

CITIES ALLIANCE GENDER JOINT WORK PROGRAMME

DIRECTOR'S OFFICE

GENDER ASSESSMENT OF EXTERNAL COMMUNICATION

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I. EXECUTIVE SUMMARY..... iv

II. Purpose I

III. Baseline Data..... 3

V. Recommendations 38

**ANNEX I: Checklist for Gender Mainstreamed
Communication 43**

**ANNEX II: Resources and Data Sources used for
Assessment..... 48**

ACRONYMS AND ABBREVIATIONS

CATF	Catalytic Fund
DO	Director's Office
GES	Gender Equality Strategy
GET	Gender Equality Team
JWP	Joint Work Programme
LGBTQI	Lesbian, Gay, Bi-Sexual, Queer, Questioning and Intersex
MTS	Medium Term Strategy
SDG	Sustainable Development Goals
TOR	Terms of Reference
UNOPS	United Nations
WIEGO	Women in Informal Employment: Globalizing and Organizing

I. EXECUTIVE SUMMARY

Purpose and Methodology

The Cities Alliance has committed itself to address and reduce gender inequalities in developing cities to achieve inclusive urban development, aligned with Sustainable Development Goal (SDG) 5 to achieve gender equality and empower all women and girls. Recognizing that gender-based inequalities deprive cities of a significant source of human potential and commits, the Cities Alliance second thematic pillar under the Medium Term Strategy (MTS) 2014-2017 is the cross-cutting promotion of gender equality. In March 2015 the Cities Alliance launched the Gender Equality Strategy (GES), followed by the Gender Terms of Reference (ToR) in January 2016, which provides guidelines for institutionalizing gender mainstreaming in all work areas.

For the Director's Office, external communication was identified as promising area for long-term engagement and gaining quick wins. The purpose of this baseline study is to inform the Cities Alliance secretariat regarding its external communication, especially focused on the Cities Alliance website. To set further targets and indicators for the Director's Office, a well-informed baseline study is needed to provide comparative and objective data to assess a) the gender responsiveness of the content and b) the gender-sensitivity of languages and images. This baseline assessment is based on desk review of content available on the Cities Alliance website and related sources, which includes newsletters, annual reports, website content, and social media (Facebook and Twitter), covering a two year communications period from 01 January 2014 to 31 December 2015, with the exception of the website content which reviews all available content available for viewing at the time of this report (May 2016).

The qualitative and quantitative analysis of this data serves the basis of the recommendations and checklist found in this document to assist Cities Alliance DO staff and its communication specialist on how to incorporate gender responsiveness in communication with partners, stakeholders and within day to day work in the Secretariat.

Key Findings

Key findings are presented across all communication sources, including aggregated and disaggregated data, as well as specific findings for each communication sources. Key overarching findings include the following:

- Across communication sources, less than 12 percent (ranging from 1- 12 percent by source) of all content addresses gender equality and women's empowerment explicitly or mainstreamed into another topic. Gender equality is frequently discussed separately, and is rarely mainstreamed into other content.
- Orientation of discussion at the strategic level is focused on gender equality, inclusive of women, men, boys, and girls. However, when discussing partnerships and examples, the discussion is focused on women's empowerment and, for the most part, excludes comparisons between women and men, or the role that men and boys play in promoting gender equality. In addition, Lesbian, Gay, Bi-Sexual, Transgender, Queer, Questioning and Intersex (LGBTQI) issues are not addressed in any communication material, effectively excluded from discussion regarding inclusion.
- In general, across sources, women are more likely to be portrayed in anti-stereotypical roles, depicted and described as role models, speakers, and decision-makers (64 percent of reference to women in newsletters, 50 percent in web content, 78 percent in Twitter, and 18 percent in the Annual Report). However, it is uncommon to find reference to men in untraditional or anti-stereotypical roles, with no instances on the web or Twitter and only 5 percent in newsletters and 8 percent in the Annual Reports. This is a missed opportunity to show both women and men in diverse leadership and caring roles in the context of women and men working together toward gender equality. Similarly, although photographic images of women tend to be more anti-stereotypical than stereotypical, there are very few images available in any communication material that portrays men in anti-stereotypical roles.

- Data that is disaggregated by sex or gender descriptive is not frequently presented across communication sources. No presented data on the web is sex-disaggregated, only 5 percent in newsletters are, and 8 percent in the Annual Reports.
- Gender neutral language is generally used throughout all communication materials, with due respect provided to both male and female experts when quoted and referred to by title. However, men are more likely to be referenced as sources of opinion across sources than are women, except in the case of the Annual reports where exactly 50 percent of those referenced are women, compared to 47 percent on Twitter, 33 percent in newsletters, 31 percent on Facebook, and only 5 percent in web content. Gender neutral language is used so well that in many instances it crosses the line to becoming gender blind, omitting important information on differences, for example, on how men and women are benefiting differently (or at all) from Cities Alliance’s work.

Recommendations

Based on these assessment findings, this report includes detailed recommendations by communication source, and also includes a checklist for staff to utilize. Overarching recommendations at the strategic level to improve integration of gender equality within external communications include the following:

- Ensure that connections are consistently made between promotion of gender equality as the second MTS pillar down to the results, output, and indicator levels, especially when communicating about activities and results. Currently gender equality is more often referenced as a strategic goal but it is unclear from communications materials how Cities Alliance puts the Gender Equality Strategy into action to achieve tangible results in the work down with male and female beneficiaries in cities.
- Communication sources use the terms “inclusion” and “equality” frequently, but it is unclear if these descriptions include women, men, boys, and girls. Expanding this definition of inclusion and equality to be clear about how women, men, boys, and girls are targeted to participate, as male champions, to overcome gender-based constraints in explicit terms will help clarify how Cities Alliance works towards gender equitable and gender inclusive cities in practice.
- “Inclusion” and “equitable” are terminologies frequently used throughout communication sources. Cities Alliance appears to have a binary understanding of gender roles (e.g., male and female). However, there are no references found anywhere in any communication source regarding, for example, LGBTQI, whom in many developing urban cities are often excluded socially, marginalized, and very vulnerable due to legal and informal discrimination. Communication about how Cities Alliance is taking into account LGBRQI needs is critical to the conversation about inclusion.
- Good work is being done to portray women in anti-stereotypical leadership roles, business women, and role models, more frequently than women are portrayed in stereotypical roles, across communication sources, both in words and pictures. However, there are rare examples of men and boys portrayed in anti-stereotypical roles in words or pictures. Cities Alliance can help promote gender equality by breaking down barriers, stereotypes, and traditions, and show more and talk about more men in anti-stereotypical roles, supporting gender equality cause, as care takers, and as vulnerable.
- Look for opportunities consistently over time and communication sources to integrate discussions on gender mainstreaming/ women’s empowerment throughout, with photos, hash tags, sex-disaggregated data, and calling out how an initiative thinks about, impacts, or engages men and women differently.

II. PURPOSE

Background

The Cities Alliance has committed itself to address and reduce gender inequalities in developing cities to achieve inclusive urban development, aligned with Sustainable Development Goal (SDG) 5 to achieve gender equality and empower all women and girls. Recognizing that gender-based inequalities deprive cities of a significant source of human potential and commits, the Cities Alliance second thematic pillar under the Medium Term Strategy (MTS) 2014-2017 is the cross-cutting promotion of gender equality. In March 2015 the Cities Alliance launched the Gender Equality Strategy (GES), followed by the Gender Terms of Reference (ToR) in January 2016, which provides guidelines for institutionalizing gender mainstreaming in all work areas.

The ToR will form the basis of the Cities Alliance Gender Action Plan. For the Director's Office, external communication was identified as promising area for long-term engagement and gaining Quick Wins. This assessment and checklist will thus focus on the Cities Alliance external communication.

Objective

The objective of the detailed baseline study is to inform the Cities Alliance secretariat regarding its external communication, especially focused on the Cities Alliance website. To set further targets and indicators for the Director's Office, a well-informed baseline study is needed to provide comparative and objective data to assess a) the gender responsiveness of the content and b) the gender-sensitivity of languages and images. This study contains quantitative and comparable data as well as qualitative data, all of which are synthesized and analysed. It also provides recommendations for improving the gender responsiveness of the DO external communication content and style.

The expected outcome of the desk review is increased awareness on how to incorporate gender responsiveness in communication with partners, stakeholders and within day to day work in the Secretariat. This baseline will further serve as a basis to for decision-making and will provide a benchmark with targets and indicators. Secondly, staff will use a simple checklist that both summarizes practices in their work and supports data collection for monitoring and evaluation of the indicators. As a separate but direct follow-up to this baseline study a Gender Communication Strategy will be developed for the Cities Alliance Secretariat.

Methodology

The methodology to achieve the objective and desired outcome is based exclusively on a desk review of content available on the Cities Alliance website and related sources, which includes newsletters, annual reports, website content, and social media. It is a qualitative and quantitative desk review that covers a two year communications period from 01 January 2014 to 31 December 2015, with the exception of the website content which reviews all available content available for viewing at the time of this report (May 2016).

All sources were reviewed based on two distinct criteria: 1) discussion of gender equality, whereby gender was discussed comprehensively to include women, men, boys, and girls, or addressed topics such as masculinities or male engagement; and 2) discussion of women's empowerment, whereby women or girls were explicitly discussed as beneficiaries or targets, without explicit emphasis to how men or boys relate to the empowerment discussed. Although both gender equality and women's empowerment are worthy to strive toward, special care needs to be taken when discussing and designing programs solely focused on women and girls without considering the broader context within households and communities where women and girls live, work, and play. It is desirable to have more focus on gender equality, rather than women's empowerment

alone, as we know that we cannot truly empower women and girls unless we change the social construct within which they operate—which requires engagement of men and boys alongside the women.

Quantitative data was collected by simple counting of the total number of each specific resource (such as photos, news articles, mention of data, Facebook posts, etc.). Then, the total number of each specific resource, section, or data type that met certain gender equality or women’s empowerment criteria (as detailed below) was counted. The data is presented throughout this baseline assessment, provided both as raw numbers and as percentages where applicable.

Qualitative data was collected by reviewing all data sources and sections and answering descriptive questions (as detailed below) to provide context to the quantitative data presented. Samples of photographs, data, and references are provided throughout this assessment to further contextualize the quantitative data and to provide context for the recommendations made.

Limitations

This assessment is based solely on the review of existing resources, so there are few limitations. However, it is important to make that some about of subjective judgment is made by the reviewer of the materials in deciding how to categorize sources. The review of these sources was completed by a gender specialist viewing the materials through a gender lens. When completing future assessments, it will be important to replicate this viewpoint through review by a trained gender specialist in order to have meaningful comparative data.

III. BASELINE DATA

This section presents the qualitative and quantitative baseline data for each communication source, including newsletters, annual reports, website content, and social media. Each source type is further broken down by sections, as relevant, in order to provide data and assess how gender is mainstreamed into each specific section, topic, or area. Quantitative data is summarized in graphs and tables, and is contextualized with qualitative data. Aggregated quantitative data is available in **Annex III**, by communication source, and an accompanying attachment in Excel includes all detailed data disaggregated by source and sub-source. Where appropriate analysis of the data is presented, along with examples to bolster specific points. At the end of each sub-section Key Take Away points summarize key points.

Table 3. Summary of Baseline Data

Summary Descriptive Data of Gender Mainstreaming in Cities Alliance Communications Materials					
Criteria	Newsletter	Web content	Facebook	Twitter	Annual Report
Percent of articles/ posts/ content explicitly on women’s and girls’ empowerment, or mainstreamed into content	8%	0.3%	4%	1%	10%
Percent of articles/ posts/ content explicitly on gender equality, including the role of men, or mainstreamed into content	12%	12%	3%	6%	8%
Percent of articles/ posts/ content explicitly on LGBTQI as an issue of inclusiveness and equality, or mainstreamed into content	0%	0%	0%	0%	0%
Percent of content (where reference is made to women) portraying them in anti-stereotypical roles	64%	50%	N/A	78%	18%
Percent of content (where reference is made to men) portraying them in anti-stereotypical roles	5%	0%	N/A	0%	8%
Percent of presented data that is sex-disaggregated or gender descriptive	15%	0%	N/A	N/A	3%
Percent of budget data presented that describes allocation toward gender equality	0%	0%	N/A	N/A	0%
Percent of content/ articles/ posts that utilize gender-neutral language	100%	100%	100%	100%	100%
Percent of all photographs which depict men in an anti-stereotypical role	0%	3%	0%	N/A	0%
Percent of all photographs which depict women in an anti-stereotypical role	6%	11%	16%	N/A	11%
Percent of all photographs which depict men in a stereotypical role	19%	16%	25%	N/A	37%
Percent of all photographs which depict women in a stereotypical role	10%	5%	8%	N/A	0%
Percent of individuals quoted/ referenced as sources of opinion who are female	33%	5%	31%	47%	50%

Summary Descriptive Data of Gender Mainstreaming in Cities Alliance Communications Materials					
Criteria	Newsletter	Web content	Facebook	Twitter	Annual Report
Percent of articles/ content/ posts where the Gender Equality Strategy is referenced	3%	10%	1%	0%	2%

Table 4. Summary of Key Findings across Communication Sources

Source	Key Findings
Newsletters	<ul style="list-style-type: none"> • Great efforts are made to mainstream gender and women’s empowerment within news articles or as stand-alone topics, resulting in 38 percent of articles that address gender equality in some way, but more can be done to integrate gender throughout more articles. Opportunities are missed to integrate brief mention of gender equality, or qualitative descriptive information by sex, throughout all articles. • There is little to no mention of the role of men and boys in striving toward gender equality, nor mention of LGBTQI issues, resulting in a one-sided bias of talking about women’s empowerment without contextualizing communities and relationships surrounding them and other key populations. • Gender neutral language is used throughout all articles, except when appropriately referring to a specific person. However, in many instances gender-neutral language becomes gender-blind in that it treats entire populations the same without recognizing differences (e.g., residents, slum dwellers, beneficiaries, etc.). • Although women are portrayed more frequently as leaders (61 percent) than as stereotypically vulnerable (39 percent), men are twice as likely to be show-cased in articles in any manner, and the majority (95 percent) are portrayed as stereotypical decision-makers or leaders. • Men are two times more likely than women (67 percent compared to 33 percent) to be cited as experts, resources, and sources of trusted opinion in Cities Alliance news articles. This demonstrates a bias and valuation toward men as leaders in thought, decisions, and opinion. • Out of the photographs that depict men or women in action, more photos (60 percent) depict them as leaders, doers, and decision-makers. However, 100 percent of those depicting men are in stereotypical leadership roles. • The Gender Equality Strategy was published in March 2015, and was since referenced in two out of three subsequent newsletters (July and November 2015) to highlight its publication and a follow-on workshop. It will be important to continue referencing the GES moving forward to bolster programmatic work on gender mainstreaming. • Data and budgets presented throughout the newsletters generally do not provide descriptive gender statistics or sex-disaggregated data and budget information; only 4 data bites out of 26 were descriptive gender statistics, and none of the 12 mentioned budget figures included percentage allocated to gender mainstreaming. This is a missed opportunity to communicate the importance in talking about and investing in gender equality. • Gender equality and women’s empowerment are not currently prioritized as explicit topics to be included as knowledge resources in newsletters, and there is no indication from resource descriptions if presented knowledge resources mainstream gender.

Source	Key Findings
	<ul style="list-style-type: none"> • The Cities Alliance Secretariat Update within newsletters is an opportunity to highlight institutional activities specific to gender mainstreaming. In the one newsletter (March 2013) where content is included, new male and female employees are spotlighted equally and in senior roles, such as Regional Advisor. • None of 30 events highlighted include direct information about whether or not they address gender equality as a key topic or mainstreamed into the programme, and no events are highlighted that explicitly address gender equality or women’s empowerment.
Web Content	<ul style="list-style-type: none"> • The About Us page provides a high-level overview of the Cities Alliance strategic objectives, priorities, partners, and desired results. It does include a link to the Gender Equality Strategy, but otherwise does not mainstream gender equality into discussions about these high level strategic goals and desired results, missing an important opportunity to prominently place gender equality as a high level strategic priority. • With the exception of highlighting a Joint Work Programme on Gender Equality, all other descriptions, results, and messages describing the Cities Alliance four business lines exclude discussion of gender equality. Further, description of Cities Alliance priorities that it supports also excludes mention of gender equality. This is a missed opportunity to highlight the importance of gender equality throughout all aspects of Cities Alliance work. • Project descriptions available on the website are gender-blind, excluding sex-disaggregated data, descriptive gender statistics, results on gender equality, or language mainstreamed throughout. This limits opportunities for sharing and learning across partners, in addition to limiting communication and advocacy on gender equality. • Only one of the 328 publications listed exclusively in Knowledge Resources addresses girls rights, five others addressing inclusion and equality are suspected to, and the rest are unknown based on titles provided alone. For readers interested in learning more about gender mainstreaming in cities, there are few targeted resources to assist readers. • One out of 21 listed non-country partners is a women’s NGO. Organizational descriptions listed for other members exclude mention of any expertise or experience other members may have related to gender equality, limiting how member breadth of gender equality knowledge is presented and potentially limiting synergies and collaboration specific to gender equality. • The majority of the content available in the Newsroom, apart from newsletters and features, is the photo gallery containing 148 pictures. Two-thirds (67 percent) of the 24 photographs of women portray them in anti-stereotypical roles, such as fishing with a partner (Philippines), working on a small scale construction project alongside men (Philippines), walking on the street alone (Yemen), or women in leadership positions or public speaking roles at events. On the other hand, only three photos (11 percent) of men depict them in anti-stereotypical roles, the remainder depicting men as leaders, public speakers, or dominating street scenes/ using transport. There is opportunity to increase, in particular, images of men in anti-stereotypical roles, and to utilize these types of images more widely throughout communication materials.
Social Media	<ul style="list-style-type: none"> • Less than five percent of all Facebook posts address gender equality or women’s empowerment explicitly or implicitly, and men are twice as likely to be quoted or referenced as experts or sources of opinion. Although there are many photos and references to women as leaders and decision-makers, there are many missed opportunities to: portray men in anti-stereotypical roles, mainstream gender into post teasers, and explicitly discuss LGBTQI issues when referring to equity and inclusion.

Source	Key Findings
	<ul style="list-style-type: none"> Only four percent of original Cities Alliance tweets focus on gender equality or women’s rights, most of which were concentrated in January- March 2015, dissipating in the last three quarters of 2015. There is opportunity to leverage Twitter to mainstream gender equality into the public conversation domain with greater frequency.
Annual Reports	<ul style="list-style-type: none"> Although gender equality is explicitly discussed prominently as a key strategic priority of the MTS in both annual reports, it does not appear elsewhere in the Director’s Message or Highlights, and lacks gender descriptive data or sex-disaggregated data to bolster its importance. In both annual reports there is an initial linkage broken between the MTS strategic priority of promoting gender equality and mainstreaming discussion about gender equality into programme results. In some places (11 out of 77 sub-sections) “gender equality” or the partner, WIEGO, is briefly mentioned or called out, but there is little integration of gender equality discussion woven throughout. Most importantly, gender equality is completely absent from the gender-blind results framework presented in both 2014 and 2015. This drives the rest of planning and activities. Only one out of 29 data points in the results sections refers to women, and none are sex-disaggregated or gender descriptive. In addition, none of the 8 budget figures presented include information on allocation toward gender equality. This is a missed opportunity to showcase real results of Cities Alliance work and investment towards achieving its MTS strategic objective of promoting gender equality. Content related to gender equality is limited in discussion of Secretariat Outputs to institutional strengthening of gender and partnerships; out of 44 sub-sections across both annual reports, only three addressed gender equality and only four addressed women’s empowerment, representing between 7-9 percent of the content reporting on management effectiveness integrating gender. Out of 11 data points and 11 presented budget figures, non are sex-disaggregated and none include information pertaining to allocation of investments to gender equality. This is a missed opportunity to communicate something tangible about Cities Alliance work and investments in inclusive urban planning. The corporate scorecard is severely limited in its ability to meaningful measure results of Cities Alliance Work on one if its three strategic MTS pillars—gender equality. With only two indicators out of 47 related to quantitative measurement of women, no other sex-disaggregated indicators, and an absence of discussion around qualitative measurement of progress towards gender equality, it will continue to be challenging to communicate progress Cities Alliance is making towards its second MTS pillar.

Newsletters

A. News Articles

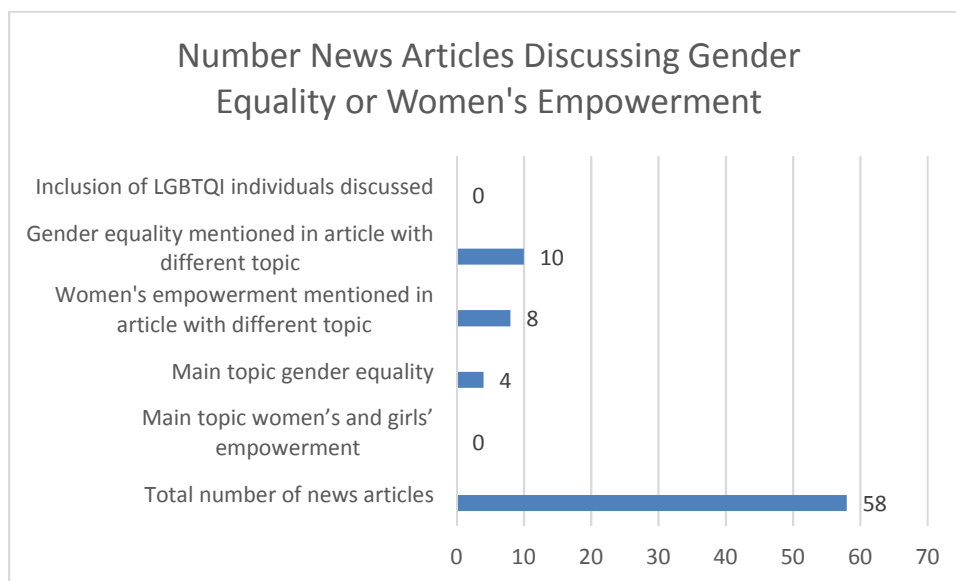
Article Content Related to Gender Equality

Newsletter article content is an important way to inform an audience about current events, issues of importance, as well as to educate readers and to signal to them what Cities Alliance prioritizes.

Across the seven quarterly newsletters from 01 January, 2014 through 31 December, 2015 there were 58 individual news articles. Out of the 58 articles, more than one third (38 percent) discuss gender equality or women’s empowerment, either as the main topic or mainstreamed into the article within a different topic.

The majority of these articles are written on a topic with gender mainstreamed (10) or women’s empowerment mainstreamed (8) into it, while there were four articles explicitly about gender mainstreaming, none explicitly about women’s empowerment, and none regarding inclusion of Lesbian, Gay, Transgender, Queer, Questioning, and Intersex (LGBTQI) individuals. It is also important to note that although there is much broad discussion regarding gender equality, specific mention of male inclusion, or the role of men and boys in gender equality, does not appear to be discussed within any articles. Notably, the articles that directly address or integrate gender equality and women’s empowerment are heavily focused on the period December 2014 through July 2015, during the rollout of the MTS and GES.

Figure 1. Number of News Articles Discussing Gender Equality or Women’s Empowerment



There is generally sound discussion of gender equality and women’s empowerment, discussing important pro-poor job creation for women and men, identifying and addressing barriers for women’s economic participation in markets, etc. The articles that do discuss gender equality and women’s empowerment balance discussion about institutional strategy and priority with programming and specific activities taking place by Cities Alliance around gender equality.

However, there is a general lack of discussion within the context of gender equality about the role of men and boys in gender equality. This important discussion is for the most part missing, as is any discussion around inclusion and rights of LGBTQI individuals and the community at large.

In addition, although there are many examples of explicit discussion about gender mainstreaming or women’s empowerment, there are many missed opportunities to briefly mention or discuss gender mainstreaming, or disaggregate information presented by sex. For example, there are many references to “slum dwellers, participants, residents,” etc. which uses gender neutral language. However, in referring to all people in one category, it misses opportunities to add gender-related nuances to the presentation of information. It leaves the reader wondering, for example, if the program discussed addresses the needs of both male and female slum dwellers. Is the program gender-blind? Inclusive? Gender transformative? Almost every news article has opportunities to add a sentence or two about gender equality efforts, or to disaggregate groups of people by men and women to explain how the event, program, or initiative is involving both women and men. This is an opportunity to signal to readers that 1) Cities Alliance is doing good work in the realm of social inclusion and gender equality; and 2) Cities Alliance prioritizes gender equality as important enough to embed into its conversations on most topics.

Lastly, there are further missed opportunities to ensure that “Calls to Action” are mainstreaming gender. As an example the call for papers for the paper competition in the March 2013 newsletter does not include a topic on gender as such nor adds a gender dimension to the suggested topics.

Gender Neutral Language

As previously mentioned, all articles excel at utilizing gender neutral language, so as not to bias a specific role toward men and women. The articles mostly refer to groups of people and use neutral language such as, “residents, students, stakeholders, participants, etc.” and only use “he, she, him, her” appropriately when discussing a specific man or woman that is quoted, for example.

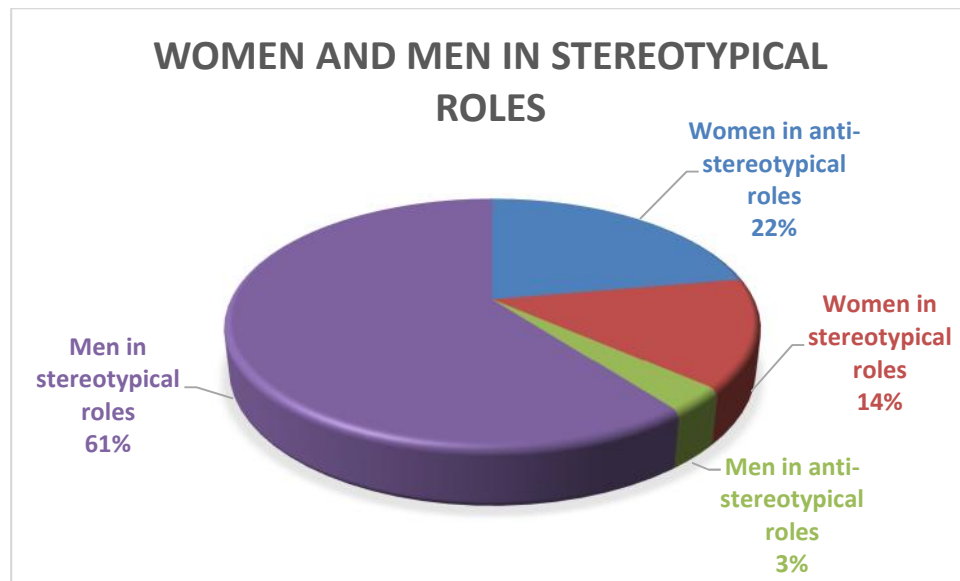
Although gender neutral language is desirable to avoid biases, it is also important to recognize where it may be appropriate to use, and where it will be appropriate to treat the information as data that could be disaggregated in order to call-out gender equality issues of interest. For example, as highlighted below, it is appropriate to use gender neutral language when discussing a leadership position, such as a chair, and avoiding using the traditional “he,” so as not to bias such a position toward men and away for women. However, in the other two examples provided, one discussing slum dwellers, and the other discussing community involvement, there is opportunity to disaggregate slum dwellers and community members by sex to briefly discuss how male and female slum dwellers or members will be engaged or impacted. The use of gender neutral language in these instances have an opposite effect of presenting gender-blind language. Examples of gender neutral and gender-blind language in news articles include:

- **Gender-neutral:** “The Assembly **will be chaired by an individual of global standing**, to be selected by the members. It will also take over the function of the Policy Advisory Forum (PAF), which has been abolished. Instead, the Assembly may appoint Sr. Policy Advisors to advise the Assembly, Board and Secretariat for a mandate of three years, renewable once.” (December 2014). **Here, the gender-neutral language makes it clear that either a man or woman—any individual—may become the Assembly chair. In this instance, this is inclusive as it is using gender-neutral language.**
- **Gender-blind:** “The situation is especially bad in GAMA’s low-income neighbourhoods, which house some 63 per cent of the city’s residents. Most of them rely on public toilets at the steep fee of US\$0.25 per use, or simply defecate out in the open. Water is also prohibitively expensive; slum dwellers in Accra pay as much as 10 times more for water than residents who obtain water directly from the city utility.” (March 2013). **In this case, we do not know if more males or females live in low-income neighborhoods—who is more impacted by poverty and open defecation? Who has more negative impacts for paying to use public toilets—males or females? Presumably females who require more privacy/ security vs. males who may more openly urinate. Which slum dwellers are more impacted by paying for water—males or females? And why? In this instance, the language is gender-blind, obscuring differential impacts of poverty on males vs. women.**

Portrayal of Women and Men in Stereotypical Roles

. Throughout the news articles men and women are presented as leaders and beneficiaries in many different roles—from thought leaders and change makers, to entrepreneurs and those that are vulnerable. Out of a total of 63 references made to individual or groups of women and men, the majority (61 percent) portrayed men in stereotypical roles of leaders, decision-makers, and authorities. Almost one third of all references were made to women, with 22 percent of all references made to women in anti-stereotypical roles such as women in decision-making and leadership roles, and 14 percent were made to women in stereotypical roles, such as providing support, and most frequently as vulnerable beneficiaries in need of services.

Figure 2. Percentage of Women and Men Portrayed in Stereotypical and Anti-Stereotypical Roles



There were only two instances (3 percent) of men referenced in anti-stereotypical or non-traditional roles such as vulnerable beneficiaries, care providers, or support services.

In other words, out of the 23 times that women are referred to in certain roles, 61 percent of the times women are referred to, they are referred to as leaders, while in the remaining cases (39 percent) women are referred to in stereo-typical roles, such as poor vulnerable women. However, men are referred to almost twice as much as women (a total of 40 times), and are much less likely than women to be portrayed in anti-stereotypical roles; 95 percent of the men portrayed are in stereotypical roles as leaders and decision-makers, and only 5 percent are portrayed in non-traditional or more vulnerable roles.

Examples of women and men referred to in anti-stereotypical roles include:

- **Male Anti-Stereotypical (caring about children’s safety and education):** “Most importantly, parents and children feel much better about the schools. ‘We can now stay safely home with confidence that our children are safe at school because of the fence,’ said parent and resident of Osu Cell, Hamza Aciri. He also welcomed the fact that trespassers are no longer able to access the school after hours, leaving trash and used condoms in the building for children to find. (December 2014)
- **Female Anti-Stereotypical (specifically referencing sex of high level female leader):** “We spoke with Ms. Paulina Saball, Chile’s Minister of Housing and Urban Planning (MINVU), on why reengaging with the Cities Alliance now is important for Chile and the partnership. Minister Saball noted that Chile welcomes the opportunity offered by the Cities Alliance to engage with the urban debate at the international level, especially now that the process of shaping the new global urban agenda is taking place. She particularly welcomed the Cities Alliance’s focus on equity in cities, which is also a major part of President Michelle Bachelet’s agenda, and opportunities for knowledge exchange.” (March 2015)

Key Take Aways: Content Related to Gender Equality

- ✓ Great efforts are made to mainstream gender and women’s empowerment within news articles or as stand-alone topics, resulting in 38 percent of articles that address gender equality in some way, but more can be done to integrate gender throughout more articles. Opportunities are missed to integrate brief mention of gender equality, or qualitative descriptive information by sex, throughout all articles.
- ✓ There is little to no mention of the role of men and boys in striving toward gender equality, nor mention of LGBTQI issues, resulting in a one-sided bias of talking about women’s empowerment without contextualizing communities and relationships surrounding them and other key populations.
- ✓ Gender neutral language is used throughout all articles, except when appropriately referring to a specific person. However, in many instances gender-neutral language becomes gender-blind in that it treats entire populations the same without recognizing differences (e.g., residents, slum dwellers, beneficiaries, etc.).
- ✓ Although women are portrayed more frequently as leaders (61 percent) than as stereotypically vulnerable (39 percent), men are twice as likely to be show-cased in articles in any manner, and the majority (95 percent) are portrayed as stereotypical decision-makers or leaders.

Expert Opinions

Expert opinion is an important source of information to make a valid point within news articles. The news articles draw upon experts throughout to add validity and importance to information shared. Throughout the articles there are 30 instances where experts are quoted to provide information and opinion; twice as many experts quoted are men (67 percent men compared to 33 percent women).

Figure 3. Percentage of Experts Quoted in News Articles, by Sex



When men and women are quoted as experts, they are done so with equal valuation and weight.

Key Take Away: Men are two times more likely than women (67 percent compared to 33 percent) to be cited as experts, resources, and sources of trusted opinion in Cities Alliance news articles. This demonstrates a bias and valuation toward men as leaders in thought, decisions, and opinion.

Photographs Depicting Gender Stereotypes

Photos are the first thing that readers see when opening a news article, and there is at least one photo per article. Photographs displaying women and men in these different roles signal to readers biases and valuation of women and men in different capacities.

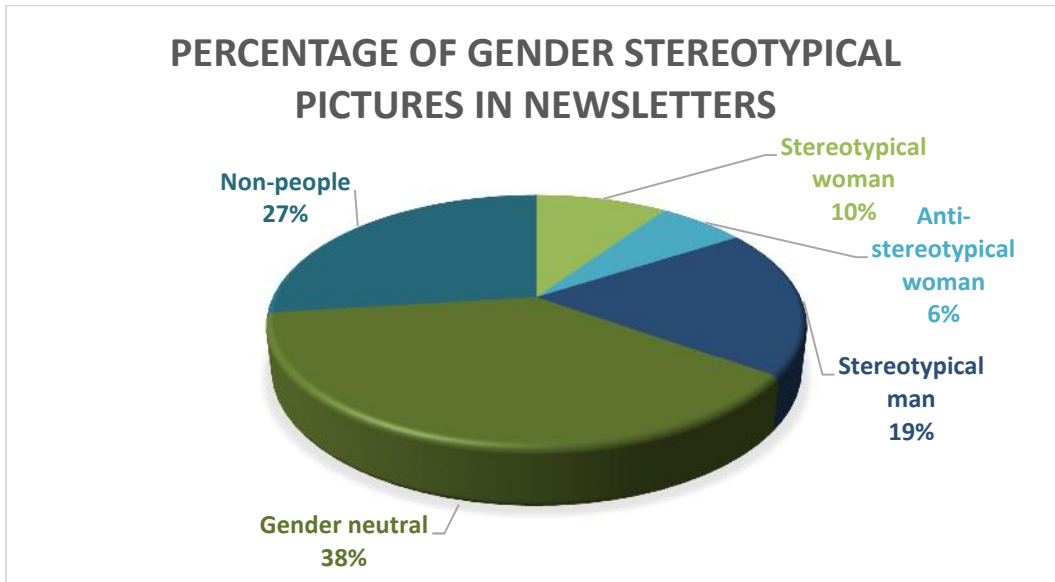
Photos that appeared in quarterly newsletters were assessed for how they presented women and men in stereotypical and anti-stereotypical roles. For purposes of this assessment the following categories were used: male stereotype, female stereotype, female anti-stereotype, gender neutral, and non-people). Below are examples of each type of photograph to illustrate the nature of the photographs.

Figure 4. Illustrative Examples of Photographs Reflecting Gender Stereotypes



There are a total of 63 pictures, the majority of which (65 percent) are non-people, depicting a city scape or logo, for example (17, or 27 percent) or gender neutral where a photo depicts a group of men and women posing for a group picture (24, or 38 percent). Among those photos that portray men or women engaged in a specific activity, the majority depict men in stereotypical roles giving presentations, providing information to others, and speaking from a position of authority. Out of 63 pictures, 12 (19 percent) portrayed men in a stereotypical male role in a position of authority, public speaking, or in some action-oriented professional capacity. Conversely, only four photos (6 percent) vaguely portray a woman in anti-stereotypical role, presenting in front of a whiteboard and painting on the side of a building. At the same time, six photographs (10 percent) were categorized as stereotypical women's roles, mostly women in lower socio-economic class doing traditional "women's work" such as carrying water.

Figure 5. Percentage of Gender Stereotypical Pictures that appear in Newsletters



In other words, out of the ten photos where women are depicted engaged in a specific action, 60 percent of the time they are portrayed in an anti-stereotypical manner as leaders and business women. Out of the 12 photos where men are engaged in a specific action, they are portrayed 100 percent of the time in their traditional roles as leaders and decision-makers. Although the way in which women are portrayed is more balanced, there is work to be done in how men are portrayed. This reinforces existing stereotypes of men as leaders, decision-makers, and speakers without providing the opportunity to offer an alternative image of men as vulnerable, as care givers, or in other female-dominated roles.

Key Take Away: Out of the photographs that depict men or women in action, more photos (60 percent) depict them as leaders, doers, and decision-makers. However, 100 percent of those depicting men are in stereotypical leadership roles.

Gender Equality Strategy

The Cities Alliance Gender Equality Strategy (March 2015) provides strategic guidance on mainstreaming gender throughout Cities Alliance objectives and activities. Referencing the GES on an ongoing basis can provide validity to the activities focused on gender mainstreaming.

In two out of the 58 news articles reference is made to the Gender Equality Strategy, published by Cities Alliance in March 2015. One article (July 2015) is dedicated exclusively to discussing the GES vision, goals, and partnerships. The other article (November 2015) refers to the GES in the context of providing information on the first gender mainstreaming workshop for Cities Alliance Staff. Thus, the Gender Equality Strategy is mentioned predominantly in an institutional context, but is not referenced in other articles related to programmatic material or initiatives.

Key Take Away: The Gender Equality Strategy was published in March 2015, and was since referenced in two out of three subsequent newsletters (July and November 2015) to highlight its publication and a follow-on workshop. It will be important to continue referencing the GES moving forward to bolster programmatic work on gender mainstreaming.

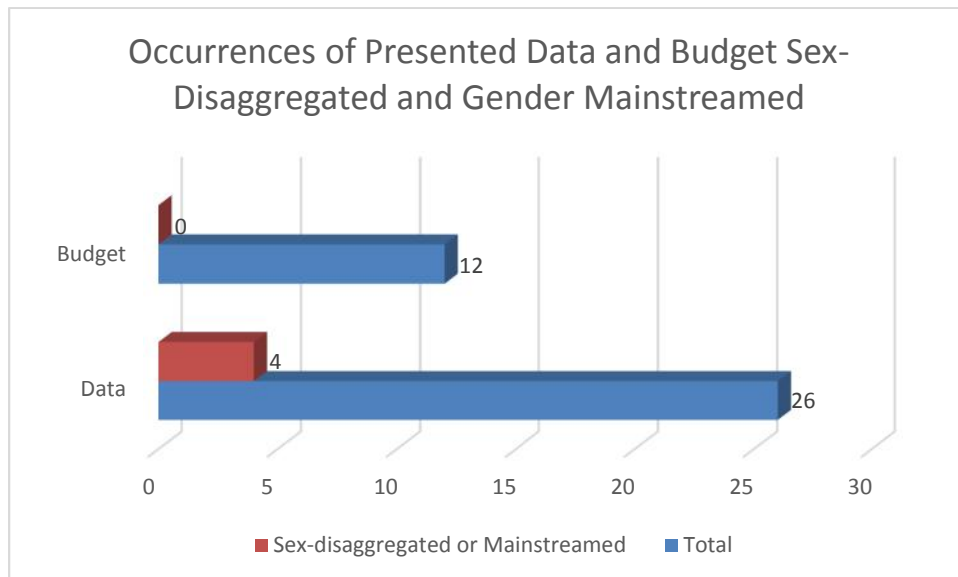
Sex-disaggregated Data

Presenting data is an important way to communicate differences between women and men; this, in turn, calls attention to disparities that require further action or investment. Just as highlighting sex-disaggregated data is important, so is presenting budgets mainstreamed with gender.

Communicating to readers the percentage of budgets dedicated to gender mainstreaming signals several things to readers: 1) real investments are being made in gender; 2) they should be thinking about resource allocation to gender equality; and 3) Cities Alliance has made gender equality a real resourced priority.

Data is presented a total of 26 times throughout the newsletters, out of which the data is sex-disaggregated or descriptive of gender statistics four times (12 percent). It is important to note that the quality of the data presented is very good; it goes beyond simple sex-disaggregated data and presents gender-specific descriptive data. Budgets are presented twelve times throughout the newsletters, but there are no cases of budget being gender mainstreamed or broken down. In all 26 instances of data presentation and all 12 cases of budget presentation it would be possible to briefly highlight sex-disaggregated statistics or include a percentage of overall budget that is allocated toward gender mainstreaming, for example.

Figure 6. Number of Times Data or Budgets are Presented with Sex-Disaggregated Data, Gender Descriptive Statistics, or Mainstreamed with Gender



There are many missed opportunities where data is presented without descriptive gender statistics or sex-disaggregated data. Some examples of data presented that could provide richer information and data include the following data bites, with indication in red how it could integrate gender into the data bite:

- Working as hairdressers, seamstresses, and sellers of food, utensils, cloth, shoes or electronics, these street vendors make up an estimated 73 per cent of the economic activity of the Greater Accra Metropolitan Area (GAMA). **Mainstream gender by disaggregating the number/ percentage of street vendors by men/ women, then, if possible, disaggregate the 73 percent by sex to report how much women/ men contribute to this economic activity.**
- The extra security has helped all five schools boost both enrollment and performance. In 2012, Bibia Primary School – which benefited from the fencing project – had a first grade class for the first time in its history. In 2013, its enrollment skyrocketed from 200 students pre-fence to 700 students. **Simply disaggregate the student enrollment (200 and 700) by boys and girls.**

Similarly, budgets are frequently presented, both to describe grants given, or grants to be provided. This is a significant opportunity to influence grantees by signaling to them that: 1) gender budgeting is important; and 2) Cities Alliance expects that grantees mainstream gender into their proposals and budgets by allocating resources to gender mainstreaming and women's empowerment, including line items for gender equality. Some examples from newsletters where reference to budget is made are as follows, with indication in red how it could integrate gender into the data bite:

- “The Cities Alliance is pleased to announce the grantees for our 2014 Call for Proposals for our Catalytic Fund. We received a record 239 applications, and after an extensive review process, approved 11 proposals in principle for funding, for a total of USD 2,004,768.”
Mainstream gender by adding: XX% of the approved proposals met criteria to mainstream gender, or had strong strategic approaches to mainstreaming gender, and out of the funding XX% is allocated specifically towards gender mainstreaming activities.

Key Take Away: Data and budgets presented throughout the newsletters generally do not provide descriptive gender statistics or sex-disaggregated data and budget information; only 3 data bites out of 26 were descriptive gender statistics, and none of the 12 mentioned budget figures included percentage allocated to gender mainstreaming. This is a missed opportunity to communicate the importance in talking about and investing in gender equality.

B. Knowledge Resources

Knowledge resources are important opportunities to provide readers with information. Specific to knowledge resources, these may include guidance documents, examples, and best practice of gender mainstreaming in city planning and related sectors. There are a total of 28 knowledge resources provided across all seven newsletters. Within those knowledge resources, none explicitly address gender equality or women's empowerment within the title or in the description of the resource.

It is likely that many of the knowledge resources do address gender mainstreaming and women's equality as a theme embedded within the resource, as indicated for example in the Cities Alliance Discussion Paper #2> Conceptualising Equitable Economic Growth in Cities (July 2015). However, without including an explicit indication within the summary description of the resource, readers may not know whether or not they may find information relevant to gender equality and women's empowerment, or if the source does or does not do justice to mainstreaming gender equality within the resource.

It is also worth noting that although the Cities Alliance Gender Equality Strategy was published in March 2015, it was not included as a knowledge resource in the March 2015, November 2015, or December 2015 newsletters.

Key Take Away: Gender equality and women's empowerment are not currently prioritized as explicit topics to be included as knowledge resources in newsletters, and there is no indication from resource descriptions if presented knowledge resources mainstream gender. This is a missed opportunity to provide readers with more information, guidance documents, best practice, and examples of how to mainstream gender into city planning and other related topics.

C. Cities Alliance Secretariat Update

The Cities Alliance Secretariat Update within newsletters is an opportunity to highlight institutional activities specific to gender mainstreaming. Only one newsletter contains content within the Cities Alliance Secretariat Update (March 2014), where four new Cities Alliance staff members are introduced. Two of those staff (50 percent) are women, with both a male and female in the role of Regional Advisor, and one male and one female in other technical positions, including Project Analyst (female) and a Sr Urban Specialist (male).

Although e-newsletters provide the Secretariat Update as a menu option, the links do not provide content. As such, any other Secretariat Updates are currently not visible to the public and available for assessment.

Key Take Away: The Cities Alliance Secretariat Update within newsletters is an opportunity to highlight institutional activities specific to gender mainstreaming. In the one newsletter (March 2014) where content is included, new male and female employees are spotlighted equally and in senior roles, such as Regional Advisor.

D. Upcoming Events

Similar to the Knowledge Resources, the Upcoming Events listed in each newsletter do not explicitly highlight events organized about gender equality, nor do they highlight in the event descriptions if gender equality is included as a topic, theme, or integrated into the programme in some other capacity.

Although none of the 30 listed events focused explicitly on gender equality or gender mainstreaming, some portion of the upcoming events included those that included a portion of the programme dedicated to gender equality and women's rights. 12 of the 30 events (40 percent) listed made reference to equitable growth, gender equality, social inclusion, or some other over indication that part of the event would address, or gender equality would be integrated into, the event. Some of these events include:

- World Urban Forum 7 5-11 April 2014, Medellin, Colombia
- UCLG Executive Bureau Meeting 17-19 June 2014, Liverpool, UK,
- CIVITAS 2014: Urban Mobility and Social Inclusion. Casablanca, Morocco 23-26 September 2014

These events all included gender equality as a key topic on their programme, or was as a dedicated topic at the conference when opening the link to the event website.

Key Take Away: None of 30 events highlighted include direct information about whether or not they address gender equality as a key topic or mainstreamed into the programme, and no events are highlighted that explicitly address gender equality or women's empowerment.

Web Content

A. About Us

The "About Us" page provides a broad overview of the Cities Alliance as an organization. It is the entry point for viewers to understand strategic priorities and objectives of the Cities Alliance. It is important that gender equality and women's empowerment be mentioned in this overview, given its prominence under the MTS as a pillar.

However, the "About Us" page excludes mention of gender equality as part of the Cities Alliance strategic objectives, and also excludes mention of the Gender Equality Strategy. However, the Gender Equality Strategy is available by clicking on "Strategic Documents" where it is listed among five Cities Alliance institutional documents.

The “Who We Are” subpage contains information on the Cities Alliance Governance Structure. It describes the various parts of the governance structure, with a brief description of the main functions of each body. This includes The Assembly, the Management Board, and the Secretariat. There is reference here to the Management Board with a maximum of 15 members, another data point that lends itself well to being sex-disaggregated. There is opportunity on this page to briefly highlight the responsibility/ functions of the different governing bodies to implementing the Gender Equality Strategy, monitoring it, and how gender equitable the member board is, for example.

In addition, this page provides an overview of the independent evaluations that the Cities Alliance periodically undertakes by a third party, including a list of the purposes of these evaluations. Here there is another opportunity that is currently not seized to mainstream gender by briefly mentioning how gender is mainstreamed into performance assessments, or referring to gender equality as part of the evaluated objectives or desired results. Related to this is the Results Chain which “shows how each step builds towards achieving cities with improved quality of life and better opportunities for all, especially the urban poor.” Discussion about the desired results, expected outputs and outcomes, and indicators does not explicitly mention gender equality.

Key Take Away: The About Us page provides a high-level overview of the Cities Alliance strategic objectives, priorities, partners, and desired results. It does include a link to the Gender Equality Strategy, but otherwise does not mainstream gender equality into discussions about these high level strategic goals and desired results, missing an important opportunity to prominently place gender equality as a high level strategic priority.

B. Our Members

The “Members: page lists all of the Cities Alliance members and partners. Each member, excluding national governments, includes a listing with a short description of the partner, area of expertise, and brief overview of involvement.

There is one member (NGO) focused exclusively on women, the Women In Employment: Globalising and Organising (WIEGO), which joined in 2015. Although it is likely that other members also have expertise in gender, including other UN agencies, NGOs, and research institutions, there is not information included for other members pertaining to their experience with gender mainstreaming.

Key Take Away: One out of 21 listed non-country partners is a women’s NGO. Organizational descriptions listed for other members exclude mention of any expertise or experience other members may have related to gender equality, limiting how member breadth of gender equality knowledge is presented and potentially limiting synergies and collaboration specific to gender equality.

C. How We Work

The “How We Work” Page provides information on the way in which Cities Alliance supports cities, local, and national governments, across three broad categories: 1) Citywide and nationwide slum upgrading programmes; City development strategies; and National policies on urban development and local government. In addition, the page provides an overview of how the Cities Alliance partnership works through four business lines: 1) The Catalytic Fund, 2) Country Programmes, 3) Joint Work Programmes, and 4) Communications and Advocacy.

These descriptions of each category and business line present an opportunity to communicate the importance of gender equality within each. Providing brief information on how each business line mainstreams gender in

its work, for example, would provide current and prospective grantees, partners, and others with: 1) a signal of the importance of gender mainstreaming in Cities Alliance work; 2) direction on where to look for help with gender mainstreaming.

Gender equality is highlighted as one of the four examples under the Joint Work Programme. The description on the “How We Work” page of the Cities Alliance website states, “Cities Alliance believes strongly that women are sources of positive and transformational change in cities, and as a partnership we are committed to helping make this change happen.” The results highlight the GES and a concept note. Upcoming activities highlighted include the development of a methodology for strengthening gender equality and enhancing gender mainstreaming in tools for the grant-making process.

However, gender equality is otherwise excluded from descriptions of the three other business lines. The following are examples of where in project descriptions gender could be mainstreamed but is currently excluded:

- **Catalytic Fund:** Eligibility requirements for the Catalytic Fund (CATF) include direction for proposals to include budget, how it meets Cities Alliance objectives, preferences, co-financing, etc. Requirements could include how the grant addresses gender inequality, if it has a gender-responsive budget, how it meets Cities Alliance Gender Equality Strategy objectives, and signal importance of gender equality by providing sex-disaggregated data in the background information on the call for proposals page when referring to data on urban slum dwellers.
- **Country Programmes:** When discussing the Initial Results of the Country Programmes, progress made in gender equality and women’s empowerment can be highlighted, along with presenting resource allocations in budget numbers presented (e.g., “Country Programmes have leveraged over \$700 million in investments from major development organisations for cities and services.”)
- **Joint Work Programmes:** Mainstream gender into other Join Work Programme (JWP) descriptions, results, and upcoming events.
- **Communications and Advocacy:** The page dedicated to Communications states that, “Communications and Advocacy activities promote Cities Alliance’s key messages on urban development in order to encourage policies and behaviour that contribute to the vision of sustainable cities without slums.” There are eight key messages, several of which elude to equitable growth and inclusion, but none which explicitly or implicitly address gender equality or women’s empowerment. There is opportunity to develop a stand-alone key message about gender equality and/or mainstream gender equality into other key messages.

Lastly, the “What We Support” tab highlights the three categories in which support falls, including: 1) Citywide and Nationwide Slum Upgrading Programmes; 2) City Development Strategies; and 3) National Policies on Urban Development & Local Government. Within the short blurb on each of these categories there is opportunity to use “gender equality” and other terminology to indicate the importance of gender equality in work that Cities Alliance supports.

Additionally, Cities Alliance sends a strong message by stating on this page, “Priority is given to cities, local authorities, associations of local authorities and/or national governments that are committed to: Improving the quality of city life and governance for all citizens; Adopting a long-term, comprehensive and inclusive approach to urban development; Implementing the reforms necessary to effect systemic changes, and to achieve delivery at scale; and Decentralising resources to empower local government.” Gender equality is unfortunately not currently included in this message regarding priorities.

Key Take Away: With the exception of highlighting a Joint Work Programme on Gender Equality, all other descriptions, results, and messages describing the Cities Alliance four business lines exclude discussion of gender equality. Further, description of Cities Alliance priorities that it supports also excludes mention of gender equality. This is a missed opportunity to highlight the importance of gender equality throughout all aspects of Cities Alliance work.

D. Projects

Short project descriptions available on the website to the public are important opportunities to communicate to viewers the importance that Cities Alliance places on gender. The website contains a “Projects” page with interactive maps to click on to learn more about projects, by country. However, none of the project links currently have content (e.g., when clicking on the map the site goes to an empty page without content). There are six highlighted projects on the “How We Work” page, but no project description include gender mainstreaming language. For example, in a project highlighted in South Africa, the following is described, with red highlights where language and/or numbers could be sex-disaggregated or information added to contextualize the gender dimension:

“The Situation: The third largest city in South Africa, Ekurhuleni was created in 2000 from nine local authorities. The new municipality struggled to deal with the huge social and economic disparities that resulted from social planning during apartheid. Around 65 percent of the city’s population were living in informal settlements or townships. The Result: The city has adopted an approach to slum upgrading that uses the upgrading process to drive sustainable economic development. Instead of focusing solely on housing for slum residents, the Upgrading for Growth approach involves providing opportunities for economic growth that meet the livelihood and social needs of the poor within Ekurhuleni’s informal settlements.”

Key Take Away: Project descriptions available on the website are gender-blind, excluding sex-disaggregated data, descriptive gender statistics, results on gender equality, or language mainstreamed throughout. This limits opportunities for sharing and learning across partners, in addition to limiting communication and advocacy on gender equality.

E. Knowledge Centre

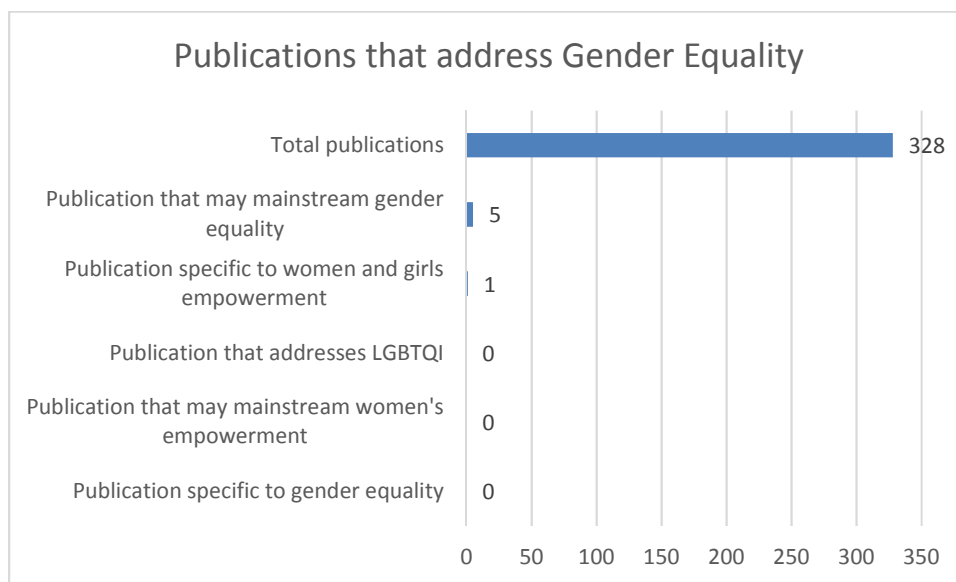
In “Our Knowledge” with Cities Alliance publications, there are a total of 188 publications listed, none of which explicitly address gender equality or women’s empowerment in their titles. The Cities Alliance Gender Equality Strategy is not included in the list of available resources. No other publications explicitly related to gender equality, women’s empowerment, or LGBTQI issues are included. Two of the titles make implicit reference that the resource may contain information related to gender equality, including the following, although without reading the documents it is not clear how well gender equality may or may not be mainstreamed into them:

- CIVIS: Making Economic Growth in Cities More Equitable
- The Inclusive City

In “Global Knowledge” with links to outside resources, there are a total of 140 publications listed, out of which one publication, *Because I am a Girl: the State of the World’s Girls 2010*, focused explicitly on girls rights. No other publications explicitly related to gender equality, women’s empowerment, or LGBTQI issues are included.

It is quite likely that out of the total of 328 publications more than just the six identified address gender equality in the publication, particularly those discussing urban poverty, land tenure, and poverty in general

Figure 9. Number of Listed Publications that Address Gender Equality



This may indicate a gap in available literature addressing gender equality and women’s empowerment in urban development, or a need to make efforts to identify and list publications that address this topic explicitly. If there is indeed a gap, this is an opportunity for Cities Alliance to focus on closing the gap.

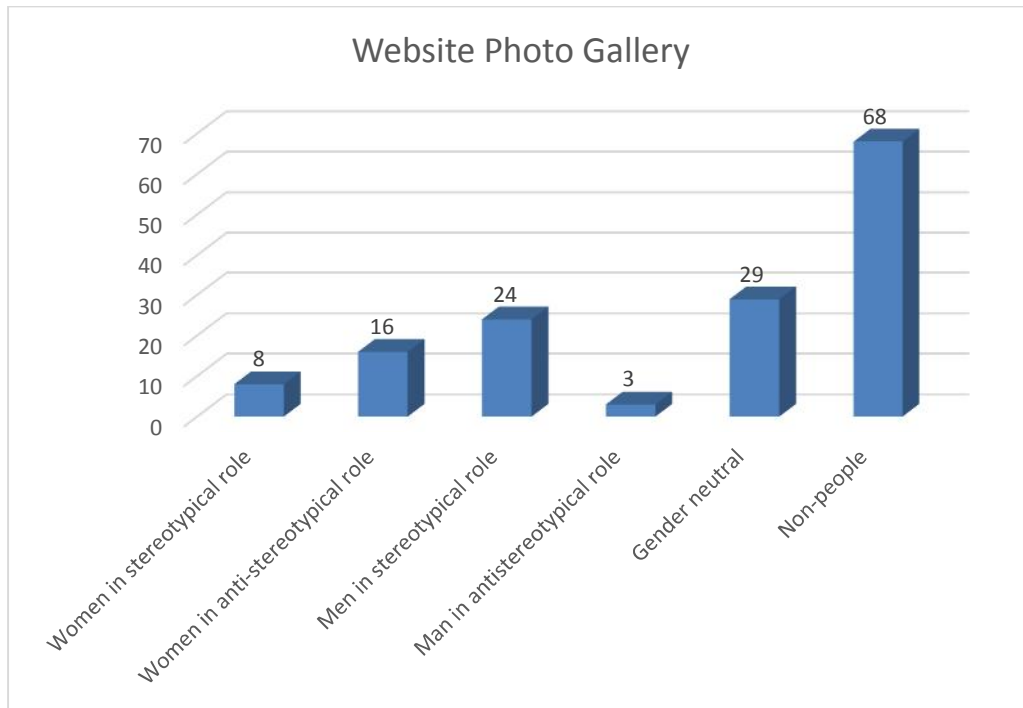
Key Take Away: Only one of the 328 publications listed exclusively addresses girls rights, five others addressing inclusion and equality are suspected to, and the rest are unknown based on titles provided alone. For readers interested in learning more about gender mainstreaming in cities, there are few targeted resources to assist readers.

F. Newsroom

In this section only the Photo Gallery and Promotional Materials are reviewed since other materials in the Newsroom are reviewed elsewhere. There is only one promotional content item, which is a brochure for Cities Alliance. One image is of a boy selling food, and none of the brochure content addresses gender equality or women’s empowerment.

There are a total of 10 photo albums from events and projects which are viewable to the public, Within these albums there a total of 148 pictures. Almost half of these photos (46 percent) are non-people pictures depicting structures, buildings, or roads. Twenty percent are gender neutral in that they depict women and men in non-active states, posing for the camera, or portraits. The remaining 51 photos contain women (24) and men (27) in either stereotypical or anti-stereotypical roles. Two-thirds (67 percent) of the photographs of women portray them in anti-stereotypical roles, such as engaging in productive male-dominated work, or women in leadership positions or public speaking roles at events. On the other hand, only three photos (11 percent) of men depict them in anti-stereotypical roles, the remainder depicting men as leaders, public speakers, or dominating street scenes/ using transport.

Figure 10. Number of Listed Publications that Address Gender Equality



The anti-stereotypical photos of men, displayed below, are exemplary in that they provide an image of men and boys in caring and nurturing roles, holding and caring for babies, and cooking. Gathering and utilizing more of these types of photos in newsletters and in all other communication sources can help transform the way in which people view men and women's roles.

Figure 11. Number of Listed Publications that Address Gender Equality from the Cities Alliance Website



Conversely, a sample of photos of women in anti-stereotypical roles are also provided below, depicting women positively in productive activities in two, and in free mobility in one. Gathering and utilizing more photos like these that show women and men working together cooperatively, or women breaking social molds evokes an image of women’s empowerment that words may not be able to convey.

Figure 12. Sample Photos of Women from the Cities Alliance Website



Key Take Away: The majority of the content available in the Newsroom, apart from newsletters and features, is the photo gallery containing 148 pictures. Two-thirds (67 percent) of the 24 photographs of women portray them in anti-stereotypical roles, such as fishing with a partner (Philippines), working on a small scale construction project alongside men (Philippines), walking on the street alone (Yemen), or women in leadership positions or public speaking roles at events. On the other hand, only three photos (11 percent) of men depict them in anti-stereotypical roles, the remainder depicting men as leaders, public speakers, or dominating street scenes/ using transport. There is opportunity to increase, in particular, images of men in anti-stereotypical roles, and to utilize these types of images more widely throughout communication materials.

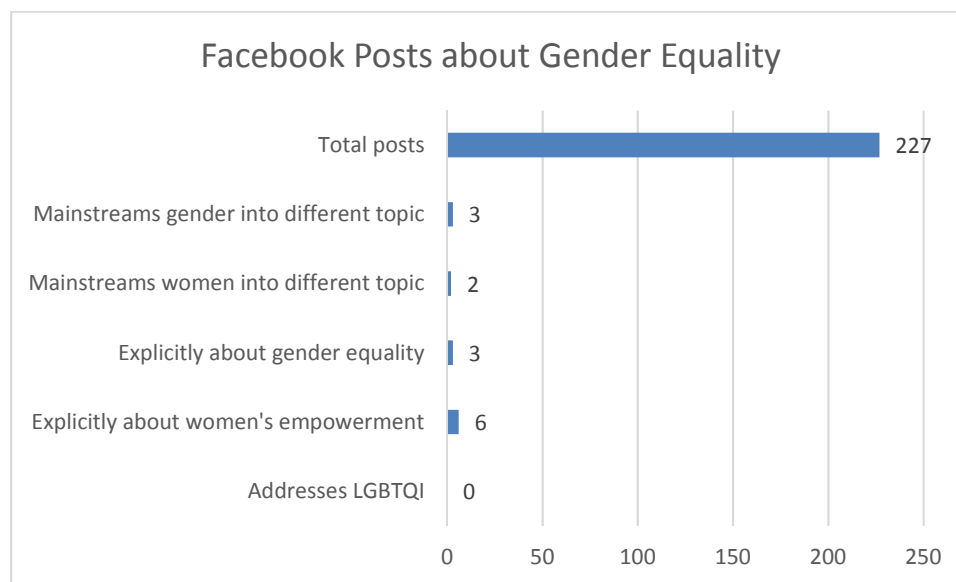
Social Media

Social media is an important way to engage partners and others. It is an opportunity to blast out information on what Cities Alliance is working on related to gender equality and women's empowerment, spread awareness about gender mainstreaming in urban development, and engage with other Facebook and Twitter users over this shared cause.

A. Facebook

Out of a total of 227 posts from January 1, 2014 to December 31, 2015 that originated from Cities Alliance (not shared from another source), less than 5 percent directly or indirectly discussed gender equality or women's empowerment. None addressed LGBTQI in the context of inclusion.

Figure 13. Frequency of Facebook Posts about Gender Equality



Two out of the three posts explicitly addressing gender equality were blasting out news that the Cities Alliance Gender Strategy was released. The only other post explicitly about gender equality was from December 2014:

Women and men live and use cities in different ways, and urban policies generally do not take those differences into account. Read more about an excellent discussion on gender equity in cities hosted by Chile's Ministry of Housing and Urban Planning...

There was one post that was on the topic of accepting proposals for the Catalytic Fund, but also included a gender-related hashtag following the post, which demonstrates to readers that gender is important in the proposals. This is a good practice and simple to add on to posts regularly, but only occurs once. This sample post is from April 2015: *"The Cities Alliance Catalytic Fund is now accepting proposals on 'Migration and the Inclusive City.' Apply by 8 May 2015. #CATF2015 #EquitableCities #UrbanGender."*

Posts about women's empowerment were very few, but also very forward in that they addressed violence against women and data/ technology. Examples include:

- "Safetipin is a free mobile app and online platform that is helping to make women safer in public spaces. It collects information [about most dangerous places for women] on public spaces [via a mapping tool] through a safety audit that can be done by anyone, anywhere in the world. Safetipin is one of the recipients of our Catalytic Fund grants in 2014" (March 2015)
- "Knowledge sharing at its best: Latin American waste picker organisations visiting Bester settlement, Ethekwini Municipality, South Africa to learn about savings as a tool to mobilise communities, build social capital and improve the lives of women and youth in slums. With Shack / Slum Dwellers International, WIEGO and Fundación Avina"

- “Cities Alliance is partnering with Shack / Slum Dwellers International, its local affiliate SLUMDAL Liberia, and a support NGO YMCA Liberia to promote hygiene in low income and Ebola affected communities in Monrovia. SLUMDAL is especially reaching out to women in these communities, as they are more vulnerable to Ebola due to their role as caregivers.” (Nov. 2014)
- “SDINet.org Blog Women-Driven Data Capturing in Cape Town | A blog engine powered by Shack/Slum Dwellers International.”

There were also some examples of some posts that likely addressed women’s empowerment, but the posts were not explicit, so for readers unfamiliar with the material it may not be obvious. For example, there was a post regarding the partner, Women in Informal Employment: Globalizing and Organizing (WIEGO). However, the acronym only was used, and the language describing the post simply highlighted that the partner was doing great work, omitting the fact the partner works explicitly on women’s issues and the great work is likely in the realm of women’s empowerment.

Similarly, another Facebook post highlights a newsletter article about a project that, explicitly discusses empowerment of women and youth. However, the Facebook post language is gender-blind, omitting this from the Facebook teaser, “*Cobblestones are Creating Jobs and Empowering Ethiopia’s Urban Poor...*” (March 2014). Further, the photo chosen (to the right) to accompany the Facebook post is a stereotypical image of men in construction/ labor. This is a missed opportunity to highlight the work Cities Alliance is doing to work towards gender equality and to empower women in traditional environments by supporting women in non-traditional work.



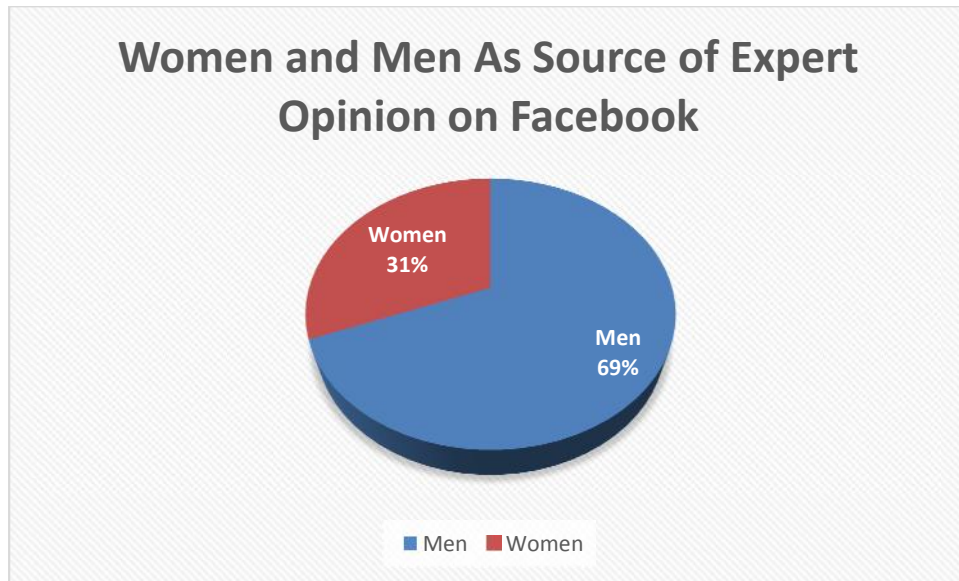
Similarly, there are many examples of Facebook posts that utilize gender neutral language, and in effect become gender-blind with missed opportunities to call-out differences between women and men, or discuss the importance of Cities Alliance work on women and men. A few examples of where gender-blind posts could highlight work being done on gender equality are as follows, with simple suggestions in red on the type of language or information that posts could include:

- “New Cities Alliance programme in Monrovia brings slum dwellers into the national development process for the first time” (June 2015). **Include a few words explicitly how women and men are being involved in the process.**
- “See how Seoul’s innovative Owl Bus is making late-night travel safer for residents and saving them money. <http://ow.ly/FJQJQ>” (December 2014). **Include a bite on how it may be explicitly reducing violence against women?**

Another missed opportunity is in the gender neutral language utilized in the many Facebook posts advertising job openings with Cities Alliance. This is an opportunity to explicitly highlight in a Facebook post, for example, that Cities Alliance welcomes male, female, and LGBTQI applicants to apply for the job.

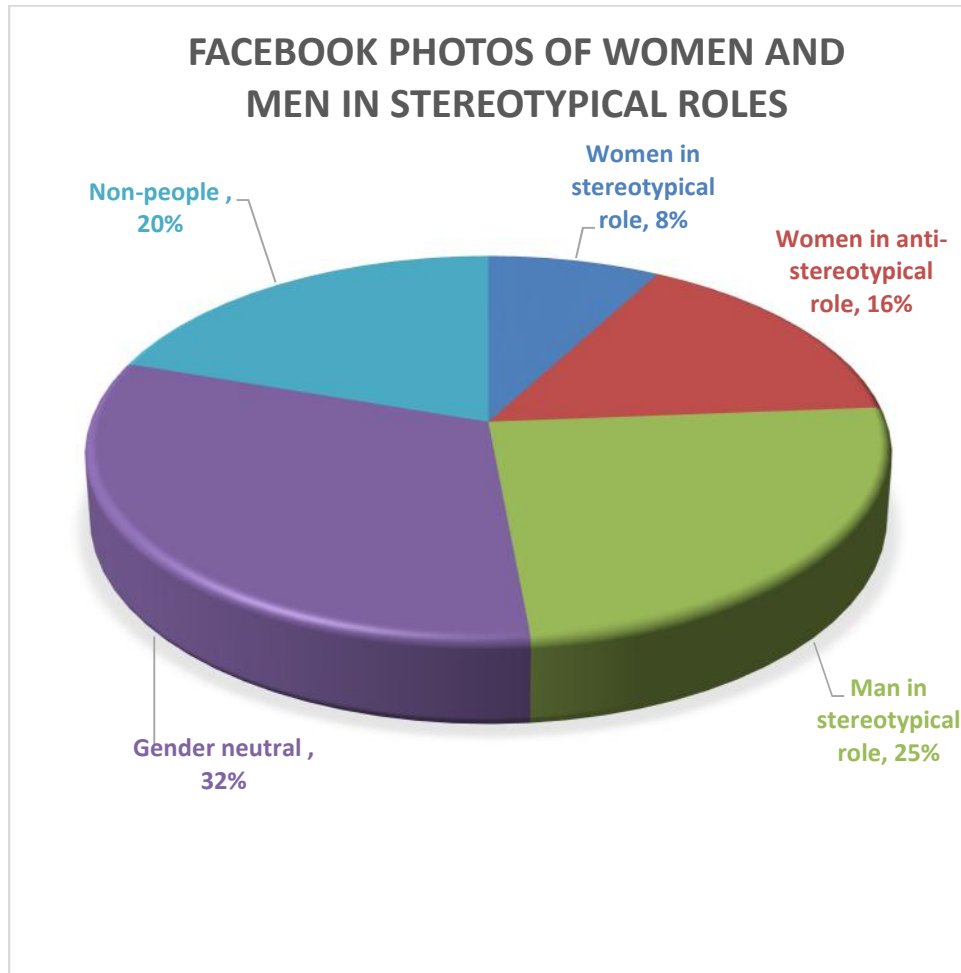
Men are much more likely to be quoted or portrayed as experts on Facebook posts. Out of any time that either men or women are quoted as an expert or source of opinion, 69 percent of the time it is a man and only 31 percent of the time it is a woman.

Figure 14. Percentage of Women and Men Quoted or Portrayed as Experts on Facebook



Out of a total of 290 photos originating from Cities Alliance from January 1, 2014 to December 31, 2015 that originated from Cities Alliance, about half (52 percent) did not contain people or were gender neutral (e.g., group of people posing for camera or portrait). Women and men appeared about as frequently as one another, and pictures of women were twice as likely to portray them in anti-stereotypical roles as public speakers and leaders (e.g., 45 photos of women in anti-stereotypical roles, vs. 22 photos in stereotypical roles). However, there were not any photos portraying men in an anti-stereotypical role, and 73 that portrayed them in stereotypical roles as speakers, leaders, or in traditional men’s work, such as construction or riding motorcycles.

Figure 15. Percentage of Photos on Facebook Portraying Women and Men in Stereotypical Roles



In addition to seeking out opportunities to post men in anti-stereotypical roles, there may also be opportunities to ensure that certain types of photos of women in anti-stereotypical roles are strategically placed. For example, rather than including a stereotypical photo of a man in the construction sector as part of a post, “The Public-Private Infrastructure Advisory Facility (PPIAF) is accepting knowledge proposals on private sector participation in infrastructure, PPPs & sub-national finance. Due May 15” (April 2015), a photo of women working in the construction sector could be placed here to signal to applicants that proposals should include strategies to promote gender equality and women’s empowerment.

Key Take Away: Less than five percent of all Facebook posts address gender equality or women’s empowerment explicitly or implicitly, and men are twice as likely to be quoted or referenced as experts or sources of opinion. Although there are many photos and references to women as leaders and decision-makers, there are many missed opportunities to: portray men in anti-stereotypical roles, mainstream gender into post teasers, and explicitly discuss LGBTQI issues when referring to equity and inclusion.

B. Twitter

During the time period of January 1, 2014 to December 31, 2015 there were a total of 533 original tweets, which originated from Cities Alliance. This sample excludes retweets, where Cities Alliance retweeted original content from another source. Out of the 533 original tweets, a total of seven (1 percent) explicitly addressed women’s empowerment, and 15 (3 percent) addressed gender equality. One post called out that gender equality is an issue for men, women, boys, and girls. No tweet discussed LGBTQI issues or individuals. Two tweets explicitly discussed the Cities Alliance Gender Equality Strategy. The graphic below presents tweets regarding women’s empowerment, and those referencing gender equality.

Figure 16. Cities Alliance Tweets about Gender Equality and Women's Empowerment

Tweets about Women's Empowerment

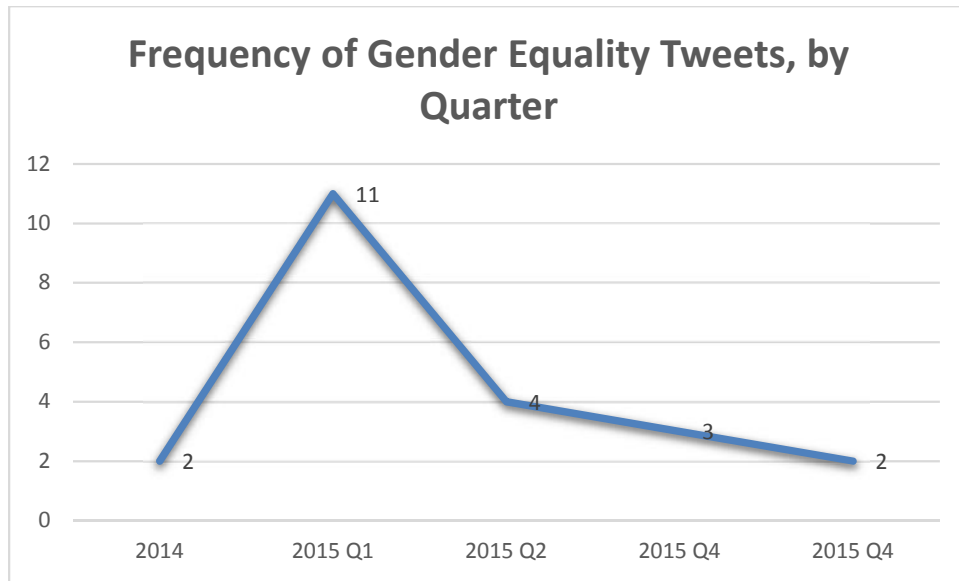
- #EDD15 Future Leader: We need to advocate for land rights for women @UNHabitatEU @giz_gmbh @sdinet @AFD_France <http://t.co/ByLUqqTNn>
- BBC News - The Dhaka slum being transformed by women <http://t.co/lcvLtdBVXb>
- Turning Trash into Community Development in #Monrovia: Nana's Story <http://t.co/Ocft9ThjDV> #partnerships #empowerment #urbanpoor #IMPAC
- Bringing issues of women living in slums to the forefront - Thanks CEDA @unhabitatyouth @sdinet @UCLGAfrica @Africities <https://t.co/fcFUNOVwQm>
- Happening now in Brussels @UN_Women launch of Progress of World's Women Transforming Economies, Realizing Rights 2015 <http://t.co/tDp8WRUth1>
- If women built cities, what would our urban landscape look like? <http://t.co/h0Gt9o1Y2C>
- Just uplift the women and the rest will follow #Africities2015 - Times LIVE <https://t.co/wbFrM8069Q> via @TimesLIVE

Tweets about Gender Equality

- We like the gender balance at #MINURVI & inaugural address by #Jamaican PM #PortiaSimpsonMiller <http://t.co/OD3qNOoQyj>
- Progress on gender is stagnating but I feel positive that change is coming Joanna Maycock, UN women report @unwomenEU <http://t.co/dT3UDU38uB>
- FF: Emma Watson #HeForShe Speech at the United Nations 2014 <http://t.co/Q4gQ2sgjpl> via @YouTube @unwomen
- #partnership action! Co-chairs #citiesalliance #gender joint work programme @HeforShe @uclg_women @UCLG_Saiz @sdinet <http://t.co/TmLnABFoot>
- @jasolberg Absolutely #youth & #gender must be part of discussion on inclusive & equitable cities. We look forward to CATF proposals on both!
- Cities Alliance Launches Strategy to Promote Gender Equality in Cities <http://t.co/JuWSh97Hm> @UCLG_saiz @sdinet #IWD2015 #IWD #Urbangender
- Equality includes men and boys, women and girls! @UCLG_Saiz @HeforShe @Habitat_org
- Our March newsletter is out! Catalytic Fund, Gender Equality Strategy, new Future Cities Africa initiative and more <http://t.co/75rFtQPwu0>
- We are committed to moving forward. We want to move quickly #genderjwp #genderequality @UCLG_Saiz @HeforShe
- The missing #SDG indicators: Accelerating #genderequality and empowerment <https://t.co/lt7c1Nom7t>
- @quieromibarrío @Minvu thank you so much for joining us in Brussels at the first #gender joint work programme! @UCLG_Saiz @sdinet
- @sdinet great story about Jockin! #gender #organize #knowyourcity #agentsforchange <http://t.co/dTHN1RX7gd>
- Digging deeper on the #genderstrategy Activity planning led by #omarsiddique <http://t.co/nZyZD9uh21>
- First meeting of the #gender joint work programme @sdinet @WIEGOGLOBAL @Sida <http://t.co/dEsqXYqsRB>
- Inequality must be included when discussing economic growth @Sida @WIEGOGLOBAL @DFID_UK #genderequality <http://t.co/lwOtADoU4h>

All of the 22 tweets are from the time period of December 2014 through December 2015, and over half of the tweets (59 percent) were concentrated in the first quarter of 2015 (January – March), dissipating over time, with only two tweets about gender equality and women's empowerment in the last quarter of 2015 (September – December).

Figure 17. Frequency of Gender Equality and Women’s Empowerment Tweets, by Quarter

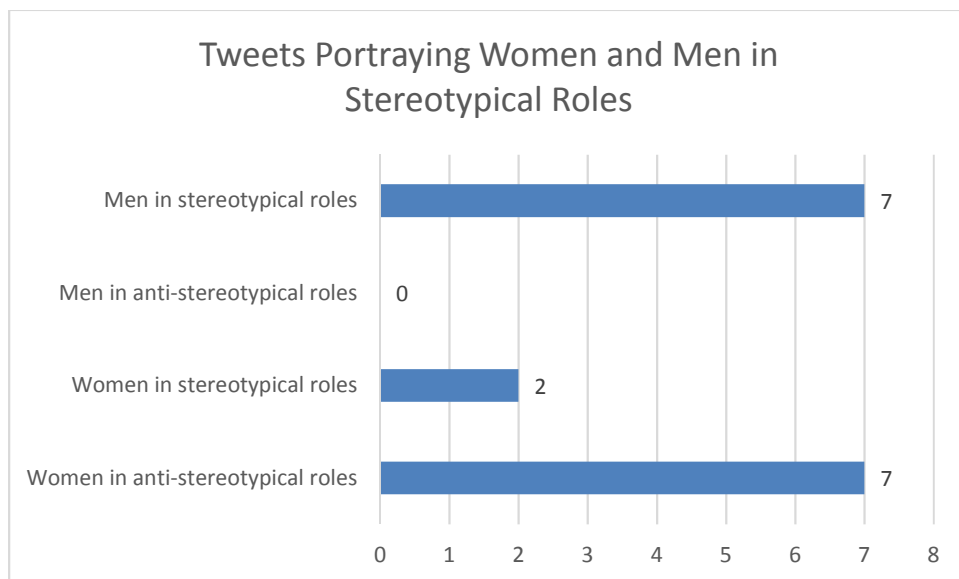


This likely follows a trend of an institutional surge in attention to gender equality, and may indicate a need to ensure institutional communication regarding its work on gender equality and women’s empowerment is sustained at higher levels.

In addition, there are very few examples of hashtags utilized to reference or signal importance of gender equality and women’s empowerment. The hashtags #genderequality or #heforshe are included in fewer than five tweets, but could easily be added onto tweets that likely mainstream gender equality or women’s empowerment, such as: “Informality is the most imp^t issue in cities #FTIFCAwards #jobeall @sdinet.”

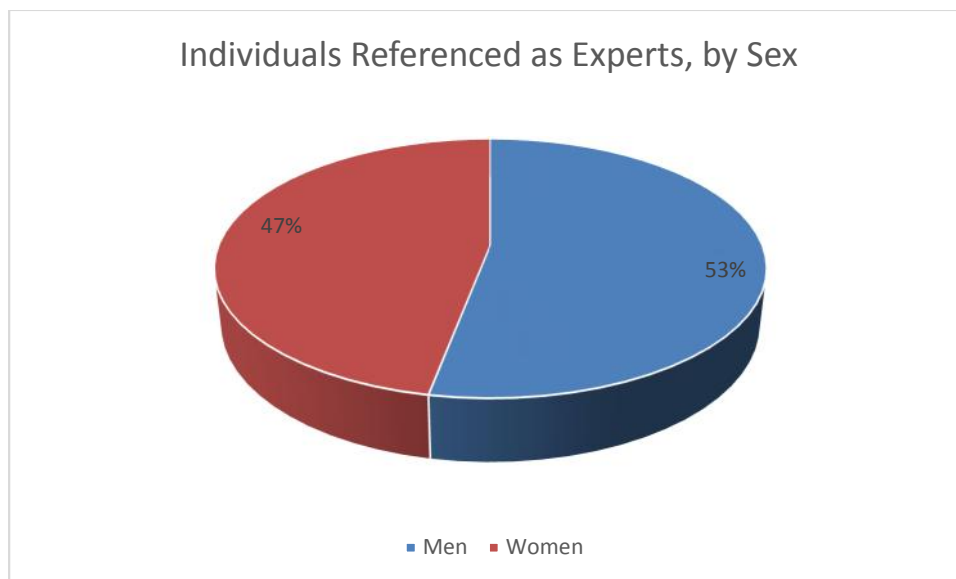
Although in the few places where women or men are referred to in a certain role, women (7) are just as likely to be referred to in anti-stereotypical roles as business women, leaders, and decision-makers as are men (7) in similar stereotypical male positions, there were no references to men in anti-stereotypical male roles in tweets.

Figure 18. Number of Tweets Portraying Women and Men in Stereotypical and Anti-Stereotypical Roles



Unlike Facebook, tweets are more balanced in references to women or men as experts, sources of opinion, or as role models. In all of the Cities Alliance tweets that reference an individual as an expert, information source, or role model, 53 percent are men and 47 percent are women.

Figure 19. Percentage of Tweets Referencing Men and Women as Experts or Leaders



Female celebrities, such as Emma Stone, working on women’s empowerment, alongside female political leaders, appear almost as frequently as male celebrities and political leaders on the Cities Alliance Twitter account.

Key Take Away: Only four percent of original Cities Alliance tweets focus on gender equality or women’s rights, most of which were concentrated in January- March 2015, dissipating in the last three quarters of 2015. There is opportunity to leverage Twitter to mainstream gender equality into the public conversation domain with greater frequency.

Annual Reports

A. Message from the Director

This brief introduction is where the Director highlights the critical big-picture issues that Cities Alliance is working on. It is an opportunity to signal, from the top down, the strategic importance of mainstreaming gender throughout all of Cities Alliance work. However, gender equality is not mentioned in the 2014 Annual Report, and although gender equality is elevated as a focus area of the 2015 Annual Report, it is also omitted within the context of “reaching the most vulnerable” and the SDGs.

B. The Cities Alliance Partnership

This section provides a brief overview of who Cities Alliance is, what it does, and how it works. This is a place where highlighting key goals related to gender may be made. The 2014 Annual Report does not mainstream gender into this section. The gender neutral language is gender blind, such as “Develop and/or enhance national policy frameworks to address urban development needs; Develop and implement local inclusive strategies and plans; Strengthen the capacity of cities to provide improved services to urban poor;

Develop mechanisms to engage citizens in city or urban governance; and Create conditions conducive to public and private investment.” *Needs of whom? Inclusive of whom? Which urban poor? Which citizens?* The four business lines summarized could also integrate language about gender equality.

In the brief overview for 2015, however, it does include in the brief description for the Joint Work Programme (JWP): “Joint Work Programmes on Equitable Economic Growth, Gender Equality and Resilient Cities.”

C. Cities Alliance Members

This is a place that simply lists members, but could make mention of gender working groups, specialty, or make other efforts to highlight how Cities Alliance integrates membership expertise in gender equality in its work. The 2014 Annual Report does not list any agency specifically focused on member, or highlight if the agencies work on or have experience with gender equality. The 2015 Annual Report lists Women In Employment: Globalizing and Organizing (WIEGO) as one of its new members. n members:

D. Cities Alliance Highlights

This section only appears in the 2015 issue, and provides a snapshot of noteworthy programmes and activities. The Highlights are genderblind, and do not include any highlights specific to gender equality or women’s empowerment. This is ample opportunity to mainstream gender equality throughout the highlights, in the context of discussing resilience and poverty and progress made working with government partners. Highlights include “a focus on strengthening the climate resilience of informal settlements and informal communities.” This is an opportunity to touch upon the relationship between gender equality and climate change, or discuss gender equality as an equally important strategy goal.

E. Medium-Term Strategy for 2014-2017

Both the 2014 and 2015 MTS explicitly discuss gender equality as one of the three MTS priorities and a strategic priority for Cities Alliance. There is a devoted section about Gender Equality where key priorities are addressed in both reports. The 2015 Annual Report elevates the promotion of gender in the MTS “study focus.” This includes both programmatic and institutional commitments to gender equality, highlighting the need to address needs of men, women, boys, and girls:

“Our vision for gender-inclusive cities: The Cities Alliance Gender Equality Strategy seeks to address and reduce gender inequality in developing cities. We are working towards articulating and deepening clear, simple ways to understand roles, functions and needs through a gender lens so that... [list of strategic gender goals for women, men, boys, and girls to move freely and safely; planning reflects the way women, men, boys, and girls live, work, and play, etc.]”

However, there is more specific call-out of women as both vulnerable and as agents in change, in absence of discussing the important role of men and boys in gender equality. There is also no discussion regarding LGBTQI individuals and the importance of recognizing and working towards gender equality and social inclusion that includes them.

Further, the section of the MTS describing gender equality is the weakest in terms of quantitative data. For example, the other sections of MTS present a data-backed argument, whereas no statistics appear to describe gender inequality to be addressed. Further, the four times data is presented elsewhere in the MTS, the data is not sex-disaggregated. For example:

- Youth now account for nearly 40 per cent of the working age population in Sub-Saharan Africa, compared to 23 to 33 per cent in other developing regions. However, of the total world youth population, 42.5 per cent are employed (2012 ILO estimate) – almost four percentage points less than the 2000 youth employment-to-population rate of 46.2 per cent.

- It is estimated that up to 60 per cent of the global population lives and works in the informal economy.
- According to UN estimates, approximately 44 per cent of the world’s 7.2 billion people are under 24 years of age. Some 1.2 billion are younger than 15. With most of humanity living in cities, children will increasingly become the face of urbanisation.

Key Take Away: Although gender equality is explicitly discussed prominently as a key strategic priority of the MTS in both annual reports, it does not appear elsewhere in the Director’s Message or Highlights, and lacks gender descriptive data or sex-disaggregated data to bolster its importance.

F. Programme Results

In both annual reports there is an initial linkage broken between the MTS strategic priority of promoting gender equality and the programme results. In some places “gender equality” or the partner, WIEGO, is briefly mentioned or called out, but there is little integration of gender equality discussion woven throughout. Most importantly, gender equality is completely absent from the gender-blind results framework presented in both 2014 and 2015. This drives the rest of planning and activities.

Results Content Related to Gender Equality

Throughout the entire section on programme results, only 8 out of the 77 sub-sections, graphics, or boxes (11 percent of content) across both annual reports address women’s empowerment, and only three address gender equality (four percent of total content). None address male engagement or LGBTQI issues. Most of these are brief mentions of gender equality, and many are institutional oriented, rather than program oriented. Some examples of how gender equality and women’s empowerment are addressed include:

- “Other Gates Foundation investments offered the Cities Alliance the opportunity to consolidate relationships with existing members (such as in the case of the grants to SDI, BMZ and GIZ), or be given the opportunity to engage with new strategic partners, as in the case of the Santa Fe Institute, or with the dynamic Women in Informal Employment: Globalising and Organising (WIEGO) network.” (2014)
- Under Global Advocacy and Public Policy: In addition, Cities Alliance has fostered cooperation between Chile and Brazil through the Cities Alliance Joint Work Programme on Gender Equality. Both countries were interested in finding ways to strengthen the gender approach in national policies, and Cities Alliance facilitated hiring a consultant to study policies and provide recommendations. (2015)

The strategic priority of promoting gender equality, however, is further lost in the discussion of Tier III Outcomes in both reports in this section, and language becomes gender-blind, for example: “It is equally important that they ensure that all citizens, especially the poor, benefit from these opportunities. Cities Alliance supports the development and implementation of citywide strategies and plans that link economic growth with poverty reduction.” This continues into a gender-blind Scorecard in 2014, and overview of the Scorecard in 2015, signaling that gender equality is lost when it comes to taking stock of achievements.

Descriptions of country programme results in both 2014 and 2015 are largely gender blind. Although language is used that indicates work may be done around gender equality, such as community engagement, social inclusion, inequality, etc. there is little direct discussion of results pertaining to the MTS strategic priority for gender equality. Discussion of country programme results in 2015 about national urban forums, municipal development forums, and national policy work excludes discussion of how Cities Alliance is

supporting national and local governments to discuss and mainstream gender equality into policy development and planning. The following are just a few examples that highlight missed opportunities to briefly mention what is done to provide support in policy and planning:

- Urban Development Strategy for Vietnam provides a “comprehensive analytical overview of the legal and policy framework for urban development; diagnostics in representative cities across Vietnam’s urban hierarchy; assessment of national strategies successfully adopted in other countries; advocacy in support of adopting a national approach to urban development; and framing the Terms of Reference for the Follow-Up Phase of the project.” **How is gender mainstreamed into the analysis of the policy framework, assessment, and TOR?**
- In descriptions of Ghana, Uganda, Liberia, Burkina Faso, gender equality is excluded from discussion of relevant topics, such as: “improving urban environmental management; improving competitiveness and productivity of the urban economy; improving basic urban infrastructure and services...,” etc. **How is Cities Alliance promoting gender equality around these, and what are the results?**
- In discussion of Influencing National Framework through Knowledge there is discussion about improvements in four main areas: “Financial transfers from central governments to local authorities; • Transparency in the management of local affairs; Citizen participation; and Frameworks established for local government capacity building.” **How is gender equality addressed in each of these areas?**

Discussion on WIEGO, although it presumably works with women, is gender-blind and says: “In 2014 WIEGO made significant headway in raising global awareness on the informal economy and informal workers through the collection and dissemination of research; through programmes and projects that engaged and challenged various experts, officials and authorities; through engaging in dialogue and collaborating with various informal worker organisations; and through its presence at various international events and online.”

At the strategic level about “Cities Alliance Strategy for Latin America and the Caribbean” (2015) there is no discussion about gender equality as a strategic priority, or how the strategic priorities are aligned with the overarching MTS strategic priorities, including gender equality. Further, in the pillars mentioned (knowledge sharing/ advocacy and technical assistance) gender equality is not mainstreamed as an area for knowledge sharing or assistance.

Key Take Away: In both annual reports there is an initial linkage broken between the MTS strategic priority of promoting gender equality and mainstreaming discussion about gender equality into programme results. In some places (11 out of 77 sub-sections) “gender equality” or the partner, WIEGO, is briefly mentioned or called out, but there is little integration of gender equality discussion woven throughout. Most importantly, gender equality is completely absent from the gender-blind results framework presented in both 2014 and 2015. This drives the rest of planning and activities.

Sex-Disaggregated Data, Results, and Indicators

Further, out of the 29 times that data or statistics are presented, there is only one instance (3 percent) where a statistic is mentioned regarding women, although we do not know how it compares to men (not sex-disaggregated. This was mentioned in the 2014 regarding the Gates-funded project in Egypt: “The project also successfully executed five complementary small-scale initiatives to address priorities identified by the community, including an income-generation initiative that helped 70 women start their own micro businesses in the field of sorting and recycling waste.” **However, out of the mentioned active participation of 1,000 citizens, what percentage were women? Were female staff trained, and was gender training included? 70 women compared to how many men were helped?**

Illustrative examples of opportunities to disaggregate data by sex to provide information on results around gender equality, with data that could be sex-disaggregated in red, include:

- Chicoco Maps mapping project in Port Harcourt, Nigeria to train over **100 waterfront residents** in radio production and management, with a particular focus on young people
- **717 young people** signed up to the youth employment centre project in Nouakchott, Mauritania.
- **5,000 urban poor** trained in new skills and **214 MSEs** formed [in Ethiopia]. This section further says that, “women, youth, and other vulnerable groups no have the opportunity to get involved in tackling the city’s infrastructure challenges while earning a living,” but then does not tell us if Cities Alliance overcame this in these 5,000 urban poor trained.

In addition, out of 8 budget figures presented in this section, there is no indication of how funding was allocated or expended on gender equality activities or trainings, nor if funding was allocated toward organizations working explicitly on gender equality. Examples of where gender budgeting could be highlighted include:

- UCLGA capacity strengthening refers to EUR 20 million to help 350 million African citizens through 40 national associations with new urban agenda. **What percentage of the budget is allocated toward work on gender equality? What percentage of targeted citizens are women? How many associations are run by women or address gender equality, LGBTQI, or male engagement? Does the new urban agenda include gender equality?**

Key Take Away: Only one out of 29 data points in the results sections refers to women, and none are sex-disaggregated or gender descriptive. In addition, none of the 8 budget figures presented include information on allocation toward gender equality. This is a missed opportunity to showcase real results of Cities Alliance work and investment towards achieving its MTS strategic objective of promoting gender equality.

G. Management Effectiveness and Efficiencies (Secretariat Outputs)

In the 2014 report, this section is labeled “Secretariat Outputs” and in 2015 it is called “Management Effectiveness and Efficiency). It reviews achievements toward planned outputs, including overviews of programmes, partnerships, and portfolio reviews of budgets. This is an important opportunity to highlight how the MTS strategic goal to promote gender equality is being operationalized, invested in, and measured.

Content Related to Gender Equality

However, content related to gender equality is limited; out of 44 sub-sections across both annual reports, only three addressed gender equality and only four addressed women’s empowerment, representing between 7-9 percent of the content reporting on management effectiveness integrating gender. The two places where gender equality is discussed most prominently is in the 2015 Annual Report:

- Reporting on key activities of the JWP, including establishment of a cross-department Gender Equality Team, production of the Gender Equality Strategy, production of a Concept Note across distinctive areas of Cities Alliance work, provision of methodology for strengthening gender analysis in JWP members’ work and evaluation tools for Country Programmes, enhancing gender mainstreaming of Secretariat grant-making tools and templates; and conducting surveys and awareness sessions for Secretariat staff aimed at supporting women’s recognition, recruitment, mobility and work/life balance.

- Description of Women in Informal Employment: Globalizing and Organizing (WIEGO) as a strategic partner focused on improving the status of the working poor, especially women, in the informal economy. There is a description of WIEGO's efforts in three main areas: increased voice, visibility, and validity. However, it is unclear from the information provided how WIEGO's work is integrated throughout all of Cities Alliance work and programmes.

Most areas where gender equality and women's empowerment is discussed it is at the strategy, partnership, or context level without demonstrating the connection between strategic intentions and actual results and investments on end beneficiaries. Some examples below include:

- “Over the course of the year under review, the Cities Alliance established and engaged in a significant number of partnerships at both the strategic and operational level. Notably, three key thematic Joint Work Programmes (JWPs) were established in 2014 to operationalise the key priorities of the Cities Alliance Medium Term Strategy 2014-17. The JWPs focus on Economic Growth, Gender Equality and Resilience.”
- The revised Cities Alliance Charter and the new Gender Equality Strategy, which was endorsed at the November 2014 Management Board meeting in Addis Ababa, paved the way for a new Joint Work Programme on gender equality. This collaboration leverages the unique diversity of Cities Alliance members for advocacy, activities, and knowledge development to focus on achieving greater gender equality in cities.

However, individual output descriptions are gender-blind for the Country Programmes, the Catalytic Fund, Analytic and Strategic Activities, and Communications and Advocacy. Nowhere is there mention of gender or criteria in other areas, such as grants and Catalytic Fund. There is also no mention of gender equality in the Output description (e.g., Secretariat is responsible for four main outputs: partnerships convened around strategic global priorities; Technical Assistance provided; knowledge products and policy dialogues; and effective governance and management of the Secretariat). Some specific examples of where content is gender-blind and could include information regarding gender equality include:

- In highlighted business awards a photo displays male representatives from Vietnam receiving the award, and no mention of women who may have received or been involved in the awards.
- Cities Alliance provides expertise to the international guidelines on urban and territorial planning, but it is unclear if those guidelines for planning include gender equality.
- Technical assistance and call for proposals for migration and the inclusive city with Catalytic fund does not mention any gender equality criteria, or if winners met that criteria

Lastly, although there are examples of females being quoted for expert opinion, there is one place in the 2015 Annual Report that is particularly noticeable with its absence. In discussion the “changing approach of city planning,” it reports that “Cities Alliance hosted a global knowledge exchange workshop for participants in the Future Cities Africa initiative. From the workshop, it was clear that the project is already helping to change the way municipal governments approach urban planning and inclusive city development.” It bolsters this point with three quotes from participants—all male, and known commenting on the importance of gender equality as a key part of inclusive city development

Key Take Away: Content related to gender equality is limited in discussion of Secretariat Outputs to institutional strengthening of gender and partnerships; out of 44 sub-sections across both annual reports, only three addressed gender equality and only four addressed women's empowerment, representing between 7-9 percent of the content reporting on management effectiveness integrating gender.

Sex-Disaggregated Data, Results, and Indicators

In the Output section, Out of 11 data points and an additional 11 budget items presented, none are sex-disaggregated and none include information pertaining to allocation of investments to gender equality. The Portfolio highlights budget allocations and expenditures with numerous pie charts and tables, but discussion of gender budgeting or display of allocation and expenditure toward gender equality is omitted. Specific examples of opportunities to integrate sex-disaggregated data and gender budgeting information include:

- 100 resilient cities: “One of the main components of this technical assistance is through the provision of Chief Resilient Officers, who work closely with local governments and stakeholders to strengthen city resilience planning. The estimated combined value of this support platform is USD 200 million.” **How is gender included in resilience planning? What percentage of officers are female? What percentage of the value is allocated for gender equality and gender mainstreaming?**
- The World Bank Legacy Portfolio: “More than 90 projects with a grant amount of US\$25 million were still under World Bank administration when the Cities Alliance relocated to Brussels in September 2013. Over half of these were projects in Sub-Saharan Africa, and one fourth projects in Asia. Forty of these projects remained active at the end of 2014 under World Bank management, with the remainder in various stages of closure.” **What percentage of these projects work toward gender equality or include a gender equality component? What percentage of the USD\$25million, across regions, is allocated or expended on gender equality or gender mainstreaming line items?**

Key Take Away: Out of 11 data points and 11 presented budget figures, non are sex-disaggregated and none include information pertaining to allocation of investments to gender equality. This is a missed opportunity to communicate something tangible about Cities Alliance work and investments in inclusive urban planning.

H. United Nations Office for Project Services (UNOPS)

This section provides a brief overview of the partnership Cities Alliance has with UNOPS, including a description of services and joint actions. There is no mention of partnership or action items related to gender equality or gender mainstreaming in work with UNOPS. Same for 2015.

I. Financials

This section provides a brief snapshot of the financials for Cities Alliance, focusing on contributions and expenditures. There is no description of allocation or expenditure on gender equality activities in 2014 or 2015. There is opportunity here to provide line items or percentage of overall planned budget and expenditure dedicated to gender equality.

J. Cities Alliance Team

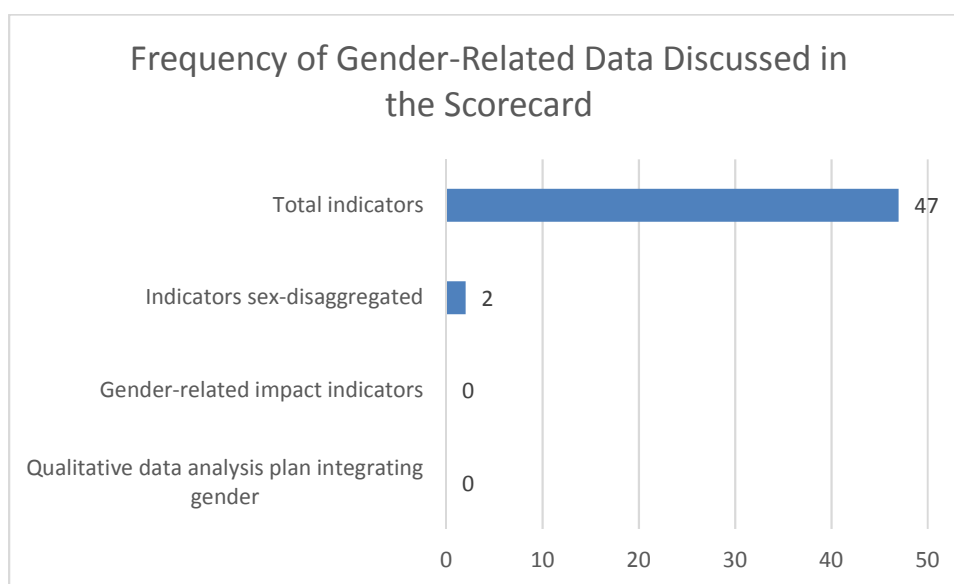
This section provides a brief snapshot of the Cities Alliance Team, including the Secretariat staff, UNOPS headquarters, Washington, DC, and regional staff. In the 2014 and 2015 reports a simple list of the names and positions appears. Here, toward the goal of institutionalizing the Gender Equality Strategy, there could be a brief paragraph regarding gender balance by leadership positions/ paygrade, and any specific efforts to support the team with gender equitable policies or training.

K. Corporate Scorecard

This corporate scorecard serves as a snapshot of the Cities Alliance’s overall performance and results in 2015 and as a report to the Cities Alliance Management Board. It provides the Cities Alliance with information on the achievement of development results, effectiveness in achieving those results, and efficiency of its operations. The scorecard is also meant to support strategic planning to fill crucial gaps, foster learning and corrective actions, and promote accountability for results.

Unfortunately, gender equality is not included in the discussion about the Performance Indicators Monitoring System or the Results Framework, which operationalises the 47 indicators into baselines, milestones and targets, data sources, and tools and frequency for data collection. This is where “the rubber meets the road” in terms of driving toward gender equality results. The Annual Report states, “The PIMS operates across Secretariat operations, grant portfolios and the organisation as a whole. The PIMS is not only about monitoring, controls and tracking emerging results; it is also about learning – for both clients and the Cities Alliance as a partnership – that can be applied in the planning and design of new activities.” Gender equality is absent from this discussion.

Figure 20. Frequency of Gender-Related Data Discussed in the Scorecard



In addition, none of the impact indicators presented are gender specific, and none are sex-disaggregated. Only one outcome indicator is specific to women, II.1.3 Average number of women among municipal employees. Most other indicators presented are reported at the household, rather than individual level, which limits the ability to measure impact and results on women, men, boys, and girls as separate subsets of targeted urban poor. One (new to 2015) Secretariat output measures institutional capacity to mainstream gender, IV 4.8 [NEW] Secretariat staff capacity on Gender Mainstreaming.

Lastly, the accompanying indicator definitions in the Annex exclude disaggregating data by sex in indicator definitions, a missed opportunity to learn more about how Cities Alliance impacts women, men, boys, and girls.

Key Take Away: The corporate scorecard is severely limited in its ability to meaningfully measure results of Cities Alliance Work on one of its three strategic MTS pillars—gender equality. With only two indicators out of 47 related to quantitative measurement of women, no other sex-disaggregated indicators, and an absence of discussion around qualitative measurement of progress towards gender equality, it will continue to be challenging to communicate progress Cities Alliance is making towards its second MTS pillar.

V. RECOMMENDATIONS

This section provides recommendations for the Director’s Office at Cities Alliance to strengthen gender mainstreaming within its communication materials. Recommendations are presented first for improving gender mainstreaming within its overarching External Communications Strategy based on this assessment. This is followed by specific recommendations, disaggregated by communication source, which respond specifically to the gaps identified in this assessment.

Recommendations for Communications Strategy

Development of an overarching communication strategy to strengthen the way in which the Cities Alliance MTS, GES, and results on gender equality is communicated externally will be informed by this baseline assessment. Below are some suggestions to include in the Communications Strategy across communication sources:

- Ensure that connections are consistently made between promotion of gender equality as the second MTS pillar down to the results, output, and indicator levels, especially when communicating about activities and results. Currently gender equality is more often referenced as a strategic goal but it is unclear from communications materials how Cities Alliance puts the Gender Equality Strategy into action to achieve tangible results in the work down with male and female beneficiaries in cities.
- It is not evident from the communication sources when “inclusion” and “equality” are used if this applies, at all times, to inclusion of women, men, boys, and girls programmatically as participants and beneficiaries. Expanding this definition of inclusion and equality to be clear about how women, men, boys, and girls are targeted to participate, as male champions, to overcome gender-based constraints in explicit terms will help clarify how Cities Alliance works towards gender equitable and gender inclusive cities in practice.
- “Inclusion” and “equitable” are terminologies frequently used throughout communication sources. However, there are no references found anywhere in any communication source regarding, for example, LGBTQI, whom in many developing urban cities are often excluded socially, marginalized, and very vulnerable due to legal and informal discrimination. Communication about how Cities Alliance is taking into account LGBTQI needs is critical to the conversation about inclusion.
- Good work is being done to portray women in anti-stereotypical leadership roles, business women, and role models, more frequently than women are portrayed in stereotypical roles, across communication sources, both in words and pictures. However, there are rare examples of men and boys portrayed in anti-stereotypical roles in words or pictures. Cities Alliance can help promote gender equality by breaking down barriers, stereotypes, and traditions, and show more and talk about more men in anti-stereotypical roles, supporting gender equality cause, as care takers, and as vulnerable.

- Look for opportunities consistently over time and communication sources to integrate discussions on gender mainstreaming/ women's empowerment throughout, with photos, hash tags, sex-disaggregated data, and calling out how an initiative thinks about, impacts, or engages men and women differently.

Specific Recommendations, by Communication Source

The table below includes suggested actions to take to build upon achievements made and address gaps in communicating about Cities Alliance work in promoting gender equality across communication sources. For each action a suggested target is included to work toward.

Table 4. Specific Recommendations, by Communication Source

Cities Alliance Communication Recommendations	
Action	Targets
Newsletters	
Routinely check how women and men are depicted in words and ensure there is a balance of both women and men in anti-stereotypical roles	50 percent of descriptions of men (both institutionally and targeted beneficiaries) portray them in anti-stereotypical roles and as gender equality champions
Take and use photos that depict women and men in anti-stereotypical or non-traditional roles/ activities across all articles	50 percent of photos of men (both institutionally and targeted beneficiaries) are anti-stereotypical roles
Disaggregate, where possible, all data by sex, and find opportunities to include gender descriptive data	100 percent of all presented data, where applicable disaggregated by sex and 10 percent of all presented data is explicitly gender descriptive data
When presenting budget figures, also present percentage allocated specifically toward gender equality or gender mainstreaming	100 percent of all presented budget figures provide allocation toward gender equality
Continue using gender neutral language, but not at the expense of becoming gender-blind (e.g. tell the reader the different impacts or participation methods for male vs. female slum dwellers)	80 percent of references to “slum dwellers, participants, workers, SME owners,” etc. specifically call out differences of women, men, girls, and boys in implementation approaches, vulnerabilities, and/or impact
Seek out quotes and opinions to include from equal numbers of women and men	50 percent of quotes and opinions are from women, and 50 percent of opinions about promotion of gender equality are from men
Ensure at least one new knowledge source per newsletter explicitly addresses gender equality, or a description is provided indicating which resources mainstream gender	10 percent of knowledge sources explicitly address gender equality or obviously mainstream gender into content
Seek out relevant events regarding gender equality, LGBTQI, and male engagement to highlight each quarter	10 percent of highlighted events explicitly address gender equality and/or inclusion of all genders
Web Content	
Mainstream gender prominently into key higher level pages, including About Us, How We Work	100 percent of key home web page material includes mention of gender as a strategic priority, a MTS pillar, or in another high level manner
Mainstream gender into project descriptions, including in key results highlighted	100 percent of project descriptions highlight work toward gender equality and at least one gender descriptive results/ target data included

Cities Alliance Communication Recommendations

Action	Targets
Disaggregate, where possible, all data by sex, and find opportunities to include gender descriptive data	100 percent of all presented data, where applicable disaggregated by sex and 10 percent of all presented data is explicitly gender descriptive data
Increase photos in Photo Gallery that depict women and men (at the beneficiary level) in anti-stereotypical gender roles (e.g., women in construction, men caring for children)	Minimum of 50 percent of photos of male beneficiaries and 50 percent of female beneficiaries depict each in anti-stereotypical gender roles
Continue using gender neutral language, but not at the expense of becoming gender-blind (e.g. tell the reader the different impacts or participation methods for male vs. female slum dwellers)	80 percent of references to “slum dwellers, participants, workers, SME owners,” etc. specifically call out differences of women, men, girls, and boys in implementation approaches, vulnerabilities, and/or impact
Increase knowledge resources that explicitly address mainstreaming gender equality, women’s empowerment, male inclusion, and LGBTI issues	Minimum of 5 percent of knowledge resources listed explicitly address gender mainstreaming and women’s empowerment relevant to urban planning and inclusive cities
Social Media	
Tweet more and post more explicitly on Facebook about Cities Alliance work on gender equality programmatically	Minimum of 10 tweets/ 3 Facebook posts per month exclusively on programmatic work to promote gender equality
Mainstream gender into tweets and Facebook posts regarding institutional and programmatic work on gender equality	Minimum of 30 percent of tweets and posts highlight gender equality as relevant to discussion on other topic and/or add language on how gender is mainstreamed
Call out where gender equality is relevant to other topics by adding # hashtags about gender (e.g., UrbanGender, HeforShe) after tweets and posts	Minimum of 50 percent of tweets and posts not exclusive to gender equality include a gender-related hashtag
Attach gender-related requirements to job postings (E.g., women, men, and LGBTIQI encouraged to apply)	100 percent of job postings encourage all genders to apply
Publicize gender equality proposal criteria in calls for proposals and grant descriptions	100 percent of calls for proposals and grant descriptions highlight gender equality criteria
Increase anti-stereotypical photos, especially of beneficiaries, on Facebook posts across all topics/ posts (e.g., woman fishing or man cooking/ doing laundry)	100 percent of all photos used to highlight beneficiaries in programs are “gender bending,” reflecting 50 percent of women and 50 percent of men in anti-stereotypical roles
Continue using gender neutral language, but not at the expense of becoming gender-blind (e.g. tell the reader the different impacts or participation methods for male vs. female slum dwellers)	80 percent of references to “slum dwellers, participants, workers, SME owners,” etc. specifically call out differences of women, men, girls, and boys in implementation approaches, vulnerabilities, and/or impact
Annual Report	
Mainstream gender into higher level discussions (e.g., Message from Director, Cities Alliance Highlights, etc.)	100 percent of higher level discussions/ reporting mainstream gender into the discussion

Cities Alliance Communication Recommendations

Action	Targets
Continue using gender neutral language, but not at the expense of becoming gender-blind (e.g. tell the reader the different impacts or participation methods for male vs. female slum dwellers)	80 percent of references to “slum dwellers, participants, workers, SME owners,” etc. specifically call out differences of women, men, girls, and boys in implementation approaches, vulnerabilities, and/or impact
Ensure strategic MTS and GES gender equality priorities filter down to results and output discussions from beginning to end	100 percent of programmes and outputs embed results and outputs specific to gender equality
Disaggregate, where possible, all data by sex, and find opportunities to include gender descriptive data	100 percent of all presented data, where applicable disaggregated by sex and 10 percent of all presented data is explicitly gender descriptive data
When presenting budget figures, also present percentage allocated specifically toward gender equality or gender mainstreaming	100 percent of all presented budget figures provide allocation toward gender equality

ANNEX I: Methodology: Content and Review Criteria

Table A1. Cities Alliance Communication Content Reviewed

Cities Alliance Communication Content Reviewed (01 Jan 2014 – 31 Dec 2015)			
Communication Source	Total Quantity of Source	Sections of Source Reviewed (Number of each section)	Review Parameters
Newsletters	7 quarterly newsletters	News (58) Knowledge Resources (28) Secretariat Update (1) Upcoming Events (30)	Review of all sections of all newsletters, including written and photo content.
Website Content	1 website	About Us, How We Work, Projects, Knowledge Centre, Newsroom	Review of all sections of the website as currently presented in May 2016
Social Media	1 Facebook page, 1 Twitter account	Facebook posts (227), Twitter original tweets (533)	Only original posts or tweets (no re-posts, shares, or re-tweets). Includes word content and photos. No comments or responses included.
Annual Reports	2 reports (2014, 2015)	Message from Director (1), Partnerships (2), Members (1), Highlights (1), MTS (2), Programme Results (1), Outputs (1), Management Effectiveness (1), UNOPS (2), Portfolio Overview (1), Financials (2), Team (2)	Review of all sections of both annual reports, including written and photo content, and data.

Table A2. Qualitative and Quantitative Assessment Questions, by Source

Qualitative and Quantitative Assessment Questions, by Source				
Assessment Question	News letters	Website Content	Social Media	Annual Report
How many (number and percentage) of the source section mention women's and girls' empowerment?	X	X	X	X
Qualitatively describe, with examples, how well/ to what level of depth the item discusses women's and girls' empowerment.	X	X	X	X
How many (number and percentage) of the source sections mention gender equality or gender mainstreaming, including the role of men?	X	X	X	X
Qualitatively describe, with examples, how well/ to what level of depth the source sections discuss gender equality or gender mainstreaming, including the role of men and boys.	X	X	X	X
Where the source refers to men or women, how many (number and percentage) refer to women or men (disaggregate by sex) in diverse and anti-stereotypical roles vs. stereotypical roles (e.g., women not only vulnerable but also as leaders, experts, ordinary people and men not only as leaders or workers, but also as vulnerable in different contexts in family and community)? (For website content, include review of	X	X	X	X

published press releases, publications, videos, photos and briefs available on the site, including in the Newsroom).				
Qualitatively describe to what extent gender-neutral language used throughout the source.	X	X	X	X
How many (number and percentage) discrete data indicators or reported data are reported as sex-disaggregated data?	X	X	X	X
How many (number and percentage) of pictures in the source portray women and men (disaggregated by sex) in diverse vs. anti-stereotypical roles?	X	X	X	X
How many (number and percentage) of men and women are equally quoted as expert-source of opinion throughout the source?	X	X	X	X
Does the source discuss the Cities Alliance Gender Strategy in the Annual Report? If so, how well does it provide information regarding milestones, activities, data, challenges, lessons learned, and recommendations? Is the Cities Alliance Gender Strategy available and easy to locate on the Cities Alliance website?		X		X
Qualitatively describe how well organizational goals and strategies related to gender are integrated throughout web pages, including “About Us,” “Who We Are,” “Members,” and “Governance” pages. How well do illustrated project descriptions available on the website describe how the project is integrating gender?		X		

Annex II: Checklist for Gender Mainstreamed Communication

Based on the UNOPS recommended Gender and Communications Toolkit and the UNDPs ‘Communicating smartly’ guidelines this checklist was developed by Cities Alliance Gender Team and further refined as a result of this gender assessment. Check the estimated percentage for the extent to which the provision is met.

Checklist for Gender Mainstreamed Communication

Category	Provision	0-20%	21-40%	41-60%	61-80%	81-100%
General	Gender equality is reflected and mainstreamed throughout all communication materials, sections, and subsections					
Gender Stereotypes	Women are described in diverse roles (not only women as vulnerable, both as leaders, experts, ordinary people)					
	Men are described in diverse roles (not only as leaders, workers but also as vulnerable and in different contexts such as family, household)					
	Men and women are equally (50 percent male/ 50 percent female) quoted as expert-source of info-opinion					
	Balance (50/50) between female-driven initiatives and partnerships and male-driven initiatives and partnerships					
	Examples are provided of women breaking down gender-stereotypes/ contribute to gender equality					
	Examples are provided of men breaking down gender-stereotypes/ contribute to gender equality					
Data	Sex-disaggregated data and/ or gender descriptive statistics are presented when data is used					
	Presentations of budgets and monetary figures include percentage or figures allocated to gender mainstreaming					
	Data is regularly presented to demonstrate progress towards strategic goals of gender equality					

Category	Provision	0-20%	21-40%	41-60%	61-80%	81-100%
Panels	Panels are sex-balanced (50% men/ 50% women)					
	Speaking time is equally allocated between men and women participating in panels					
	Female panel speakers dedicate time to discussing gender equality and contribute toward breaking down stereotypes					
	Male panel speakers dedicate time to discussing gender equality and contribute toward breaking down stereotypes					
	Event hosts/ Master of Ceremony and panel moderators are sex-balanced (50% men/ 50% women) across events					
Names	Women and men's titles and roles (e.g., minister, judge, president, spokesperson) equally attached to names to bolster both women's and men's credibility/ importance					
	Beneficiaries and partners are named as such, rather than referred to as indirect/ secondary beneficiaries (e.g., wife/mother/daughter)					
	Women are addressed as Ms. instead of Miss/Mrs.					
Pictures	Men and women are equally represented (50/50) in pictures/videos					
	Women are portrayed in diverse roles (not only women as vulnerable, both as leaders, experts, ordinary people)					
	Men are portrayed in diverse roles (not only as leaders, workers but also as vulnerable and in different contexts such as family, household)					
Language	Gender-neutral language is used to minimize the unconscious acceptance of gender inequality (e.g. spokesperson, humankind, native language)					
Additional	Advocacy materials specific to gender equality are produced and integrated into other materials on a regular basis					

Category	Provision	0-20%	21-40%	41-60%	61-80%	81-100%
	Gender equality is regularly included in social media content (Facebook posts, Tweets)					
	Gender hashtags (#UrbanGender #HeforShe, etc.) are regularly added to social media posts across sectors					

ANNEX III: Resources and Data Sources used for Assessment

Resources utilized for this assessment are all directly from the Cities Alliance website, with the exception of the 2015 Annual report (in draft form) in Twitter archives from January 1, 2014 through December 6, 2013).

- Cities Alliance website available at: www.citiesalliance.org
- Quarterly Cities Alliance e-newsletters available at: <http://www.citiesalliance.org/newsletters>
- Cities Alliance annual reports available at: http://www.citiesalliance.org/annual_report
- Cities Alliance Facebook page available at: <https://www.facebook.com/citiesalliance>
- Cities Alliance Twitter account available at: <https://twitter.com/CitiesAlliance>

ANNEX IV: List of Publications Currently Available on Cities Alliance Website

Solutions from Seoul: TOPIS -- The “Control Tower” for Seoul’s Intelligent Transportation System

À l’écoute de votre économie locale: Un guide pratique pour les villes

Alagados - The Story of Integrated Slum Upgrading in Salvador (Bahia), Brazil

Annual Report 2002

Annual Report 2003

Annual Report 2004

Annual Report 2005

Annual Report 2006

Annual Report 2007

Annual Report 2008

Annual Report 2009

Annual Report 2010

Annual Report 2011

Annual Report 2012

Annual Report 2013

Approaches to Urban Slums: A Multimedia Sourcebook on Adaptive and Proactive Strategies

Arua Municipality Exemplary in TSUPU Program

Brazil State of the Cities Report: Selection of Cities 2009

Building Cities: Neighbourhood Upgrading and Urban Quality of Life

Building Partnerships for Integrated City Planning in Nampula, Mozambique

CDS Impact Study Final Report

CDS Monitoring and Evaluation Guidance Framework

Cities Alliance and City Development Strategies. Ahmed Eiweida, World Bank (Arabic)

Cities Alliance and City Development Strategies. Ahmed Eiweida, World Bank (English)

Cities Alliance Country Programmes Fact Sheet

Cities Alliance in Action: A Model of Participatory Development in Tunisia

Cities Alliance in Action: A Partnership to Support Cities in Addressing Climate Change

Cities Alliance in Action: A Policy to Recover Chile's Urban Neighbourhoods

Cities Alliance in Action: Eco2 Cities: A Model for Sustainable Urban Development

Cities Alliance in Action: Ethiopian Cities Network Fosters Peer-to-Peer Learning

Cities Alliance in Action: Expanding Land Tenure and Reducing Risk in Brazil's Poorest Communities

Cities Alliance in Action: Improving Service Delivery in Uganda's Secondary Cities

Cities Alliance in Action: Johannesburg-Lilongwe Partnership Leads to a Robust City Development Strategy

Cities Alliance in Action: Morocco's Tetouan Paves the Way With Its City Development Strategy

Cities Alliance in Action: New Urban Planning Strategies for the Philippines

Cities Alliance in Action: Promoting Innovation in Urban Upgrading in São Paulo

Cities Alliance in Action: Promoting Participatory Development in Mongolia (GUSIP)

Cities Alliance in Action: Setting the Right Course for Sana'a

Cities Alliance in Action: South Africa's Cities Share Knowledge to Spur Development

Cities Alliance in Action: Sparking a Transformation of Agra's Slums

Cities Alliance in Action: Supporting a Community-Driven Sanitation Policy in India

Cities Alliance in Action: Technology that Transformed Urban Planning in São Paulo (HABISP)

Cities Alliance in Action: Transforming Mumbai into a World-Class City

Cities Alliance in Action: Transforming Urban Policy-Making in Vietnam

Cities Alliance in Action: Upgrading South Africa's Housing Policy

Cities Alliance in Action: Youth in Port Harcourt, Nigeria Find Their Voice

Cities Alliance in Action: "State of the Cities" Reports Help Transform South Africa's Urban Management Process

Cities and Climate Change: An Urgent Agenda

Cities Without Slums Action Plan

City Development Strategies - The Cities Alliance Approach

CIVIS April 2003: Shelter Finance for the Poor Series Synthesis (4v)

CIVIS April 2003: The Enabling Environment for Housing Microfinance in Kenya (4iv)

CIVIS January 2001 : How Swaziland is Upgrading Its Slums

CIVIS January 2001: Medidas adoptadas por Swazilandia para mejorar los barrios de tugurios

CIVIS January 2012: Youth: the face of Urbanisation

CIVIS January 2012: Youth: the face of Urbanisation

CIVIS January 2012: Youth: the face of Urbanisation

CIVIS Juillet 2009: Quelles sont les implications du changement climatique pour votre ville?

CIVIS July 2009: Climate Change: Cambio climático: ¿Cómo influye en su ciudad?

CIVIS July 2009: Climate Change: What does this mean for your city?

CIVIS July 2009: Mudança Climática: O que ela significa para a sua cidade?

CIVIS June 2010: Thinking Globally, Acting Locally: Institutionalising Climate Change within Durban's Local Government

CIVIS March 2011: Is There Really So Little Urban Poverty in Sub-Saharan Africa?

CIVIS November 2002: FUNHAVI's Housing Microfinance Programme (4i)

CIVIS November 2002: Micasa: Housing Financing in Peru (4ii)

CIVIS November 2002: SEWA Bank: Housing Finance in India (4iii)

CIVIS October 2000 : La Alianza de las Ciudades: visión para el futuro

CIVIS October 2000: The Cities Alliance "Vision", Issue 1

CIVIS October 2009: A adaptação às mudanças climáticas pode atender também às metas de desenvolvimento em cidades de países em desenvolvimento?

CIVIS October 2009: Can adapting to climate change also meet development goals in cities in developing countries?

CIVIS October 2009: ¿Con la adaptación al cambio climático se pueden cumplir también los objetivos de desarrollo de las ciudades de países en desarrollo?

CIVIS Octobre 2000 : L'Alliance des villes: Projet de texte soumis à la discussion et au débat

CIVIS Octobre 2009: L'adaptation au changement climatique peut-il répondre également à des objectifs de développement dans les villes des pays en développement?

CIVIS September 2002: Secure Tenure for the Urban Poor

CIVIS Special Edition March 2010: A Tese em Defesa da Habitação Progressiva

CIVIS Special Edition March 2010: The Case for Incremental Housing

CIVIS Special Edition March 2010: The Case for Incremental Housing (Arabic)

CIVIS: Making Economic Growth in Cities More Equitable

Civis: The Cities Alliance in Brazil: A Partnership for Success

Civis: The Systems of Secondary Cities

Count Me In: Surveying for Tenure Security and Urban Land Management

Distance Learning Course: Abridged Version

Eco2 Cities: Ecological Cities as Economic Cities

El Estatuto de la Ciudad de Brasil Un comentario

Entre la Exclusión Financiera y el Desarrollo Comunitario (Financial Exclusion and Community Upgrading)

Espaço Urbano e Pobreza em Maputo, Moçambique

Gestionando Sistemas de Ciudades Secundarias

Guide pratique 1: L'Afrique urbaine: Construire en tirant parti du potentiel inexploité

Guide pratique 2: Le logement pour les faibles revenus: Les moyens d'aider les pauvres à trouver un logement décent dans les villes africaines

Guide pratique 3: Le foncier: un rôle crucial dans l'accès des citadins pauvres à un logement

Guide pratique 4: Les expulsions: Les options possibles pour éviter la destruction des communautés urbaines pauvres

Guide pratique 5: Le financement du logement: Les moyens d'aider les pauvres à financer leur logement

Guide pratique 6: Les organisations communautaires: Les pauvres en tant qu'agents du développement

Guide pratique 7: Le logement locatif: Une option très négligée dans le cas des pauvres

Guide pratique 8: Les autorités locales: Faire face aux défis urbains d'une manière participative et intégrée

Guide to City Development Strategies: Improving Urban Performance

Guidebook for City Development Strategies in Southern Mediterranean Countries

Guidebook on Capital Investment Planning

Guides Pratiques pour les Decideurs Politiques: Loger les Pauvres dans les Villes Africains (complet)

Habitação de interesse social em São Paulo: desafios e novos instrumentos de gestão

Hodeidah: Agro-Industrial Capital of Yemen, Local Economic Development Strategy

How Municipal Governments are Preparing for Climate Change in Latin America and the Caribbean: Report from a Survey of Municipal Officials

How Saving Groups Work

Integrando os Pobres: Urbanização e Regularização Fundiária na Cidade de São Paulo

Integrating Climate Change into City Development Strategies

Integrating the Poor: Urban Upgrading and Land Tenure Regularisation in the City of São Paulo

L'Alliance des Villes Rapport Annuel 2010

Le programme-pays du Mozambique

Le programme-pays urbain du Burkina Faso

Les collectivites locales et la crise financiere: une mise en perspective

Lessons from the South African State of Cities Reporting Process

Liveable Cities: The Benefits of Urban Environmental Planning

Local Governments and the Financial Crisis: An Analysis

Local Governments' Pocket Guide to Resilience

Managing Systems of Secondary Cities

Mobilising partnerships for urban strategic planning: Experiences from City Development Strategies

MTSU: Transforming Mumbai into a World-Class City

Mukalla: Gateway to the Hadramout, Local Economic Development Strategy

O estado das cidades no Brasil RELATÓRIO 2000-2009

O Estatuto da Cidade Comentado

Planning, Connecting, and Financing Cities — Now

Policy Paper on Urban Strategic Planning: Local Leaders Preparing for the Future of Our Cities

Promoting Land Rights for the Urban Poor with the Social Tenure Domain Model

Quick Guides for Policy Makers: Housing the Poor in African Cities (Complete Set)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 1: Urban Africa)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 2: Low Income Housing)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 3: Land)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 4: Eviction)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 5: Housing Finance)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 6: Community-Based Organisations)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 7: Rental Housing)

Quick Guides for Policy Makers: Housing the Poor in African Cities (Guide 8: Local Government)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities (Complete Set)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 1: Urbanisation (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 1: Urbanisation (Hindi)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 2: Low-Income Housing (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 2: Low-Income Housing (Hindi)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 3: Land (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 3: Land (Hindi)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 4: Eviction (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 4: Eviction (Hindi)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 5: Affordable Housing Finance (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 5: Affordable Housing Finance (Hindi)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 6: Community-based Organisations (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 6: Community-based Organisations (Hindi)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 7: Rental Housing (English)

Quick Guides for Policy Makers: Housing the Poor in Asian Cities 7: Rental Housing (Hindi)

Reducing Urban Poverty: A New Generation of Ideas

Sana'a, A City Development Strategy

Securing Municipal Finance in Southern Africa

Síntese do Curso à Distância: Ações Integradas de Urbanização de Assentamentos Precários

Slum Upgrading Up Close: Experiences of Six Cities

Slum Upgrading: Lessons from Brazil

Social Housing in São Paulo: Challenges and New Management Tools

Solutions from Seoul: Dongdaemun Design Plaza Revitalises Downtown Seoul

Solutions from Seoul: “Owl Bus” Based on Big-Data Technology

State of Latin American and Caribbean Cities 2012

Survey Results Report Regional Technical Assistance Initiative on Climate Adaptation Planning in LAC Cities

The Case for Incremental Housing

The Challenge of Scale - Nationwide Upgrading

The Changing Face of Lagos: From Vision to Reform and Transformation

The Cities Alliance Burkina Faso Urban Country Programme

The Cities Alliance Country Programme in Mozambique

The Cities Alliance in Mozambique

The City Statute of Brazil: A Commentary

The Community-Led Infrastructure Financing Facility (CLIFF)

The Evolution of National Urban Policies

The Ghana Land, Services and Citizenship Programme Brochure

The Inclusive City

The State of African Cities Report 2014

The State of the Cities in Brazil: The 2000-2009 Report

The Urbanisation of Displaced People

The Vietnam Land, Services and Citizenship for the Urban Poor Programme Brochure
Towards Liveable Cities: UNEP's Key Role in Cities Alliance
Transformer les quartiers urbains défavorisés en Ouganda : le programme TSUPU
Transforming Settlements of the Urban Poor in Uganda Brochure
UCLG GOLD Report 2008
Understanding Your Local Economy: A Resource Guide for Cities
Upgrading Urban Communities: A Resource for Practitioners
Urban Risk Assessments: Understanding Disaster and Climate Risk in Cities
Urban Space and Poverty in Maputo, Mozambique
Urban Transition in Sub-Saharan Africa: Implication for Economic Growth and Poverty Reduction
Urbanizacao de Favelas em Foco
Urbanization and Sustainability in Asia: Good Practice Approaches in Urban Region Development
Villes en développement no. 75, Mars 2007: Stratégies de développement urbain
Villes en développement no. 87, December 2009: The Cities Alliance: Preparing for the Next Ten Years
Villes en développement No. 87, Décembre 2009 Alliance des villes: préparer la prochaine décennie
Villes en développement no. 88, March 2010: Africities 5

