



Mainstreaming Gender in the Cities Alliance Secretariat

Produced by the Cities Alliance Secretariat Gender Equality Team

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Acronyms

ASA 1	Analytic and Strategic Activities
BBL	Brownbag Lunch
CATF	Catalytic Fund
DO	Director's Office
FCA	Future Cities Africa
F&O	Finance and Operations
GAD	Gender and Development
GAP	Gender Action Plan
GBV	Gender Based Violence
GES	Gender Equality Strategy
GET	Gender Equality Team
HR	Human Resources
ICCA	International Individual Contractor Agreement
ITA	International Technical Advisor
JWP	Joint Work Programme
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer und Intersex Life
LICA	Local Individual Contractor Agreement
MTS	Medium Term Strategy
NGO	Nongovernmental Organisation
PRA	Performance and Results Assessment
PRC	Peer Review Committee
PU	Programme Unit
TOR	Terms of References
WID	Women in Development

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I. Preamble

The Cities Alliance has committed itself to address and reduce gender inequalities in developing cities in order to achieve inclusive urban development. This commitment aligns with Cities Alliance main values: gender is usually one of the main axis of inequality, discrimination and exclusion. Thus, a commitment to gender equality will enhance inclusiveness. Pro-poor interventions will thus only be effective if they are carefully planned, implemented and evaluated on their gender implications and include the empowerment of women. Cities Alliance commitment to gender equality recognizes and aligns with International Community's acknowledgement of the importance of gender equality and women empowerment within as stated in the Sustainable Development Goals, the Beijing Declaration and the Convention on the Elimination of Discrimination against Women.

2. Cities Alliance Commitment on Gender Equality

The **Cities Alliance Charter** recognizes that gender-based inequalities deprive cities of a significant source of human potential and commits the Cities Alliance to promote equality in general, and gender equality in particular, tackling the uneven consequences of urbanization.

The **Medium Term Strategy 2014-2017** (MTS) is envisaged to make a decisive contribution to the Programme Outcome: Cities increasingly characterized by effective local government, active citizenship, and delivering improved and responsive services to the urban poor. The second thematic pillar for the Cities Alliance under the MTS is the promotion of gender equality as a cross-cutting theme in all of its work. Cities Alliance thus acknowledges that through various policies, customs and practices, women have fewer opportunities and rights but that women also act as vectors of positive change in cities, promoting household economic resilience and more equitable decision making.

Launched in 2015, the **Gender Equality Strategy** (GES) describes how the Cities Alliance will address and reduce gender inequality in developing cities, include gender equality into their joint activities for sustainable urban development and become the pre-eminent partnership promoting gender-inclusive cities. The GES It defines the Cities Alliances business case for pursuing gender equality as three-fold:

- 1) The rights of women and girls under international law and global consensus
- 2) The high costs of not acting
- 3) The comparative advantage of Cities Alliance to intervene in this area.

The Gender Equality Strategy also laid the foundation for the Cities Alliance's **Joint Work Programme for Gender Equality in Cities**. The Joint Work Programme will serve as a highly visible platform for promoting the role of women in development

To guide and institutionalise the gender equality processes the **Gender Equality Team (GET)** has been set up, including a member of each unit of the Secretariat. The GET provides (i) guidance; (ii) institutional monitoring and (iii) quality assurance of the work of the Secretariat. The GET commits to the principles of gender parity in the team. Furthermore, it ensures that each unit sends at least one representative to the GET. The Gender Equality Team's role will be to monitor the GAP for the respective units.

The Gender ToR adopted in December 2015 provides a comprehensive Gender Mainstreaming approach throughout the Cities Alliance Secretariat’s work. Overall, the TOR can be broken down according to the different units of the Cities Alliance Secretariat and assign responsibilities for each unit. There is also a section assigned for the GET to implement. The Gender TOR should influence the 5% PRA assigned for gender mainstreaming.

After the Gender ToR have been adopted and the workshop recommendations were received the step was to translate these provisions into concrete follow-up action. To institutionalise gender mainstreaming in a meaningful way it is essential to a) pursue a cross-divisional approach that ensures that mainstreaming responsibilities are rooted in all units and b) to establish a plan that is based on baseline data and allows for comparisons and monitoring over time.

<p>Gender Pillar of the MTS 2014-2017</p>	<p>The Medium Term Strategy establishes Gender as one of the three core corporate pillars of the Cities Alliance. The Strategy sets out Cities Alliance’s rationale for gender mainstreaming as well as its areas of commitments. As a follow up, the Gender Equality Team was established in 2016 as the focal point for gender mainstreaming within the secretariat. Its mandate is to design, facilitate and report on gender-mainstreaming progress in the secretariat as well as in our business lines.</p> <p>In parallel, a Gender Joint Work Programme was established to take part of the global debate on gender and cities. The focus of this Joint Work Programme will be on Gender-Responsive leadership at the community, local and national level and on building platforms for female empowerment and gender equality for men and women in the countries where the Cities Alliance is present.</p>
<p>Gender Equality Strategy</p>	
<p>Gender Equality Team</p>	
<p>Gender TOR</p>	
<p>Gender Joint Work Programme</p>	

3. Vision

The Cities Alliance will strive to become a totally gender-responsive Partnership by 2017.

By the end of 2017

At the Cities Alliance Secretariat level: every staff member will be trained and capacitated to execute their work in a gender-responsive manner. All internal policies, mechanisms and process will be gender mainstreamed to make sure that accountability, human and financial resources, capacity development, knowledge and information management, and evaluation and audit are gender-responsive.

At the level of our business lines and programme: our programmes and projects will mainstream gender from design to closure. Outputs and outcomes will be monitored and evaluated throughout the programme cycle. This will enable the Partnership to demonstrate measurable impact on gender equity in all its projects and programmes.

4. Achieving the vision: Implementation, Monitoring and Evaluation

In order to achieve the aforementioned vision, the Cities Alliance Secretariat has already initiated a process of change based on informed data, experience and reflection among its staff members. In order to implement the necessary changes to become gender responsive, a set of baseline assessments on priority areas has been conducted. The priority areas were, respectively, **Human Resources** (Finance and Operations), **Communications** (Director's Office) and **Grant-Making** (Programme Unit). Each of the assessments has established baselines, recommendations for follow up action and targets for the Secretariat. The Gender Action Plan setting out targets for mainstreaming gender in the three priority areas will be launched. Monitoring will take place every six months for the first two years. At the end of each year, institutionalization of practices will be assessed and, based on their success, new priority areas will be included in the Gender Action Plan.

The timing for the Gender Action Plan follows the same cycle of the MTS (2017-2021). In 2016 and 2017, the focus will be on internal processes and the Cities Alliance's staff. Starting in 2017, a separate focus will be on changes on Tier III Outputs, Tier IV Outcomes and the Results Framework. By the beginning of 2018, these three areas will be gender-responsive and the Cities Alliance will be able to demonstrate measurable progress towards gender equity.

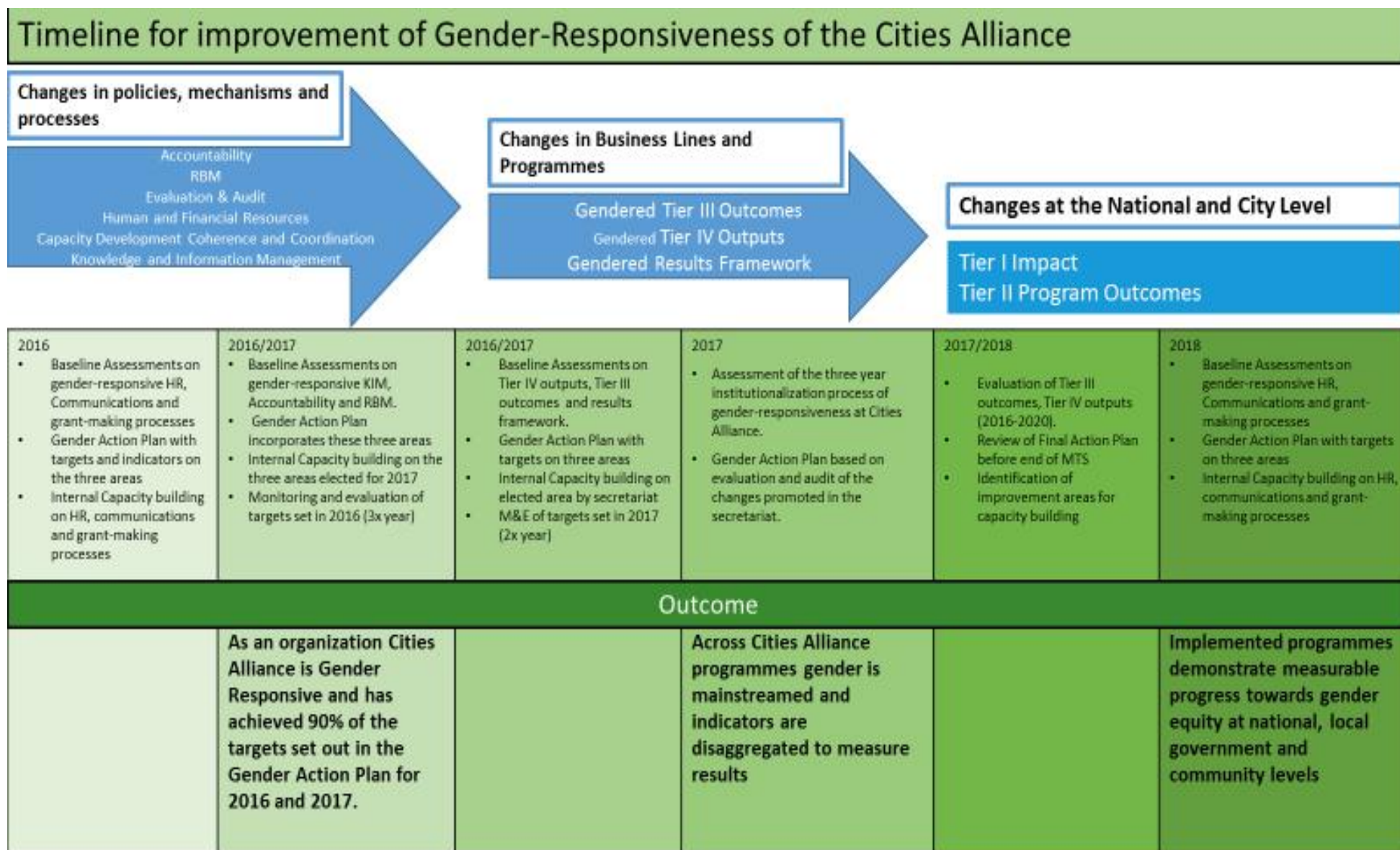
5. Gender-Responsive Commitments

The Cities Alliance is committed to advance gender equality and women's empowerment within its own mandate and programmes. In order to achieve that, the Cities Alliance commits to achieving the following results:

- **By the end of 2017:**
 - Cities Alliance staff will be trained on gender-responsiveness in the day-to-day operations of the secretariat;
 - Sex-disaggregated data and gender analytical information is collected with the objective of tracking gender-responsiveness of internal technical processes of the Cities Alliances;

- **By the end of 2018:**
 - Sex-disaggregated data and gender analytical information is routinely collected, monitored and evaluated at the project and programmatic levels of the Cities Alliances;
 - All grantees of the Cities Alliance will have specific gender budgets and will have to report on gender mainstreaming at the impact level;
 - All knowledge products will mainstream gender;
 - All programmatic budget of the Cities Alliances will be gender responsive;
 - The Cities Alliance will have implemented programmes that can demonstrate measurable progress and impact towards gender equity and women's empowerment.

6. Timeline for Gender-Responsiveness (2016-2018)



7. Baselines and Targets – Gender Equality Team

	GENDER EQUALITY TEAM	BASELINE Jan 2014 - Dec 2015	Target Dec -2016
1	Existence of gender tailored trainings for personnel of the Cities Alliance.	1	2
2	Percentage of staff meetings with an update on gender activities	1	2
3	Number of quarterly meetings with upper management for reporting on gender-mainstreaming	0	1
4	Existence of an award for gender champions within the secretariat and Cities Alliance project with demonstrated impact and best practice on gender-mainstreaming.	1	1
5	Existence of a monitoring tool to track gender-balance in panels that staff of the Cities Alliance take part	1	1
6	Percentage of staff that feels comfortable to ask for alternative work schedules	1	2
7	Existence of a parity plan for the Cities Alliance	0	1
8	Percentage of PRC meetings that at least one member of the Gender Equality Team takes part for quality assurance on gender mainstreaming	Not tracked	30%
9	Number of BBLs on gender-related issues held per year	Not tracked	4

Observations:

- The first seven indicators follow a maturity model (from 0 to 3) available in the excel files where the baselines are stored.
- Periodic Assessments will be conducted every six months until January 2018. Targets will then be reviewed and set for the following period.

8. Baselines and Targets - Director's Office

DIRECTOR'S OFFICE INDICATORS (Focus: Communications)		BASELINE Jan 2014- Dec 2015	TARGET Dec-2016
1	Existence of a Gender-Responsive Communications Strategy	0	1
2	Percent of articles/ posts/ content explicitly on women's and girls' empowerment, or mainstreamed into content	4.66%	9%
3	Percent of articles/ posts/ content explicitly on gender equality, including the role of men, or mainstreamed into content	8.2%	12%
4	Percent of articles/ posts/ content explicitly on LGBTQI as an issue of inclusiveness and equality, or mainstreamed into content	0%	0%
5	Percent of content (where reference is made to men) portraying them in anti-stereotypical roles	3.25%	5%
6	Percent of presented data that is sex-disaggregated or gender descriptive	4.5%	7%
7	Percent of budget data presented that describes allocation toward gender equality	0%	0%
8	Percent of content/ articles/ posts that utilize gender-neutral language	100%	100%
9	Percent of all photographs which depict men in an anti-stereotypical role	0.75%	2%
10	Percent of all photographs which depict women in an anti-stereotypical role	11%	15%
11	Percent of all photographs which depict men in a stereotypical role	24.25%	20%
12	Percent of all photographs which depict women in a stereotypical role	5.75%	5%
13	Percent of individuals quoted/ referenced as sources of opinion who are female	33.2%	35%
14	Percentage of articles/ content/ posts where the Gender Equality Strategy is referenced	3.2%	5%

Observations:

- The first line of indicators follows a maturity model (from 0 to 3) available in the excel files where the baselines are stored.
- Periodic Assessments will be conducted every six months until January 2018. Targets will then be reviewed and set for the following period.

9. Baseline and Targets – Programme Unit

PROGRAMME UNIT INDICATORS (Focus: GRANT-MAKING)		BASELINE Jan 2014 - Dec 2015	TARGET Dec- 2016
1	Existence of guidelines on gender-mainstreaming compliance at the project level that is used by grantees and Task Managers	1	2
2	Existence of templates for grant proposals and ITAs that reflect gender mainstreaming throughout the programmatic cycle	1	2
3	Existence of a Theory of Change on Gender Mainstreaming	1	2
4	Percentage of staff that has been trained on gender-responsive Technical Assistance	1	1
5	Existence of facilitated discussion on how the Cities Alliance can include LGBTBQI and GBV in its business lines	1	1
6	Percentage of grants that include gender analysis in the background and/or concept	15.3%	20%
7	Percentage of presented data that is sex-disaggregated or gender descriptive	2.5%	5%
8	Percentage of activities explicitly focused on gender equality	3.0%	5%
9	Percentage of activities explicitly focused on women's empowerment	1.0%	2%
10	Percentage of outputs explicitly focused on gender equality	2.5%	5%
11	Percentage of outputs explicitly focused on women's empowerment	0.6%	2%
12	Percentage of outcomes explicitly focused on gender equality	4.16%	5%
13	Percentage of outcomes explicitly focused on women's empowerment	1.3%	2%
14	Percentage of indicators explicitly measuring progress towards gender equality	0.16%	4%
15	Percentage of indicators explicitly measuring progress towards women's empowerment	2%	4%
16	Percentage of total budget allocated explicitly to gender equality and women's empowerment	3.3 %	4%
17	Percentage of budget allocated explicitly to gender equality and women's empowerment	5.5%	7%
18	Percentage of project approaches/descriptions that discuss gender equality or women's empowerment	17.5%	25%
19	Percentage of stakeholders' lists that include women's NGOs or CBOs	7.1%	10%
20	Percentage of grants that include a gender mainstreaming plan	3%	4%

Observations:

- The first five indicators follow a maturity model (from 0 to 3) available in the excel files where the baselines are stored.
- Periodic Assessments will be conducted every six months until January 2018. Targets will then be reviewed and set for the following period.

10. Baseline and Targets – Finance and Operations

FINANCE AND OPERATIONS UNIT INDICATORS (Focus: HR)		BASELINE Jan 2014 - Dec 2015	TARGET Dec -16
1	Existence of standardized background information in TORs regarding gender equality.	1	2
2	Existence of monitoring tool for tracking gender-responsiveness of hiring processes	1	2
3	Existence of a gender-responsive TOR template	1	2
4	Existence of guidelines on outreach possibilities on websites and forums targeting women	1	2
5	Existence of criteria for choosing between male and female candidates with the qualifications.	0	1
6	Existence of a set of questions to assess candidates on their gender competency.	1	2
7	Percentage of TORs for the advertised positions that may disadvantage or disqualify women or men from applying for the position	23.2%	18%
8	Percentage of TOR that utilized gender neutral language	95.8%	97%
9	Percentage of TORs that include gender-functional responsibilities	88%	90%
10	Percentage of positions advertised on websites for female professionals	N/A	Being tracked
11	Percentage of female Hired personnel	63%	60%
12	Percentage of male Hired personnel	37%	40%
13	Percentage of standard interviews that tested gender competency	33.2%	40%
14	Percentage of written tests that tested candidate gender competency	N/A	Being Tracked
15	Percentage of Interviewing panels that have data collection on sex-disaggregation	Not Tracked	Being Tracked
16	Percentage of Interviewing panels that have data collection on sex-disaggregation	Not Tracked	Being Tracked
17	Percentage of Cities Alliance staff trained on performing gender-sensitive interviews	Not Tracked	Being Tracked
19	Percentage of Cities Alliance staff trained on performing gender-sensitive interviews	Not Tracked	50%

Observations:

- The first five indicators follow a maturity model (from 0 to 3) available in the excel files where the baselines are stored.
- Periodic Assessments will be conducted every six months until January 2018. Targets will then be reviewed and set for the following period.

Annex I – Recommendations for the Director’s Office

Director’s Office
<p>RECOMMENDATION ON COMMUNICATION STRATGY</p> <ul style="list-style-type: none"> • Development of an overarching communication strategy to strengthen the way in which the Cities Alliance MTS, GES, and results on gender equality is communication externally will be informed by this baseline assessment.
<p>RECOMMENDATION ON THE NEWSLETTERS</p> <ul style="list-style-type: none"> • 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 • Take and use photos that depict women and men in anti-stereotypical or non-traditional roles/ activities across all articles • Disaggregate, where possible, all data by sex, and find opportunities to include gender descriptive data • When presenting budget figures, also present percentage allocated specifically toward gender equality or gender mainstreaming • 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) • Seek out quotes and opinions to include from equal numbers of women and men • Ensure at least one new knowledge source per newsletter explicitly addresses gender equality, or a description is provided indicating which resources mainstream gender • Seek out relevant events regarding gender equality, LGBTQI, and male engagement to highlight each quarter
<p>RECOMMENDATION ON WEBCONTENT</p> <ul style="list-style-type: none"> • Mainstream gender prominently into key higher level pages, including About Us, How We Work • Increase photos in Photo Gallery that depict women and men (at the beneficiary level) in anti-stereotypical gender roles • Increase knowledge resources that explicitly address mainstreaming gender equality, women’s empowerment, male inclusion, and LGBTI issues
<p>RECOMMENDATION ON SOCIAL MEDIA</p> <ul style="list-style-type: none"> • Tweet more and post more explicitly on Facebook about Cities Alliance work on gender equality programmatically • Mainstream gender into tweets and Facebook posts regarding institutional and programmatic work on gender equality • Call out where gender equality is relevant to other topics by adding # hashtags about gender (e.g., UrbanGender, HeforShe) after tweets and posts • Increase anti-stereotypical photos
<p>RECOMMENDATION ON ANNUAL REPORT</p> <ul style="list-style-type: none"> • Mainstream gender into higher level discussions (e.g., Message from Director) • Ensure strategic MTS and GES gender equality priorities filter down to results and output discussions from beginning to end • When presenting budget figures, also present percentage allocated specifically toward gender equality or gender mainstreaming

Annex II – Recommendations for the Programme Unit

PROGRAMME UNIT

RECOMMENDATION ON GUIDELINES FOR PROPOSALS

- Ensure all grant proposals include criteria for gender mainstreaming throughout all sections, including the background, project description/ approach, outcomes, outputs, activities, indicators, and budget. Consider removing the stand-alone gender-mainstreaming plan, and instead including requirements to integrate gender into each discrete section. Examples include:
 - **Background:** Is gender analysis a fundamental part of the Background or concept? At minimum, does the background recognize the differential impacts on women, men, boys, and girls?
 - **Project Description/ Approach:** Does the project’s Theory of Change explicitly consider gender equality? Does the approach consider the different needs of women, men, boys, and girls, and how the approach will affect each differently? If safety or security is central to the project, is GBV explicitly addressed? Are a broad range of stakeholders included, including male and female community members, as well as women’s or gender equality NGOs or CBOs?
 - **Outcomes:** Does at least one outcome focus explicitly on gender equality, or is gender equality explicitly mainstreamed throughout the outcomes driving project performance?
 - **Outputs:** Are there explicit outputs designed to promote gender equality and women’s empowerment, including male engagement?
 - **Activities:** Are there concrete activities designed to promote gender equality, including engagement of men and boys, to achieve outputs and outcomes related to gender equality?
 - **Indicators:** Are there specific indicators that go beyond sex-disaggregated data and thoughtfully measure change in gender equality (knowledge, attitudes, practices) at both the output and outcome levels?
 - **Budget:** Is budget explicitly allocated to fund gender-specific activities, or is a percentage of the budget allocated to mainstreaming gender throughout all activities?
- Change the grant proposal and ITA templates to reflect embedded gender mainstreaming throughout the programmatic cycle;
- Grant managers to use the gender checklist on grant proposals
- Institutionalize the use of the checklist in (and in preparation of) the PRC
- Collect the gender checklists for monitoring and evaluation

RECOMMENDATION ON CONTRACTS

- Write criteria for contracts/ procurement to ensure the contracts are gender-responsive, with outcomes, outputs, activities, deliverables, etc. that integrate gender equality and women’s empowerment aligned with proposal criteria above (e.g., proposal criteria on gender should be replicated within SOWs and TORs, and contracts should ensure these standards are written into contracts, including in expected deliverables).

<ul style="list-style-type: none">• To have tailored courses by each unit for the 2016 gender workshop or capacity building in 2017
<ul style="list-style-type: none">• To hold a discussion within the secretariat (and members) on addressing LGBTQi and/or GBV in our programmes
<ul style="list-style-type: none">• Consider requiring grantees to show line items for allocation of resources, or percentage of budget, dedicated exclusively to gender equality, gender mainstreaming, and women's empowerment.

Annex III – Recommendations for the Finance and Operations Unit

FINANCE AND OPERATIONS UNIT
<p>RECOMMENDATION ON TORs</p> <ul style="list-style-type: none"> • Standardize the background information in TORs regarding gender equality. • Move from gender-neutral to gender-responsive language. • Specify the required skills and work experience on gender in TORs with explicit gender-functional responsibilities. • Include “mandatory question to all candidates” for TORs where functional responsibilities on gender are explicitly required to ensure that screening CVs and shortlisted candidates have basic competency on gender. • On competencies: 1) Remove biases in the elaboration of TOR competencies by defining competencies based on the nature of the work to be carried out, rather than on the specific attitudes usually encountered in those positions 2) include “respect for diversity” in competencies sections of TORs, specifically in managerial and senior positions, to ensure that candidates have the capacity to examine their own biases and behaviors to avoid stereotypical responses and avoid discriminating against individuals or groups during interviews. • Prepare a factsheet for project managers and hiring managers on the main gender issues related to urban planning. • Make good practice the norm by including Core Values as an activity in the “scope of work” section. • When monitoring and evaluating control processes, in addition to including gender as functional competencies and in the scope of work for consultants, TORs should stipulate performance and control processes for assessing performance on gender equality. • Encourage the application of female candidates in senior positions by including the sentence “Qualified female candidates are strongly encouraged to apply” as a temporary measure for those positions and countries where there is little representation of women.
<p>RECOMMENDATION ON ADVERTISING AND OUTREACH</p> <ul style="list-style-type: none"> • Cities Alliance vacancies need to be posted on a wide range of websites and forums targeting women to attract more qualified women. • Outreach efforts to attract qualified female candidates should concentrate on LICA and ICCA senior contracts, where challenges exist to attracting qualified women to apply for local senior positions. • Tracking outreach. • Advertising should consider a wide variety of media channels and forums to ensure that it includes traditionally excluded groups. • Establish and update table on outreach opportunities • Track outreach and advertising of positions and collect information and collect information on the number (and quality) of positions advertised on websites for female professionals
<p>RECOMMENDATION ON SHORTLISTING AND HIRING</p>

- Ensure that shortlisting is undertaken against the objective criteria set out in TORs by recording the criteria under which job applicants are shortlisted.
- Include the need to justify the selection of a male candidate in a senior position when there are two candidates — a man and a woman — with the same qualifications.
- Collect information regarding the sex disaggregation of the interview panel as well as gender competency.
- Favour access for men in administrative positions; ensure that shortlisting for administrative positions include men, specifically for G7 and LICA 6 positions, where none of the shortlisted candidates were male.
- Include qualified women in the roster for longer periods than usual as a temporary measure.
- Ensure that data is systematically collected and tracked on key hiring processes.

RECOMMENDATION ON GENDER COMPETENCIES

- Include gender-related questions as part of technical questions in interviews or written tests in ICCA3 and above and fix-term positions.
- Record the number of gender-related questions asked in interviews and written tests to assess the impact on the overall recruitment process at least once a year.
- Train panel members on performing gender-sensitive interviews, and receive sex-disaggregated information on the current gender-balance status of the category for which the panel is open.
- Develop 10 questions as a guideline to assess candidates on their gender competency for hiring managers

RECOMMENDATION ON RETENTION, PROMOTION AND WORK-LIFE BALANCES

- Collection and analysis of sex-disaggregated data and statistics is crucial to understand current trends as well as to analysed the impact of gender equal HR processes.
- Raise awareness on work life balance policies and facilitate the use of options other than CWS.
- On retention, conduct exit interviews either in person or electronically for departing staff to collect insight about organizational barriers regarding recruitment and retention.
- Organizational culture. Staff work performance should be rewarded according to their productivity and merit, taking into account the objective characteristics and occupational requirements of a job, such as skills, efforts, responsibilities and working conditions and without interference of considerations unrelated to merit.
- Cities Alliance’s gender equality meeting protocol should be established in all Cities Alliance’s work units to ensure inclusive decision-making processes.

Annex IV – Gender Workshop 2015 – Follow Up Action and Outcomes

ISSUE	ACTION	STATUS
Citizens' Sphere		
Cities Alliance works on the ground through its partners, and some of these do not work on gender issues and/ or have a WID (rather than GAD) focus.	Explore options for better coordinating with/ influencing Cities Alliance partners on urban gender equality objectives.	Current To be discussed with members of the Gender JWP in Q4 2016
Policy Sphere		
Concerns were expressed during the workshop about the level of resourcing for gender mainstreaming.	At least 5 % of the PRA has been reserved for work on gender equality	Current being monitored
	Undertake gender budgeting to monitor (and improve) the extent to which the use of mainstream resources (i.e. those not earmarked for 'gender') is gender sensitive	Current Being monitored
The Cities Alliance GES needs to be better operationalised.	A gender action plan assigning responsibilities on gender mainstreaming for all units has been currently developed.	Current Being monitored
Organisational Sphere		
Some staff have expressed a concern that female staff feel undervalued in the Cities Alliance as a workplace.	All UNOPS mandatory trainings (gender, prevention of harassment etc.) should be completed and monitored by all personnel.	Current Being monitored
	A follow-up workshop on gender in the workplace is planned for late 2016	Current Implementation in Q4 2016
Project Review Committee has gender as a selection criterion, but lacks the capacity to assess this in practice.	Gender team to develop guidance on how to apply gender criteria and to sensitise PRC members	Current Implementation starting in Q4 2016
Delivery Sphere		
While the Cities Alliance now has a policy stance on gender equality, there is no clear 'Theory of Change' on how programmatic interventions will realise gender equality goals in supported sectors.	Internal workshop to discuss and develop a clear 'Theory of Change' about gender equality in relation to sectors of intervention.	Current Being monitored
While many Cities Alliance-supported projects are undertaking gender-sensitive work, there were concerns about the extent to which this feeds back in Cities Alliance and partners' policy development.	Explore spaces/ approached for strengthening (policy level) learning on gender from projects and programmes delivered on the ground.	Current Assessment of Country Programmes is being implemented
The Cities Alliance Results Framework lacks clear indicators and targets for gender equality goals.	Develop clearer indicators and results for goals on gender equality (coherent with 'Theory of Change' on gender equality in cities)	Current GAP has developed indicators

Annex V – Checklist for the Director’s Office

The Communications Checklist was created to guide gender mainstreaming in all communications of the Cities Alliance. At this first stage, data collection and monitoring will be carried out in the following media: newsletters, Director’s Report, Annual Report, Social Media (facebook and twitter). The provision on panel representation will also be tracked with the support of the Gender Equality Team.

Category	Provision	YES	NO
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		
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		

Category	Provision	YES	NO
	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		
	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 VI - Checklist F&O Unit

The checklist for the F&O unit was created with two objectives. Firstly, it will support hiring managers on making sure that the hiring process has been gender-responsive. Secondly, it will collect data for monitoring and evaluation of gender-responsiveness of hiring processes.

Item	Yes	No	Comments
Terms of reference			
The TOR background information reflect Cities Alliance commitments on gender			
TOR reflect the need to incorporate a gender perspective in the job or consultancy (e.g by including core values as an activity in the scope of work”			
TOR specifies the required skills and work experience on gender			
TORs competencies are defined based on the nature of the work to be carried out rather than on the specific attitudes that are usually encounter in those positions			
TOR includes respect for diversity as one of the competencies for managerial positions			
TOR includes progress controls on gender aspects of the job or consultancy			
Where women are underrepresented, TOR includes a message to encourage female applicants			
TOR uses gender responsive language			
Advertising practices/Outreach			
Advertise positions in gender and urban develop forums, women professional groups and universities imparting Master’s and Phd programmes related to gender issues and urban development, locally and internationally. Senior position vacancies should strictly follow this.			
Use and expand existing information on gender sensitive networks to post vacancies			

Circulate vacancy through different communications channels and job fairs to reach women and men, specifically senior positions			
Collect and track accurate data on the impact of outreach activities through GPRS			
Shortlisting and hiring practices			
Ensure that shortlisting is undertaken against the objective criteria set out in terms of reference by keeping record of the criteria under which job applicants are shortlisted			
Ensure shortlisting is diverse and allows to assess qualified women			
Include women in the list of candidates if they are among candidates who passed the threshold, specifically in senior positions			
Include qualified women in the roster for longer periods than the usually applied as a temporary measure.			
Include the need to justify the selection of a male candidate in a senior position where women are underrepresented when two equally qualified candidates exist.			
Collect information regarding the sex disaggregation of the interview panel as well as gender competency.			
Gender competency			
Include gender related questions in written tests and selection interview, specifically in senior position recruitments.			
Collect information on the number of gender specific question included in selection processes (interviews and written tests)			
Panel members are trained on performing gender sensitive interviews and assessing responses to gender related questions. (it includes inviting a gender expert to join the panel)			
Test the respect for diversity competency			
Panel members are aware of the recruitment policy gender provisions			

Annex VII – Checklist Programme Unit

The Programme Unit Checklist was created to guide task managers and prospective grantees on how to ensure that gender is mainstreaming throughout the project cycle of the grants.

Cities Alliance Grant Proposals Gender Integration Checklist					
Area	Provision	Missing	Limited	Sufficient	Substantial
Background	Gender equality is assessed in the situation analysis/ background information	Gender equality is not mentioned	Gender equality is mentioned as an add-on, or only focused on women	Gender equality is directly linked to one or more aspects of the project proposal, including discussion of both males and females	Gender equality is at the core of the problem analysis, addressing constraints and opportunities of both males and females
	Activities are gender responsive, including targeted actions to respond to the disadvantages of, discrimination against or special needs of women, girls, boys or men	Gender equality is not mentioned	One activity explicitly works toward gender equality or women’s empowerment	30% to 50% of activities are targeted actions to correct a gender inequality, at least one addressing male engagement	More than 50% of the activities are targeted actions to correct a gender inequality, including male engagement
Outputs	Gender equality is explicitly reflected in the projects outputs that respond to disadvantages of, discrimination against or special needs of women, girls, boys or men	Gender equality is not mentioned	One output reflects gender equality or women’s empowerment	30% to 50% of the outputs reflect gender equality, at least one addressing male engagement	More than 50% of the outputs reflect gender equality, including male engagement
	Indicators are gender-responsive, including measurement of change in gender equality as a result of project activities	No indicators measure gender equality	One indicator measures gender equality or women’s empowerment	30- 50% of indicators measure gender equality, with at least one addressing male engagement	More than 50% of indicators measure gender equality, including male engagement
Budget	A specific budget is allocated for activities to enhance gender equality and respond to disadvantages and discrimination of women, girls, boys, and men	A specific budget is not allocated to achieve gender equality	A specific budget is allocated to achieve gender equality or women’s empowerment	30 – 50 % the budget is allocated to achieve gender equality, including budget to engage men	More than 50 % the budget is allocated to achieve gender equality, including budget to engage men

