, the lead partner together with the lead expert and the partners will publish monthly updates to the network page, as well as regular tweets, retweets, and posts to other social media platforms (LinkedIn, Facebook, Instagram). Finally, the lead partner and the lead expert will develop a final network product by May 2022 with input from the project partners. As already mentioned, the current inspiration is to create a toolkit for gender equality in cities which collects and reflects the knowledge gained in this project and also dovetails with URBACT's programme-level capitalisation and capacity-building.





Conclusion & Outlook

European cities still have a long way to go to reach de facto gender equality, despite a wealth of policy and data about the issue. The URBACT GenderedLandscape Action Planning Network is excited to be the first URBACT network to explore the topic of gender equality and gender mainstreaming in urban policy and hopes to make a tangible contribution to this diverse and broad topic.

We see the potential for impact on a variety of levels. **Locally** the network offers high potential for change in the partner cities through transnational exchange and learning. This involves not only the individual learning of each partner on local and network levels, but also the added benefit of the peer-to-peer co-learning process, in which partners can “look over each other’s shoulders.” The network also holds the promise of **regional** impact through spill over effects brought about by publicity and networking on a local level, as well as communication work on local and network levels. We furthermore see that our work can have a positive impact on the **URBACT community** through network crossover and potential linking up between our network and programme-level capitalisation and capacity-building activities about gender. Through our individual and planned network connections to the larger network of **institutions working on the topic of gender equality** both within and outside of Europe, we hope that we can disseminate our results and experiences to a wide-reaching interested public of practitioners and activists and thus take concrete steps towards de facto gender mainstreaming. Finally, as mentioned in the state of the art, this network hopes to demonstrate the integral nature of gender equality for **EU policy**, and have an inspiring and positive influence on cohesion policy instruments such as the Urban Agenda for the EU partnerships.

We are excited to begin this journey and for the potential to make a positive change in our cities and the world!





Gendered
Landscape

BASELINE STUDY

