



CHECKLIST FOR MAINSTREAMING GENDER

in Urban Projects based on a
Participatory Approach

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WOMEN'S PARTICIPATION WITHIN URBAN PROJECTS

WHY DOES IT MATTER? WHY THIS CHECKLIST?

Cities for the most part are built according to men's needs. This outdated approach fails to acknowledge the reality that women use the city differently from men. Women thus have different priorities and demands for urban planning. When these are not accounted for, the result is de facto gender-based inequalities in terms of services, infrastructure delivery and more. These inequalities in urban planning often become even more evident in informal settlements. Therefore, in projects addressing the needs of marginalized communities and groups, the use of gender-sensitive participatory planning is imperative for overcoming unequal gender-based power relations that prevent the development of decent and fair urban settings for both women and men.

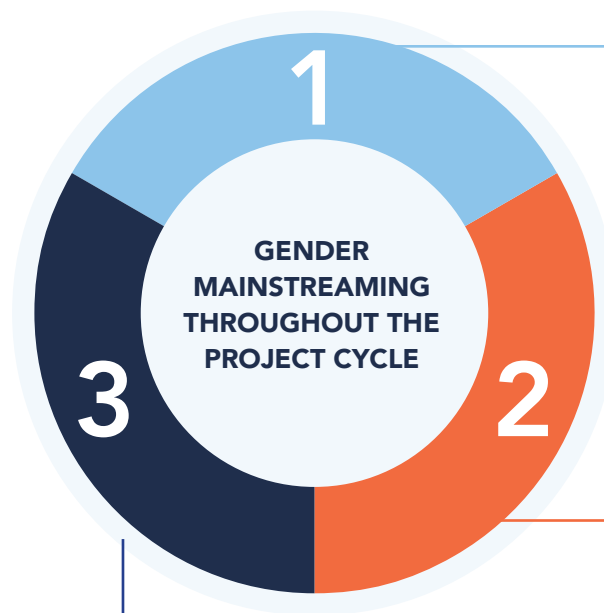
Participatory processes themselves are also marked by gender inequalities, however. Existing gender biases often prevent women's effective and equal engagement in these processes. While citizen participation comes with various benefits, such as democratizing urban governance and planning and making these processes more sustainable and effective, too often urban participatory processes are not achieving their full potential because women's voices are being excluded. As a result, the needs, priorities and knowledge of women do not find their way into urban planning projects, diminishing the projects' impacts and preventing women from exercising their rights as urban citizens.

Along with a series of gender-mainstreaming recommendations throughout the project cycle (design and planning, implementation, closure), this checklist suggests different steps towards an inclusive participatory approach within urban projects. Implementing the checklist can help prevent the reproduction of unequal societal power relations between women and men in the development of cities and informal settlements. The checklist steps can be implemented by municipalities and urban project managers.

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FIRST STAGE: Project Design and Planning

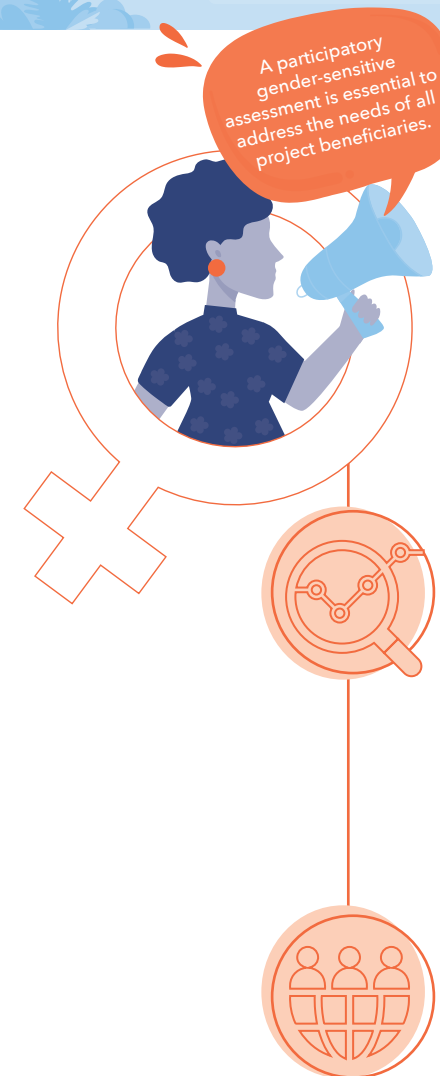
- 1.1 Gender-sensitive assessment**
 - Conducting participatory gender analysis.
- 1.2 Gender-sensitive design of the project**
 - Designing the Gender Action Plan of the project;
 - Setting up a monitoring plan;
 - Developing a gender-sensitive budget of the project;
 - Setting up a gender sensitive project communication plan;
 - Ensuring gender-inclusive governance of the project.

SECOND STAGE: Project Implementation

- Implementing the gender-sensitive communication plan;
- Implementing the Gender Action Plan.

THIRD STAGE: Project Closure

- Evaluating the project and the implementation of the Gender Action Plan;
- Communicating the results of the project;
- Managing post-implementation activities.



FIRST STAGE: PROJECT DESIGN AND PLANNING

1.1 GENDER-SENSITIVE ASSESSMENT

Mainstreaming gender in an urban planning project ensures that the **diverse needs, interests and realities of all genders** are being considered and integrated across the **whole project cycle**. Therefore, an **assessment** to analyse whether and how the urban project affects women and accounts for their needs should be introduced first during the planning phase of the project. This gender-sensitive assessment of the planning project includes a **participatory gender-analysis component** during which women and other relevant actors are encouraged to **co-design the planning of the project and provide recommendations**. The results of the **participatory component** together with the **gender sensitive assessment** form the **basis for the design, implementation and evaluation** of the project.

1.1.1 WHY CONDUCT A PARTICIPATORY GENDER ANALYSIS FOR AN URBAN PROJECT?

A **participatory gender analysis** is necessary to systematically explore the following, with respect to the project:

- **Existing gender roles** and the distribution of responsibilities between men and women.
- **Specific vulnerabilities** of women and men, girls and boys.
- **Social variables** such as ethnicity, culture, age and social class; may also include sexual orientation.
- **Existing opportunities** for women and men, girls and boys.

1.1.2 STEPS IN CONDUCTING A PARTICIPATORY GENDER ANALYSIS FOR AN URBAN PROJECT ARE AS FOLLOWS:

- **Identify participatory and sociological data collection tools** to be implemented (see Annex 1).
- **Identify and Engage women** and other participants and stakeholders who will share their experiences and collect the sex-disaggregated data.



The GAP ensures that gender-sensitive activities are carried out and not forgotten among other project components.

1.2 GENDER-SENSITIVE DESIGN OF THE PROJECT

To ensure gender-sensitive urban projects and project outcomes (e.g., basic services, public spaces, housing, urban policies), the design phase of the planning project needs to consider the varying patterns of space usage, space requirements, resources and abilities of everyone affected by the project. Therefore, based on the gender sensitive assessment (1.1), several key elements are included in the planning phase of an urban project. These elements are further elaborated below.

- **Gender Action Plan:** serves as the roadmap for mainstreaming gender and integrating a gendered perspective in the planning project.
- **Monitoring plan:** to keep track of the project's progress and its gender mainstreaming achievements.
- **Gender-sensitive budget:** to prevent unequal impacts of the project's budgeting process.
- **Gender-sensitive communication plan:** to maintain engagement of women throughout the project.
- **Gender-inclusive governance:** to ensure equal representation and the inclusion of women's voices in the management of the project.

1.2.1 DESIGNING THE GENDER ACTION PLAN

A **Gender Action Plan (GAP)** is the guiding document that ensures successful gender mainstreaming across the urban project. It includes gender-sensitive objectives and aspired outcomes of the project, as well as the activities to achieve these. In order to monitor the progress of these objectives and activities, the GAP also includes respective gender-sensitive indicators (see baseline data set and monitoring plan).

A **Gender Action Plan** is used to:

- Plan **gender-sensitive activities** within the project and support their implementation.
- Monitor **the impact of gender-sensitive activities**.
- **Communicate and advocate** for gender equality in urban projects.

The steps in the development of a **Gender Action Plan** are as follows:

- **Identify the main needs and recommendations expressed by women** through the gender assessment and participatory analysis. Determine how the results of the gender assessment, including the recommendations expressed by participants, can be integrated into the urban project. The results will indicate whether women prioritise public space design, for example, or mobility, leisure activities or services. These indications can then be included within the Gender Action Plan.
- **Develop gender-sensitive objectives** for the project.
- **Develop specific activities** to achieve these objectives and mainstream gender across the project.
- **Determine intended results**, i.e., outputs and outcomes, of the gender-related activities.
- **Develop indicators** for monitoring based on the objectives and activities (see 1.2.2).



- **Disseminate the GAP**, including the **gender analysis** results and the underlying **gender-sensitive rationale** for the urban project, to all **project stakeholders**. This will support awareness among the project team members and create commitment and ownership. This requires the creation of project-specific documentation and the use of nonsexist and inclusive language.
- **Provide capacity building for project implementation staff** to facilitate the achievement of the GAP.

1.2.2 SETTING UP A MONITORING PLAN

To guarantee the **effective implementation** of the Gender Action Plan, i.e., the successful integration of the gender dimension in the project, a monitoring plan needs to be set up, based on the assessment.

- Create a **monitoring plan** with **gender-disaggregated targets and SMART** (specific, measurable, achievable, relevant, time-bound) **indicators** to monitor progress of the GAP.
- Among these gender-sensitive SMART indicators, **include indicators to measure the financial and time resources** that need to be invested in gender-sensitive activities.

1.2.3 DEVELOPING A GENDER-SENSITIVE BUDGET FOR THE PROJECT

Budgets are not neutral: choices made to direct funding impact both women and men. Adopting a gender-sensitive approach enables a fair partition of funds between both genders. Gender sensitive budgeting is an approach designed to mainstream the gender dimension into all stages of the budget cycle. This process does not involve creating separate budgets for women or aim solely to boost spending on women's programmes. Instead, it helps participants understand how to adjust project priorities and reallocate resources toward achieving gender equality. (Note that it is important to keep track of material and time resources spent for gender-sensitive activities, as compiling data on the gender-responsive budget will be needed for the Project Closure stage.)

The four steps for conducting a gender-sensitive budget are:

- Check to ensure that project financial resources are **equally allocated** to women and men.
- Check to be sure that **adequate budget is allocated** to implement the GAP you have developed.
- **Monitor** whether the money is being spent as planned, what has been delivered, and to whom.
- Examine whether the project resources are being used to **improve the lives of women**.

1.2.4 SETTING UP A GENDER-SENSITIVE PROJECT COMMUNICATIONS PLAN

Communications can reinforce or challenge gender inequalities. Gender-sensitive communications can raise awareness, challenge gender inequalities and allow for more impact on a diverse group of recipients. Project communications must affirm and validate women's experiences and respectfully represent women.



The project communication plan calls for:

- **Facilitating deeper engagement with women and girls** as co-designers of communication and messaging in the city.
- **Identifying the messages** and project information that will be communicated, as well as suitable communications channels for outreach to and dialogue with women who may participate.
- **Planning the timing and frequency of communication activities** in relation to potential participants' needs, interests and availability.
- **Identifying social activities and settings** that will encourage **engagement of women** and present opportunities to communicate information and collect feedback.

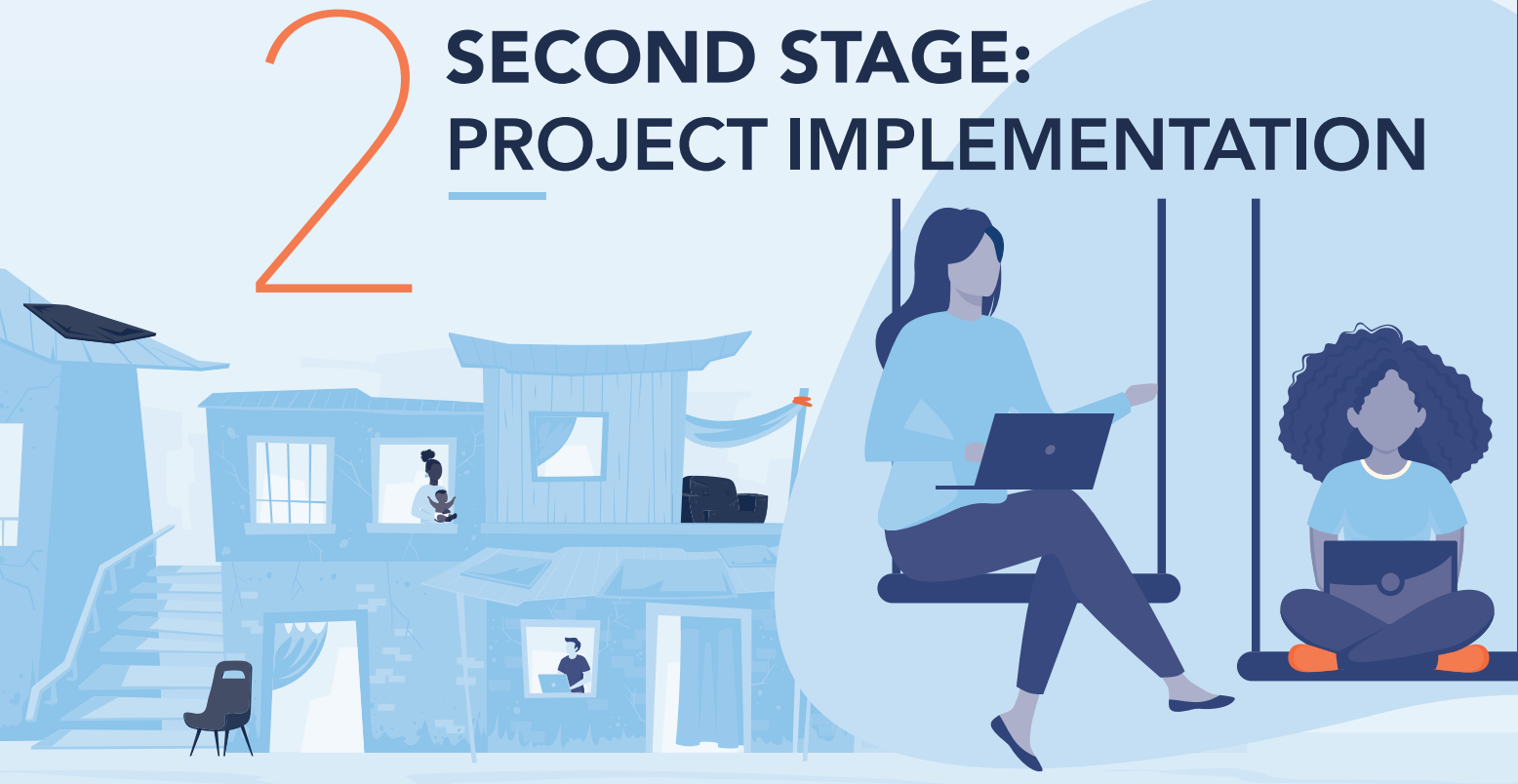
When engaging with women from informal settlements, it is important to devote specific attention to overcoming existing language barriers, understanding cultural sensitivities and building legitimacy and trust.

The communication plan must ensure that **the communicated information is gender-sensitive**. This requires taking these actions:

- Ensure that **women and men are represented**: e.g., by ensuring that quotes from both men and women are included in press releases, stories and other communications.
- Avoid the reproduction of **gender stereotypes in the messages**.
- Avoid **exclusionary forms**: e.g., if using pronouns, it is preferable to **use both "he" and "she" together, rather than one or the other**, to be inclusive, or else **use the plural "they"** to avoid using gendered pronouns.
- Be aware of cultural, religious and individual specificities of the audience.
- Use concise, clear language in addition to visual and audio communication tools to ensure understanding among audiences with lower levels of literacy and differing capabilities of communication.

1.2.5 ENSURING GENDER-INCLUSIVE GOVERNANCE OF THE PROJECT

An inclusive gender-sensitive participatory urban project also accounts for the involvement of women in the management of the project. A planning project should thus ensure that **women are involved in the governance of the project, including its decision-making**. They might more readily bring a gendered approach to the project, and also ensure women's representation and visibility among the workforce and management. For instance, when contracting external expert bodies or companies, including a **gender-equitable employment clause** in the public procurement requirements may ensure that they assemble a gender-equal team.



The implementation of urban projects requires **identifying precisely** both the **activities** to be carried out and the **necessary resources, planning for the implementation** of the activities, and determining the **roles of the different project stakeholders**. The design and planning phase and the GAP need to **remain flexible in order to adapt** to realities of the field and to women's expressed needs. However, during the **implementation phase**, the GAP still needs to be **thoroughly followed and respected** in order for **gender-sensitive activities to be implemented**.

2.1 IMPLEMENTING THE GENDER-SENSITIVE COMMUNICATION PLAN

To build upon the mobilization and exchange started during the design and planning phase, the gender-sensitive communication plan must be put into action. Implementing the communication plan in an inclusive way, as well as keeping public outreach high throughout the project, allows women and other interested stakeholders to stay informed about the progress of the project and enables them to provide suggestions and feedback throughout the implementation phase. Women will then be able to shape the urban project based on their needs and responsibilities.

Successfully implementing the gender-sensitive communication plan requires:

- **Providing a physical or digital space**, such as an 'info point', **to continuously inform women** about the project's progress.
- Organizing **community fora or focus groups to follow-up with women mobilized in the project design phase**. Such fora allow participants to communicate on the project's implementation, adjust the project if needed, or set in place temporary urban experimentation practices. Such experimental urban planning practices may be temporary physical interventions in the public space, generally as a prelude to permanent planning.
- **Organizing participatory site visits** to create social interactions and enable women to reaffirm their right to the city and to the project.



2.2 IMPLEMENTING THE GENDER ACTION PLAN

The Gender Action Plan is the **framework within the project that will reference gender-sensitive activities**. However, it is crucial to think of it as an **evolutive framework of the project**. A GAP can, for example, be adjusted if new stakeholders integrate the urban project's implementation or according to the indicators provided by activities. It is the document that will **direct and steer gender-mainstreaming activities** and help project **decision-makers adjust their actions**. The GAP is a strategic tool which covers the planning activities for the whole length of the project.

To implement the Gender Action Plan, it is necessary to:

- **Use the Gender Action Plan** elaborated during the design phase as a leading tool to track the implementation of activities.
- Carry out **gender-sensitive procurement**: ensure that partner companies and suppliers are sensitive and respectful of gender equality issue.
- Provide **capacity building for beneficiaries and staff on gender-mainstreaming** in urban projects: increased knowledge for the implementing team facilitates smooth implementation.
- Ensure **gender-responsive workforce management**: guarantee that the project's team is as gender fair as possible. It is up to management to ensure that gender equality is respected.
- Implement project monitoring using **SMART and gender-sensitive indicators** and targets. Sex-disaggregated data should be collected in order to keep track of activities and results.

For the best implementation of the GAP, identifying a **gender focal point** among the project's implementing staff is necessary. The role of the gender focal point within the project's implementation is to:

- Monitor gender-mainstreaming components through the GAP.
- Monitor data collection stages and the quality of selected indicators.
- Bring relevant stakeholders together to discuss the progress of the project and potential scaling-up opportunities.
- Keep track of women's recommendations.

The project closure includes **the project evaluation**, which draws a general picture of the project's successes, difficulties, and lessons learned, as well as its outcomes in terms of the empowerment and development of women. It also encompasses the communication **of the project results** and the dissemination methods used. Finally, it includes ensuring the implementation of maintenance operations and long-term management activities to facilitate the sustainability of the projects implemented.

3 THIRD STAGE: PROJECT CLOSURE



3.1 EVALUATING THE PROJECT AND THE IMPLEMENTATION OF THE GENDER ACTION PLAN

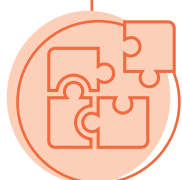
- Analyse **the collected data from the project's implementation**. The data should be analysed based on gender-sensitive and SMART indicators and targets identified and included in the GAP. It is important to **compile data on the gender-responsive budget** (1.2.1) to keep track of material and time resources spent for gender-sensitive activities. This way, **an initial quantitative picture** of the project's success and impact on gender equality can be drawn.
- Evaluate the project and **identify lessons learned**. Objectives set during project design are assessed in relation to quantitative and qualitative inputs from evaluation to identify **whether the objectives were completed**. The evaluation must **focus on the project's outputs and outcomes on gender inequalities**. Those inputs can be collected through **interviews** and/or by **gathering stakeholders or women beneficiaries for a workshop**. The evaluation, along with identified lessons learned and issues encountered, should be logged and collected throughout the whole project implementation process. In the closure phase, this material should be incorporated into the evaluation.



3.2 COMMUNICATING THE RESULTS OF THE PROJECT

The communication of the results is **important for both project beneficiaries and stakeholders**. This can be an **empowerment tool** in that it promotes the work carried out in terms of gender inclusion and women's part in it. Steps in communicating the project results are as follows:

- Define **objectives for the communication of the results**. The project results can **be targeted at its beneficiaries and/or at institutional stakeholders**:
 - **Communication towards beneficiaries** implies using the same channels used during the project (social media, local and national media, town hall communications channels, community centres and school communications channels, etc.).
 - **Communication towards institutional stakeholders and/or city network** means exploring other channels of communication, such as workshops or panel discussions within networks of local authorities in order to improve learning and share information and experiences. This may also enable participants to learn from each other and build capacities based upon what has been shared.
- Define **content to be communicated**. **Project evaluation** creates **content to be used** for communication. Depending on the communications objectives, the following information can be communicated:
 - **New gender dynamics** produced by the project's implementation.
 - The **project's influence** on gender inequality.
 - Carefully curated **stories of women's experiences**, which can create an authentic emotional connection to the audience.
 - **Data visualization** to effectively influence policies and public behaviours.
- Identify **which communication channels to use**. To reach out to project's beneficiaries, the chosen communication tools should be **similar to those used during the design and implementation phases**.



3.3 MANAGING POST-IMPLEMENTATION ACTIVITIES

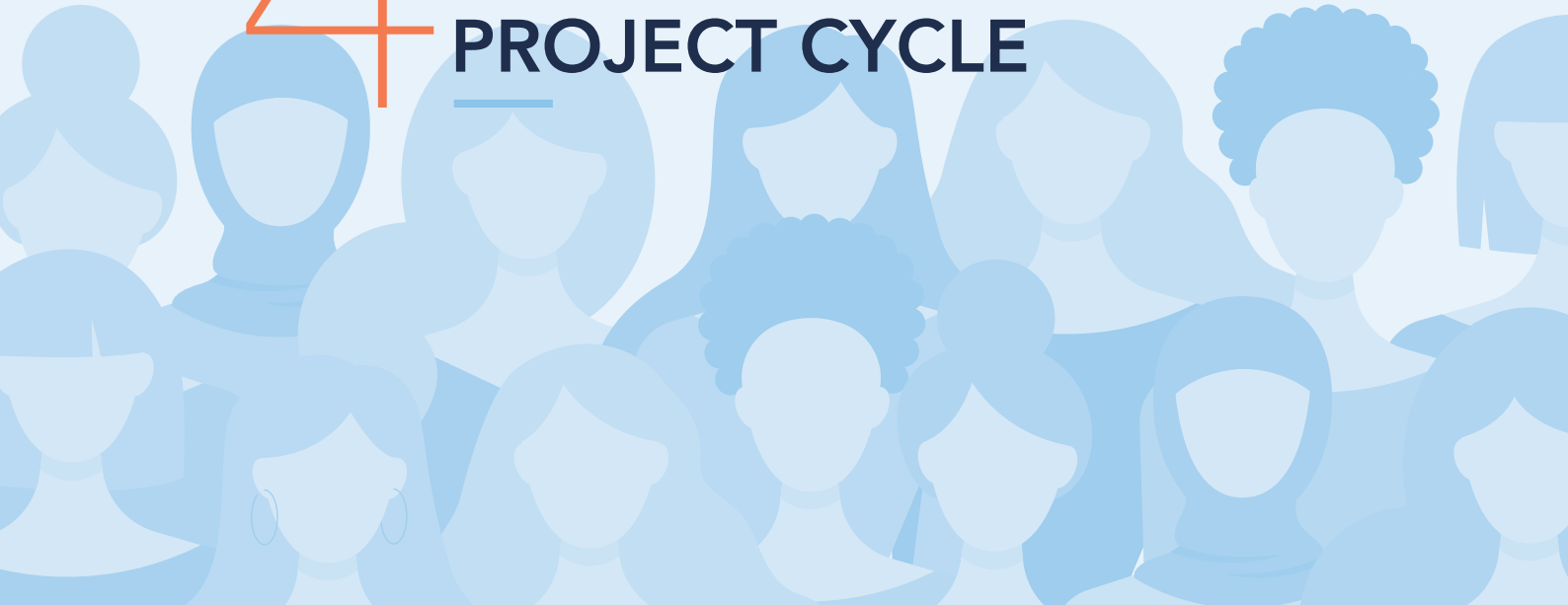
Managing post-implementation activities includes ensuring the **sustainability** of the project and the **future management of the achievements**. Gender-sensitive maintenance activities need to be planned and budgeted for in order to ensure the project's long-term inclusive impact. Considering the long-term needs of women with respect to the project and fostering **women's participation** in maintenance activities should be guaranteed. Further, the evaluation identifies the results of the project. Among these, **lessons learned** (involving successes and failures) need to be disseminated to other projects in order to fuel future project designs.

Possible next steps to ensure the sustainability of the project's achievements include the following:

- Transmitting the **ownership of the project** to, e.g., the local authorities, civil-society organisations, and citizen groups.
- Identifying additional sources of funding for prolonging the project or for new projects pursuing similar objectives.
- Adopting a **gendered angle in these steps** to ensure long-term inclusive urban planning.



GENDER MAINSTREAMING THROUGHOUT THE PROJECT CYCLE



This checklist provides steps throughout the project's cycle to **implement women-oriented participatory activities and a gender-mainstreaming approach**.

1 PROJECT DESIGN AND PLANNING				
1.1 GENDER SENSITIVE ASSESSMENT				
Activities	Leading questions	Responsible actors & involved/addressed stakeholders	Necessary resources	Timeline
1.1.1 Conducting a participatory gender analysis	<ul style="list-style-type: none">• What kind of data is required?• What resources and timeline are required for data collection and analysis?• Is there in-house capacity for gender analysis?• Is it possible to create one or several participatory data collection tools?• Has every way to mobilize activity participants been considered?• Has the process been built in an inclusive way, in its communication with stakeholders?• Is it possible to mobilize a diverse range of women for participatory activities?• Is there a sufficient range of data to understand the main gendered dynamics in the project's scope?	<p>Task owners</p> <ul style="list-style-type: none">• Project manager• Data analysts / research specialists• Moderators / mediators for participatory data collection <p>Involved actors</p> <ul style="list-style-type: none">• Women-led organizations• Local government officials• Community leaders / representatives• Research institutions	<ul style="list-style-type: none">• Staff with an understanding of gender issues in relation to urban projects.• Time and mobilization resources for implementing participatory or sociological data collection tools.• Low-cost material resources for participatory and sociological data collection tools.	<p>Phase 1</p> <p>2 to 3 months or even much more, depending on speed of activities: Implementation of participatory gender analysis depends on mobilization resources and on the number of implemented tools. Implementing 2 to 3 participatory tools and mobilization can take a long time.</p>

1 PROJECT DESIGN AND PLANNING					1 PROJECT DESIGN AND PLANNING				
1.2 GENDER-SENSITIVE DESIGN					1.2 GENDER-SENSITIVE DESIGN				
Activities	Leading questions	Responsible actors & involved/addressed stakeholders	Necessary resources	Timeline	Activities	Leading questions	Responsible actors & involved/addressed stakeholders	Necessary resources	Timeline
1.2.1 Designing the Gender Action Plan (GAP) of the project	<ul style="list-style-type: none">• What are the gender-sensitive objectives to achieve?• Will the gender-sensitive objectives contribute to improving gender equality and women's empowerment?• Are the potential benefits and possible negative impacts of the project intervention identified for women and men?• Do activities reflect gender roles and differences in access and control over resources?• Are there activities aiming at creating gender change in urban settings?• Are women's needs in urban settings taken into account in the activities?• Are sufficient financial resources committed to gender mainstreaming?• Have the project proposal, reports, and documents been checked to ensure that no sexist language has been used?• Is the language also gender-sensitive and inclusive?	Task owners <ul style="list-style-type: none">• Project manager• Data analysts Involved actors <ul style="list-style-type: none">• Local government officials• Community leaders / representatives	Staff with an understanding of gender issues in relation to urban projects.	Phase 1 – mid-phase 1 month, minimum: Gender participatory analysis and the creation of an agreement among stakeholders might take some time.	1.2.3 Developing a gender-sensitive budget of the project	<ul style="list-style-type: none">• Are financial resources equally allocated between men and women?• What are the potential adverse effects of the budget's gendered allocation on gender equality?• Which of the project's resources can be used in order to improve gender equality?	Task owners <ul style="list-style-type: none">• Project manager• Finance officer• Grant manager Involved actors <ul style="list-style-type: none">• Local government officials• Community leaders / representatives• Women-led organizations	<ul style="list-style-type: none">• Staff with an understanding of gender issues in relation to urban projects.• Staff with skills in finance or monitoring and evaluation.	Phase 1 2 weeks: Planning a gender-sensitive budget is an important step of the project which needs to be considered early on during project design and planning.
					1.2.4 Setting up a gender-sensitive project communication plan	<ul style="list-style-type: none">• Were the women involved in the gender participatory assessment interested in knowing more about the project's development?• Is it beneficial for the project to maintain women's engagement during project implementation?• Which channels are better adapted to the audience (physical or digital space)?• Which frequency shall be used to communicate to women?	Task owners <ul style="list-style-type: none">• Project manager• Communications officer Involved actors <ul style="list-style-type: none">• Local government officials• Community leaders / representatives• Women-led organizations• Local media		
					1.2.5 Ensuring gender-inclusive governance of the project	<ul style="list-style-type: none">• Will both women and men be involved in similar capacities during planning, implementation, and monitoring?• Will inputs from female staff be taken into account within the project's management decision-making?• What actions, if any, should be taken to encourage more women to take part in the project's team?	Task owners <ul style="list-style-type: none">• Project manager / project team• Monitoring and evaluation specialist• Auditors Involved actors <ul style="list-style-type: none">• Local government officials• Community leaders / representatives		
1.2.2 Setting up a monitoring plan	<ul style="list-style-type: none">• Will the project yield sex-disaggregated results and achievements?• Is the baseline gender-sensitive?• Are sex-disaggregated beneficiary data and relevant measures of gender equality integrated into the project baselines?• Have gender-related indicators been developed for outputs and outcomes?• What are the anticipated risks for gender-equitable results?• Will the project have any adverse impact on women, men, boys or girls? If so, what mitigation measures will be implemented?	Task owners <ul style="list-style-type: none">• Project manager• Monitoring and evaluation specialist Involved actors <ul style="list-style-type: none">• Local government officials• Community leaders / representatives	<ul style="list-style-type: none">• Staff with an understanding of gender issues in relation to urban projects.• Staff skilled in monitoring and evaluation.	Phase 1 – closure 2 to 4 weeks: Allow ample time to set up a monitoring plan with SMART indicators and targets. It is crucial to the sustainability of a gender-inclusive urban project, as it will help evaluate its impact and create useful data for the next data set.					

2 PROJECT IMPLEMENTATION					3 PROJECT CLOSURE				
Activities	Leading questions	Responsible actors & involved/addressed stakeholders	Necessary resources	Timeline	Activities	Leading questions	Responsible actors & involved/addressed stakeholders	Necessary resources	Timeline
2.1 Implementing the gender-sensitive communication plan	<ul style="list-style-type: none">Does the project include planned social activities likely to attract women?Are there opportunities to create a project info point?Can regular focus groups or other communities be organized in order to assess beneficiaries' feedback?Are there some participatory site visits to be implemented?	Task owners <ul style="list-style-type: none">Project managerCommunications officer Involved actors <ul style="list-style-type: none">Local government officialsCommunity leaders / representativesWomen-led organizationsLocal media	<ul style="list-style-type: none">Material and financial resources if a project info point or other infrastructures are considered.Necessary financial or human resources staff (depending whether it is in-house staff or from a contracted expert body) to implement social activities and maintain women engaged (communication, translation, mobilization etc.).	Phase 2 1 month to 1 year or more, depending on project's scale: Implementing a project house, maintaining women's engagement in the project, and getting their feedback is rather a long-term process and is an effort that is maintained throughout the project.	3.2 Communicating the results of the project	<ul style="list-style-type: none">Are the women who were mobilized in the project informed about the results?Is it more suitable to use project figures or testimonies in communications tools?Is the communication of the project's results nonsexist and inclusive? What communication channels among city networks or other institutional networks could benefit the implementing city?Can the collected data be used for advocacy purposes by women's associations?	Task owners <ul style="list-style-type: none">Project managerCommunications officerMonitoring and evaluation specialist Involved actors <ul style="list-style-type: none">Local government officialsCommunity leaders / representativesWomen-led organizationsLocal media	Staff with understanding of inclusive communication and communication networks.	Phase 3 – closure From 2 weeks to 3 months
2.2 Implementing the Gender Action Plan	<ul style="list-style-type: none">Is gender perspective maintained during the implementation of the activities?Has a gender referee been appointed?	Task owners <ul style="list-style-type: none">Project ManagerData analysts / research specialistsFinance officer Involved actors <ul style="list-style-type: none">Women-led organizationsLocal government officialsCommunity leaders / representativesResearch institutions	Staff to act as gender focal point to keep track of gender perspective in the project and stay in regular contact with the contracted expert body (if there is one).	Phase 2 1 month to 1 year or more during activities' implementation, depending on project's scale.	3.3 Managing post-implementation activities	<ul style="list-style-type: none">Are gender-sensitive maintenance activities planned and budgeted for the project?Is it possible to foster women's participation in maintenance activities?To which projects would it be useful to disseminate lessons learned?To whom is it possible to transmit the project's ownership?Are there additional sources of funding which could ensure the project's sustainability?	Task owners <ul style="list-style-type: none">Project managerMonitoring and evaluation specialist Involved actors <ul style="list-style-type: none">Local government officialsCommunity leaders / representativesWomen-led organizations	Decision-making staff with understanding of gender sensitivity in urban projects.	Phase 3 – end of closure From 2 weeks to 6 months
3 PROJECT CLOSURE									
Activities	Leading questions	Responsible actors & involved/addressed stakeholders	Necessary resources	Timeline					
3.1 Evaluating the project and the implementation of the Gender Action Plan	<ul style="list-style-type: none">Are sufficient gender disaggregated data available for evaluation?Is evaluation designed to consider the project's impact on gender inequalities in an urban setting?Are the participatory gender analysis and all design processes sufficiently taken into account in the evaluation?Are all perspectives of gender sensitivity in an urban setting taken into account in the evaluation (project governance, gender sensitivity in the implementation of the activities, mobilization of women, etc.)?	Task owners <ul style="list-style-type: none">Project ManagerData analysts / research specialistsFinance officerMonitoring and evaluation specialist Involved actors <ul style="list-style-type: none">Women-led organizationsLocal government officialsCommunity leaders / representativesResearch institutions	Staff with monitoring and evaluation skills, e.g., gender focal point or gender expert, together with monitoring and evaluation experts.	Phase 3 From 2 weeks to 3 months					

ANNEX 1.

Participatory and sociological data collection tools

PARTICIPATORY GENDER ANALYSIS			
PARTICIPATORY DATA COLLECTION TOOLS			
Activities and results	Steps	Necessary resources	Timeline
Exploratory walks <ul style="list-style-type: none">A walk is organized with a group of 10–15 women from the project's area.Through a dedicated questionnaire, they are asked how they feel at various locations; how they use and don't use the space; and what are their recommendations.	<ol style="list-style-type: none">Identify what zone is to be studied depending on the project's scope.Conduct 2-3 field visits of neighbourhood to plan routeGather information about the neighbourhood in order to define a walk path mixing generally positively perceived areas (appropriated and appreciated by women) and generally negatively perceived areas (not appreciated by women).Create a questionnaire according to the information already collected about the project.Mobilize women for the walk.On the day of the walk: organize women in discussion groups of 5 or less.At each stop, they will jointly discuss a series of questions about the place.The atmosphere of the group talk will be positive to foster debate and for each woman to express opinions.The moderator will be in charge of asking questions, making sure every woman participates and recording answers if writing is not an option.	Preparation work <ul style="list-style-type: none">Time and contact with the targeted communities are necessary in order to mobilize women.Choose or designate a moderator and walk leaders. Moderators animate discussions during the walk (about 1 person for 5 participants) and a walk leader leading the way. Material needed <p>Questionnaire and writing material, or recording devices (if writing is not an option).</p>	1 to 3 weeks of preparation <ul style="list-style-type: none">Mobilization can be lengthy depending on the resources needed.Preparation requires a certain understanding of the neighbourhood, which might necessitate 2 to 3 field visits.

PARTICIPATORY GENDER ANALYSIS			
PARTICIPATORY DATA COLLECTION TOOLS			
Activities and results	Steps	Necessary resources	Timeline
Sensitive cartography workshop <ul style="list-style-type: none">A workshop is organized with a group of 10–15 women from the project's area.They are asked to comment on a map and identify the spaces they use and those they don't use, but also their daily mobility trips and places they often go to.A sensitive map will be realized based on how they feel in different places of the neighbourhood.	<ol style="list-style-type: none">Identify what zone is to be studied depending on the project's scope.Gather information about the neighbourhood in order to already identify positive areas (appropriated and appreciated by women) and negative areas (not appreciated by women) in the neighbourhood.Create a set of questions to be answered.Mobilize women for the workshop.On the day of the workshop: organize women in discussion groups of 5 or less.They will be discussing the questions asked about the neighbourhood by the moderator.The atmosphere of the group talk will be positive to foster debate and for each woman to express opinions.The moderator is in charge of asking the questions, making sure all women participate and recording answers if writing is not an option.	Preparation work <ul style="list-style-type: none">Time and contact with the targeted communities are necessary in order to mobilize women from the community.Apart from this some preparatory work is necessary.Moderators animate discussions during the workshop (about 1 person for 5 participants). Material needed <ul style="list-style-type: none">Maps and writing devices to write on the map, or recording devices (if writing is not an option).Staff with map designing knowledge for the final product.	1 to 3 weeks of preparation <ul style="list-style-type: none">Mobilization can be lengthy depending on the resources needed.Preparation requires a certain understanding of the neighbourhood, which might necessitate 2 to 3 field visits.
Focus group discussions <ul style="list-style-type: none">A workshop is organized with 7–10 participants and questions are asked and jointly discussed within the group through participatory processes.The aim is to gather information about community life and dynamics, understand general community issues, and give every member of the community the chance to voice their views.	<ol style="list-style-type: none">Gather information about the neighbourhood and community in order to create a set of questions.Create a set of questions to be answered.Define which participatory processes will be used to guide the discussions and understand different perceptions and perspectives.Mobilize women for the focus group.On the day of the focus group: in groups of 7–10, women discuss the questions asked by the moderator.The atmosphere of the group talk will be positive to foster debate and for each woman to express opinions.The moderator is in charge of asking the questions, making sure all women participate and recording answers if writing is not an option.	Preparation work <ul style="list-style-type: none">Time and contact with the targeted communities are necessary in order to mobilize women from the community.Apart from this some preparatory work is necessary.Moderators animate the discussions during the workshop (about 1 person for 5 participants) and a walk leader leading the way. Material needed <ul style="list-style-type: none">Maps and writing devices to write on the map, or recording devices (if writing is not an option).	1 to 3 weeks of preparation <ul style="list-style-type: none">Mobilization can be lengthy depending on the resources needed.The focus group can be organized with minimal preparation or more in-depth work.

PARTICIPATORY GENDER ANALYSIS				PARTICIPATORY GENDER ANALYSIS			
PARTICIPATORY DATA COLLECTION TOOLS				SOCIOLOGICAL DATA COLLECTION TOOLS			
Activities and results	Steps	Necessary resources	Timeline	Activities and results	Steps	Necessary resources	Timeline
Interviews with key respondents <ul style="list-style-type: none">Interviews are set with individuals considered representative of the community, or workers from institutions, or NGOs from the neighbourhood.Questions are asked by the interviewer.The aim is to collect more specific or technical knowledge from the neighbourhood.	<ol style="list-style-type: none">Identify what zone is to be studied depending on the project's scope.Gather information about the neighbourhood in order to already identify positive areas (appropriated and appreciated by women) and negative areas (not appreciated by women) in the neighbourhood.Create a set of questions to be answered.Prepare participatory activities to understand different perceptions and perspectives.On the day of the interview: the interviewer is in charge of asking the questions and writing answers down or recording them.	Preparation work <ul style="list-style-type: none">Time and contact with the targeted communities are necessary in order to organize the interviews.Apart from this, some preparation work is necessary to gather information and prepare the interviews. Material needed <p>Writing material for the interviewer to take notes, or recording devices.</p>	1 to several weeks of preparation <ul style="list-style-type: none">Mobilization can be lengthy depending on the resources needed.Interviews can be made with minimal preparation or more in-depth work; getting in touch with key respondents might take one to several weeks.	Counting men and women in the public space <p>Counting men and women in a specific public space in order to know how this space is used by men and women.</p>	Preparation <ul style="list-style-type: none">Delimitation of a portion of public space.Identification of the area where the experts will settle to observe. Elaboration of a counting grid including: <ul style="list-style-type: none">Is the person a woman/man? What is his/her age?Observation time frames including different uses of the space: weekends, week day, peak hours, morning, night, market times...Activities: Are women/men standing? sitting? Are they grocery shopping? Are they just passing? Are they waiting?Are women/men alone? accompanied? with children? Recording observations <ul style="list-style-type: none">During the defined time span, experts fill this grid. From that grid, they establish statistics that can highlight gender differences in the uses of that specific space.Ideally, counting will be made before the urban project implementation and after, in order to track the differences in the space's uses and to assess progress.	Material needed for the counting <ul style="list-style-type: none">Counting grid.Writing material.Excel will help transform results into statistics.	2 to 4 weeks <p>Preparation is necessary but can be done quickly; however, observations shall be realized in the span of at least 2 weeks, preferably one month.</p>
Participatory co-design workshops <ul style="list-style-type: none">A workshop is organized with 10–15 participants.The information gathered about the neighbourhood (from participatory or sociological data collection tools) and its challenges is presented to the group as a basis to create recommendations.Suggestions of what could be implemented in terms of spatial organization, urban furniture or services need to be presented as a basis for discussion.The participatory co-design workshop can either target women from the community or a mix of women from the community and experts from the neighbourhood or related to the group. Sub-groups might be created in order to allow for brainstorming sessions and for women to share about their personal challenges before weighing in on recommendations.	<ol style="list-style-type: none">Compile information about the neighbourhood and its challenges, and analyse them.Create a set of urbanistic or social activity recommendations to answer the identified challenges.Mobilize women and experts for the workshop.On the day of the workshop: one moderator per brainstorming workshop (1 person for 5 people). Recording devices or writing material to keep notes.	Preparation work <ul style="list-style-type: none">Time and contact with the targeted communities are necessary in order to mobilize women from the community and invite experts.Some preparation work is necessary, specifically in compiling data and providing elements to discuss for recommendations. It might be necessary to appoint moderators to facilitate the discussions during the brainstorming part of the workshop (about 1 person for 5 participants).One of the moderator's missions is to make sure women from the community feel legitimate in talking. Material needed <ul style="list-style-type: none">Writing material or recording devices, and pictures to illustrate urban recommendations.	2 to 4 weeks of preparation <ul style="list-style-type: none">Mobilization can be lengthy depending on the resources needed.Getting the necessary references and considering all possible solutions might take time.	Sociological observation work <ul style="list-style-type: none">Sociological observation can help provide more details on how men and women use public space. It is less likely to be included in the design of an urban project but could be useful.	Preparation <ul style="list-style-type: none">Delimitation of a portion of public space and Identification of the area where the experts will settle to observe.Definition of what will be observed: who do they want to observe, what behaviours? Observation can take place during a specific moment (market grocery shopping, for example).Elaboration of an observation framework. It does not have to be densely elaborated; one can have only a few ranges of observation topics noted. This kind of observation can help better understand the specific needs and experiences of women.	Material needed for the counting <ul style="list-style-type: none">Observation grid.Writing material.Person to record observations.	1 Week <p>Preparation for observation is important; sociological observation should be done at least at 2 to 3 different times and on different days.</p>

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Cities Without Slums

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