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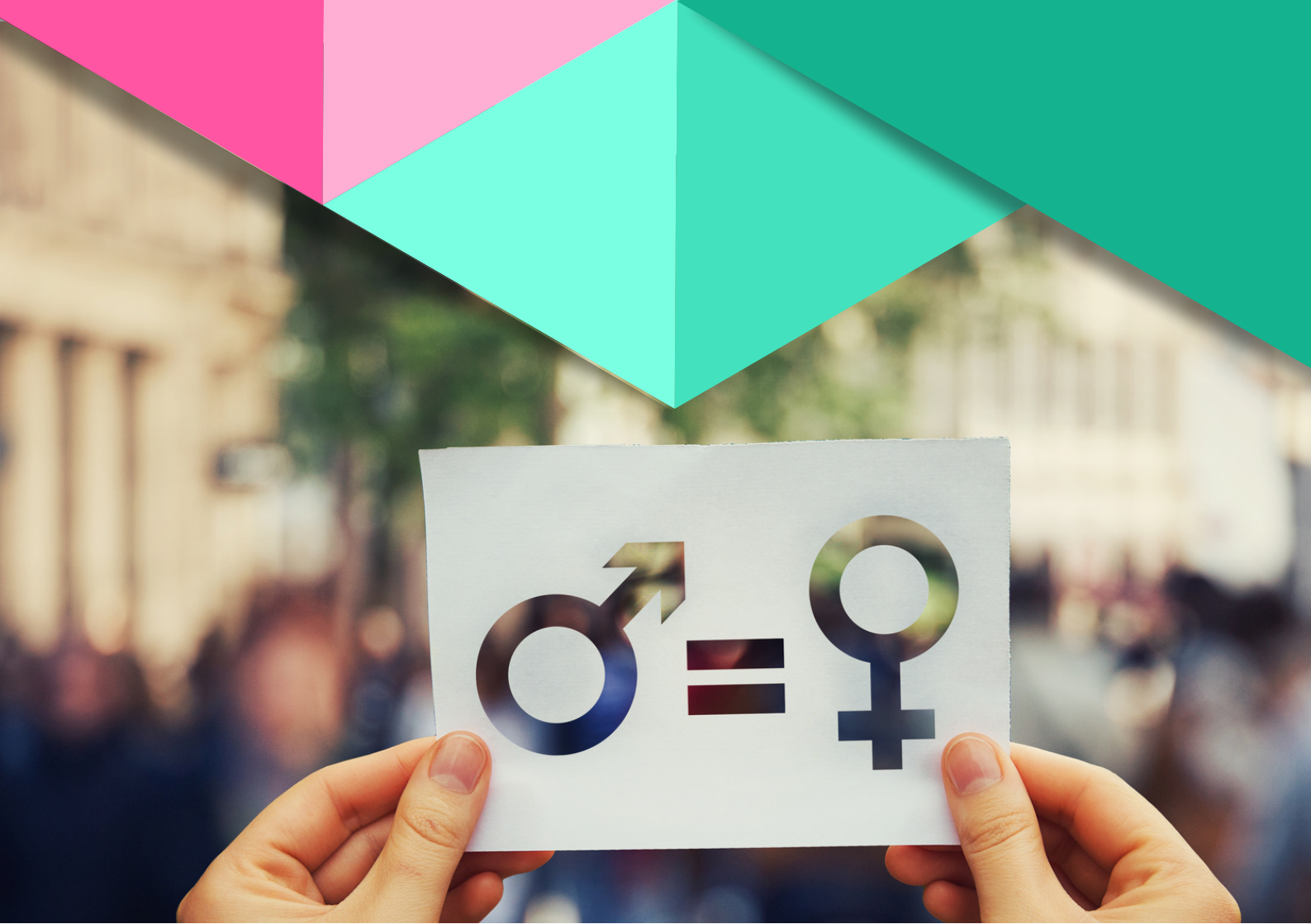
Handbook of

GENDER MAINSTREAMING
STRATEGIES AND GOOD PRACTICES

GEMIS
Promoting gender equality
for a more inclusive society



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ACRONYM	**GEMIS**
TITLE	Promoting gender equality for a more inclusive society
FUNDING PROGRAMME	EUROPE FOR CITIZENS
LENGTH	2021-2023
GENERAL OBJECTIVE	The general objective of the project was to contribute to the promotion of gender equality and social inclusion of women in the European society.
SPECIFIC OBJECTIVES	The specific objectives were: 1. *to raise awareness among decision makers, civil servants and citizens on existing gender inequalities and on how to accelerate the process towards gender equality;* 2. *to exchange good practices on promoting a gender responsive governance;* 3. *to promote a gender inclusive language against gender stereotypes.*
LEAD PARTNER	Municipality of Norrköping (SE)
OTHER PARTNERS	Sweden Emilia Romagna Network - SERN (IT), Municipality of Parma (IT), Municipality of Piotrkow Trybunalski (PL), Municipality of Esslingen am Neckar (DE), Municipality of Santo Tirso (PT), Municipality of Vienne (FR), Gender studies, o.p.s. (CZ).
WEBSITE	www.gemis-project.eu

Foreword

Monika Ladmanová
Head of the European Commission Representation in the Czech Republic

Gender equality is not yet a reality for many, even in Europe. This is why projects like GEMIS and the HANDBOOK OF GENDER MAINSTREAMING STRATEGIES AND GOOD PRACTICES are more relevant than ever.

The municipalities, which are the main partners of the project, are the entities closest to the people and can therefore most easily reflect the needs of their citizens in their policies. Our everyday life is addressed at this level. Municipalities have to determine how many nurseries and kindergartens there will be in the city/municipality and therefore how many parents will be able to return to work. Municipalities are – sometimes indirectly - behind many of our decisions, e.g. whether we will cycle, drive or use public transport, depending on the conditions in the area, or what sports our children take part in, depending on what sports activities are planned and funded.

On the following pages you will find examples of good practice in gender-sensitive management. The Handbook will allow you to reflect on whether there are certain groups in your municipality or city that are consistently forgotten. As a local politician or decision-maker, the Handbook will provide you with guidance on whether you are taking into account the different needs and backgrounds of people living in your neighbourhood: do you consider them when planning your policies?

According to the European Union's motto "United in diversity". The needs of individuals must be considered and included in local planning. It is great that, also thanks to the European Union, we can enrich each other and share examples of how to think in a gender-sensitive way when planning.

01 PROJECT INTRODUCTION

The project stems from the desire to create a network of cities that can help strengthen all citizens' sense of belonging to the EU. This is achieved by promoting the common democratic culture based on equality, universal rights and gender inclusion.

The project focuses specifically on increasing women's participation in society and reducing gender discrimination. During the course of the project the participating municipalities carried out local events which promoted this aim. Gender equality is essential for achieving an inclusive community which responds to the needs of all citizens, regardless of their gender. The project partners recognise the collective need in their countries and municipalities to encourage decision makers to make meaningful commitments to improve women's lives.

There is a need to raise awareness among citizens, women, associations and young generations of the necessary steps to build a more democratic and inclusive European society. Long-term strategies (based on European best practices and experiences) are required to increase women's participation and reduce gender inequalities in society.

The main goal of the project is to contribute to the promotion of gender equality and social inclusion of women in European society. The Handbook of Gender-sensitive Governance is a useful tool for reaching this goal on a local level, for example in municipalities and for administrative staff and responsible politicians.

PROJECT OBJECTIVES:

1. RAISING AWARENESS AMONG DECISION MAKERS, CIVIL SERVANTS AND CITIZENS ON EXISTING GENDER INEQUALITIES AND ON HOW TO ACCELERATE THE PROCESS TOWARDS GENDER EQUALITY
2. EXCHANGING GOOD PRACTICES ON PROMOTING GENDER-RESPONSIVE GOVERNANCE
3. PROMOTING GENDER-INCLUSIVE LANGUAGE AGAINST GENDER STEREOTYPES

The Handbook is key to achieving the first two objectives. It is outlines the good practices on gender-responsive governance collected during the project and shares examples on how to raise awareness of the topic to a wide audience: decision makers, civil servants as well as citizens.

02 INTRODUCTION TO GENDER-SENSITIVE GOVERNANCE

Policy-making and governance are directly connected to the citizens living in a given community/area. However, citizens are rather abstract concepts. You are a child, you are an adolescent, you are an adult, you are employed or unemployed, you are a man or a woman, or you don't identify with any of the categories and prefer another one. You are actively participating in the community or have little connection to it. We are all different but we are all citizens and may share common values and ideas.

One of these shared values in Western democratic society is EQUALITY [1]- a basic democratic value which enables all citizens regardless of their lifestyles and how they identify to live together in communities within the European Union.

03 TARGET GROUPS: WHAT CAN YOU DO?

This handbook aims to support local policy makers, politicians, local politicians and civil servants in their effort towards adjusting policies and building a more inclusive society.

Politicians play key roles within the democratic society, as they constitute the decision-making part of our society. The necessary skills for policy-making and more specifically gender-sensitive and gender-responsive policy-making ought to be evolved. Good governance is used as an overarching principle. Therefore, the interconnection with the gender equality agenda is extremely important.

Learn about political responsibility when reading this handbook and get inspired!

Tips for reading this handbook

Have a look at the section on gender mainstreaming to get inspired by a holistic approach towards gender-responsive governance and find ideas on how incorporate a gender equality strategy within your political plan. Then have a look at highlighted examples of good practices and get inspired by the political approach to the agenda. Have a look at the tips in the frames.

Civil servants and administrative staff play an important role as they implement the policies in the community. Their understanding and practical approach is crucial for implementation of any policy in practice and thus there is a potential intersection within the gender equality agenda.

[1] See EU Charter of Fundamental Rights: EUR-Lex - 12012P/TXT - EN - EUR-Lex (europa.eu)

Tips for reading this handbook

Focus on the section "The Area of Attention" and think of ways to incorporate the examples and ideas into your everyday work. Have a look at the tips in the frames.

And last but not least, the biggest target group of this handbook are **citizens**. Individuals in the local community who are aware of the inequality in society can also be agents of change. Their push for gender-sensitive and gender-responsive governance on a local level could be essential.

Tips for reading this handbook

Get inspired by the concept of the mainstreaming process and familiarise yourself with the best practices and their implementation in different locations. The practical examples are proof that a different approach is possible. You can ask your local politicians to work on gender-responsive governance and, thus, improve everyday life in your region. Have a look at the section on best practices.

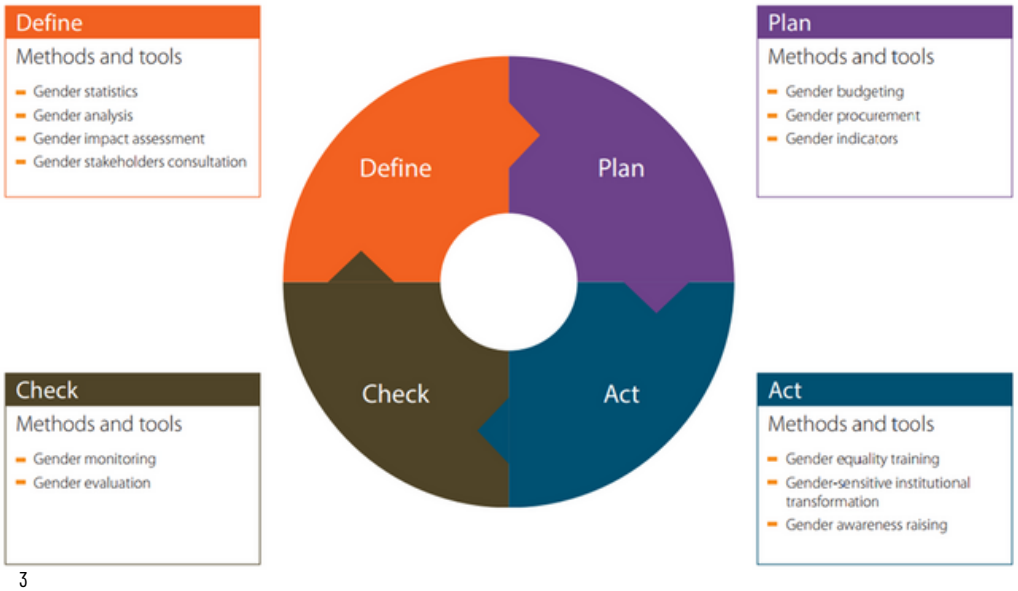
A bottom-up approach is necessary but only small changes will happen if the efforts made by citizens to bring about change do not coincide with the understanding and will of politicians making the decisions. A wide range of knowledge and a mutual understanding of the benefits of gender-responsive governance between all the target groups need to be built.

04 GENDER-SENSITIVE OR GENDER-RESPONSIVE OR GENDER-TRANSFORMATIVE?

Gender-responsive governance is framed within the concept of Gender Mainstreaming (GEM). The concept was first introduced during the World Conference on Women, 1985 in Nairobi, Kenya. It was established as a strategy to reach gender equality at the 4th UN World Conference on Women in Beijing in 1994. Since then it has been adopted as a tool to promote gender equality at all levels of policy-making. The European Institute for Gender Equality (EIGE) defines gender mainstreaming as "[t]he systematic consideration of the differences between the conditions, situations and needs of women and men in all Community policies and actions. Gender mainstreaming is the (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and all stages, by the actors normally involved in policy-making. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equality and inequality is not perpetuated. The ultimate goal is to achieve gender equality." [2]

[2] EIGE - European Institute for Gender Equality. (online) Concepts and definitions | European Institute for Gender Equality (europa.eu)

EIGE has created the Gender Mainstreaming Cycle to visualise the concept and guide users through the mainstreaming process. Different processes are required at different stages of the policy cycle. In the preparation phase at the beginning of the policy cycle, it is necessary to familiarise oneself with the situation through gender analysis or gender statistics. During the planning phase, it is necessary to set gender indicators or to incorporate specific gender tools such as gender budgeting.



source: eige [3]

Similar tools and methods are also used in gender-sensitive and gender-responsive governance. A Gender-sensitive approach to governance is a policy which responds to the inequalities in the society[4]. When you as politicians or administrative staff are aware of the specific gender equality-related issues in your community, you are in a better position to target the problems and solve them.

COLLECT THE INFORMATION

The basic statistics should always be divided by gender (non-gender-specific statistics are not relevant for a gender-sensitive approach). Collect the necessary information about the population: How many men/women are in the region? What is their employment status? What is the unemployment rate for men/women in the population/in the region? Etc.
Are you collecting the information? Always convert the information back into statistics divided by gender. It ensures that you are well-informed and get feedback about the impact on different segments of the population.

FORM A WIDER UNDERSTANDING AND GATHER SUPPORT

To make the overall process of gender mainstreaming feasible it is important to form a collective understanding of the need to change the inequality in the community. It is also crucial to implement gender-sensitive governance. The relevance of this approach could be supported by highlighting the inequalities through statistics, theories or needs of the citizens.

[3] EIGE. (online) EIGE has a great recipe for gender mainstreaming | EIGE (europa.eu)
[4] Compare OECD: Gender-sensitive policies - Organisation for Economic Co-operation and Development (oecd.org)

Gender-responsive governance[5] means understanding and taking into account the differences in the life experiences that women and men face every day and recognising the gendered nature of the institutions as well as the systems operating within the society. Thus, participatory approaches which give voices to the target groups are very important as well as focusing also on changing the systems. This could be done by identifying gatekeepers and stakeholders and including them as target groups of the policies.

To summarize, the difference between gender-sensitive governance and gender-responsive governance is the level of understanding of how gender operates within the society. While the Gender-Sensitive Approach only considers the differences and subsequently tries to eliminate the effects of inequality, the Gender-Responsive Approach also directly addresses the causes of inequality and takes comprehensive preventive action. This approach focuses on a structural level to stop inequality appearing in the first place.

GIVE THE VOICE

In order to deliver a gender-responsive solution to a problem, it is important to have a participatory approach and to listen to the many different voices in the community and consider the broad scale of citizens' needs.

Ensuring equal representation among political representatives, in committees, municipalities and local authorities, sets a principle of equality within the leadership.

To ensure that the gender-sensitive/gender-responsive approach is being implemented, it is possible to undergo Gender Impact Analysis. Specific analysis revealing the gendered nature of the system and the under-representation of different voices within the policy-making process could be presented by the 3R Method [6] developed and further elaborated in Sweden.

The methodology is simple as it guides the attention towards basic questions focusing on the 3R method:

1R – REPRESENTATION (What is the gender distribution at every level of the activity and decision-making process, i.e. among staff, decision-makers and users?)

2R – RESOURCES (How are the resources in the activity, in the form of time, money and space, distributed between women and men?)

3R – REALIA (How did representation and resource distribution between the sexes come to be as they are?)[7]

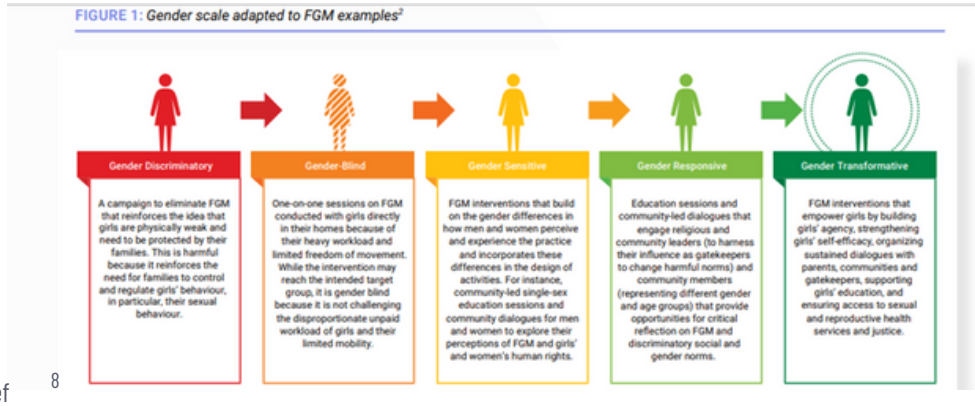
5 Compare: Concept Paper Gender Responsive Governance | UN Women–Asia-Pacific; Gender Responsive Governance - The Hague Academy

6 EIGE: 3R/4R | European Institute for Gender Equality (europa.eu)

7 EIGE: 3R/4R | European Institute for Gender Equality (europa.eu)

Gender-transformative approaches target individual change as well as changing the system. It means not only being aware of the inequality and targeting it with the participatory approach, but also creating a network of activities which support system change and allow individual changes to appear – it creates the space for free will and free choice. UNICEF's approach towards female genital mutilation (FGM) is a good example of this.

FIGURE 1: *Gender scale adapted to FGM examples*[8]



source: unicef [8]

05 PREREQUISITES FOR SUCCESSFUL GENDER-SENSITIVE, GENDER-RESPONSIVE AND GENDER-TRANSFORMATIVE GOVERNANCE

When promoting gender equality in local government offices, it must be taken into account that local authorities and institutions themselves are conservative in their own way. Various risks must be taken into account.

RISK 1: GENDER EQUALITY IS NOT CONSIDERED AS AN ISSUE AT ALL

This risk can be avoided by planning specific measures to promote gender equality, either within the framework of strategic planning or quality management systems. In short-time horizons by various means of community planning.

RISK 2: HUMAN (AND FINANCIAL) RESOURCES FOR PROMOTION OF GENDER EQUALITY ARE NOT ALLOCATED

It is essential that at the political level of the local authorities/municipalities there is a body that will deal with issues of gender equality and that will set its goals. In this sense, the establishment of a committee or commission for gender equality within the regional/municipal council is possible.

At the same time, these gender experts should get inspired by examples of best practices in other local governments/municipalities, whether through direct visits or experiences mediated at events such as conferences, seminars, round tables, workshops and the like. Continual education is essential.

[8] see in: UNICEF. Thematic note. Gender responsive and/or transformative approaches. Available on: thematic note 1_gender_final.pdf (unfpa.org)

RISK 3: INSUFFICIENT COMMUNICATION TOWARDS THE PUBLIC

In the field of communication, it is necessary to count on regular contact between the authorities and the general public. The advantage of regular contact can be, for example, the possibility of regularly ascertaining and monitoring the development of the situation and needs in the area of gender equality.

Without the involvement of civil society the activities of the authorities in this area would be impossible and in such cases non-systemically arising and unaddressed measures occur, thus devaluating the relevance of the efforts put into reaching gender equality. For example, when not supported with good PR and communication, the participatory process will not be successful because not enough of the different group will be employed, and thus it will be estimated as a non-relevant approach. It will be used only once and cancelled as an unsuccessful working practice. Efforts towards employing equality and the participatory topic into the decision making process will be devalued.

06 THE BEST PRACTICES – PRACTICAL PART

CULTURAL DIFFERENCES AND TIMEFRAME OF BEST PRACTICES

Despite the best will to deliver up-to-date examples of best practices we have to acknowledge the limitations. The best practices are linked to a certain timeframe and are usually located within a cultural background. Furthermore, what were perceived as best practices a few years ago are now seen as standard.

Despite the fact that this handbook focuses on the EU, cultural differences do appear. What is perceived as standard for some countries could be seen as best practices for others.

AREA OF ATTENTION (WHERE GENDER-SENSITIVE AND GENDER-RESPONSIVE GOVERNANCE IS IMPLEMENTED)

Despite the fact that GEM has been a tool for progress in gender equality for a long time, the understanding of its application is rather vague. How can it be applied in practice on the level of the municipalities and local authorities?

This Handbook has introduced two ways of understanding gender mainstreaming and the gender-sensitive/gender-responsive/gender-transformative government approach:

1. The role of the municipality and local authorities in employment and creation of the conditions for employment which takes into account gender imbalances is emphasised. We can speak about inner circles and efforts directed inside the municipality, where the municipality/local authority focus on performance of gender-sensitive policy towards its own employees.
2. The role of creation and implementation of gender-responsive policies towards the citizens is highlighted. Nearly all policies could also have gender impact as they are targeted towards citizens (and thus towards different genders), however incorporating attention to the inequality and employment of gender-responsive approach is still a rather exceptional phenomenon.

GOVERNANCE CIRCLE

Gender equality policies

Gender Equality policies are, in fact, policies created to reach gender equality, or to target the topic of gender equality.[9] It is also a tool to make the vision of gender equality real, understandable and practical.

Therefore, different bodies create Gender Equality Policies. By doing this, they set a clear vision and start the steps towards reaching the overall goal of equality. They produce their internal policies or they can join common efforts and signed international declaration or other policy papers.

[9] See for example United Nations. Gender Equality Policy. Available: https://www2.ohchr.org/english/issues/women/docs/genderequalitypolicy_september2011.pdf

The municipality of Norrköping signed the CEMR declaration on April 5, 2016 and a guideline was created that describes in what way the municipality lives up to the contents of the declaration. The guideline for gender equality applies to the entire municipal organisation. The guideline is revised and followed-up with each new term of office. Norrköping Municipality uses gender mainstreaming as a strategy to increase gender equality. That means that gender equality is incorporated in all processes, from decision-making to planning, implementation and follow-up of the municipality's different activities. The guideline includes the following four areas; gender-disaggregated data, a gender perspective in case processing, increasing knowledge in the organisation, the use of different tools and methods for increasing gender equality.

On the local level, the creation of Gender Equality Policies targeting the challenges which municipalities and local authorities face is still uncommon, despite the fact that the national laws try to set the basic framework. Creation of the specific policies highlighting the importance of gender equality are best practices in various places.

In 2017, a memorandum of understanding was signed between the City of Parma and the Emilia-Romagna Region in implementation of the "Regional Law for Equality and Against Gender Discrimination" to consolidate the implementation of policies geared toward promoting equal opportunities and combating discrimination. The protocol includes 21 points of work including promoting gender medicine, enhancing the role of women in civil and public life, promoting non-discriminatory language, preventing and countering gender-based violence, and monitoring and countering the dissemination of sexist and violent advertising messages that are harmful to the dignity of people, particularly women. The signing of the protocol was useful to reinforce the path dedicated to the promotion of equal opportunities in all fields of local community life.

The analytical part, understanding the gendered nature of reality is not always available. Gender analysis, gender statistics and gender impact analysis as tools for gender mainstreaming and gender-sensitive/gender-responsive/gender-transformative governance are not always put into the place. Researching the population to secure reliable gender segregation data is therefore crucial for informed decision-making.

Santo Tirso City Hall is elaborating the Municipal Plan for Equality and Non-Discrimination (PMIND). It is a plan that counts for its elaboration with a team of external consultants from the University of Porto, which began the work in 2021 and will last until 2023. The construction of the PMIND takes place in several stages, the first of which is the diagnosis.

The PMIND uses a methodology of participatory construction and therefore has a working group, which includes, in addition to the municipality, representatives of schools, the social sector and also companies. At this stage, the preliminary report of the diagnosis has already been presented, as well as the development of an activity plan for 2022, together with all partners of the PMIND. The realization of a shared plan of activities makes each partner responsible for networking in order to make the municipality a place that promotes gender equality and non-discrimination.

Also, a consistent approach of creation of the policy should consist of a participatory approach, as well as expert guidance. The cooperation and efforts made on a local level are necessary and the creation of further steps to implement the policy in reality (by funding and creating specific programmes on a local level) are then the main focus.

Promoting Gender Equality in Urban Policy Districts, City of Vienne, France

For nearly ten years, the national regulatory context has tended to make gender equality an essential part of public policy, particularly in the context of urban policy.

The law of 21 February 2014 on programming for the city and urban cohesion specifies that city policy contributes to equality between women and men (Article 1-I-10). Gender equality is thus a cross-cutting theme integrated into the three pillars of the Pays Viennois city contract (social cohesion, living environment and economic development/employment).

We know that inequalities between men and women are exacerbated in priority neighbourhoods (QPV). There is also inequality between women from the QPV and women from so-called mainstream neighbourhoods.

One fact may illustrate this: the conditions for subscribing to the Universal Health Protection (PUMA) or the Supplementary Health Insurance (C2S) generate a gap between men and women in access to health coverage. Women sometimes have to wait up to 9 months longer than men because they have to work a certain number of hours in the year to qualify for this health cover. However, it is known today that the employment of women in the QPV is often precarious. For example, the employment rate for women aged 15-64 in the Vallée de Gère in 2020 was 40.3%, compared to 58.9% for the rest of the commune.

Thus, in the priority neighbourhoods, acting on gender equality means encouraging co-parenting, better access to healthcare and rights, promoting the role and initiatives of women, ensuring better sharing of public space, encouraging their professional integration and women's entrepreneurship, etc..

In 2021, here are some of the actions developed by the social centres and other associations working in this direction.

- **The Socio-Linguistic Workshops run either by the social centres (€35,000 in 2021) or by the ASSFAM-SOS Solidarities association help to improve the integration of women into the world of work or training.**
- **The Employment Permanences are meetings with people who are having difficulties finding a job, in which agents work with the citizen to identify their skills and the sectors which they could work in and then support them with their job application. These meetings have been developed in the 4 Viennese neighbourhoods of L'Isle, Malissol, Estressin and Vallée de Gère enable women (and men) who are very far from employment to take a professional or training path: 1 permanence / week / neighbourhood, collective and individual support. (€86,150 in 2021).**
- **The health mediation offices developed in Vienne's four neighbourhoods enable women (and men) to access a care pathway from which they are sometimes distant and lacking (access to rights, access to prevention). (€55,000 in 2021). In 2021, 192 people supported, including 121 women.**
- **The Linguistic Mediation action at the Family Planning and Education Centre (CPEF), run by ADATE (Association Dauphinoise Accueil Travailleurs Etrangers) and financially supported by the City of Vienne within the framework of the city contract, aims to promote access to healthcare and prevention for foreigners, particularly women, by removing the language barrier. This involves regular cooperation between a multilingual mediator (Turkish, Armenian, and English) and the CPEF team (presence of the mediator during consultations, external accompaniment to specialists or other professionals).**

The creation of specific position to focus on equality, whether it is defined as an Ombudsperson, a Women's Officer, a Gender Focal Point or an Equality Officer, could help in many ways. The responsibilities could include not only the creation of the Equality Policy, but also the implementation of it. The responsible person could help with gender mainstreaming by offering consultation to other administrative staff and decision makers.

The Department for Equal Opportunities of Esslingen am Neckar has an extensive women's network in Esslingen of over 50 organisations. These organisations accompany the department's work with publicity, and by initiating and supporting projects.

Here are a range of initiatives and events which have been organised in Esslingen and can used to inspire future projects in other cities:

- A diverse, three-week programme featuring different political lectures and initiatives is organised to mark International Women's Day on 8th March. Many topics are included, for example: a focus on how to get more women in parliaments; the meaning of care work; #Awakening - against sexism; catcalling; "human rights are women rights" featuring different countries; female development politics; equal pay day.
- To mark the International Day for the Elimination of Violence against Women on 25th November, an initiative to incite reactions from the public is organised, such as lectures or street initiatives.
- A special project in Esslingen finds apartments for women who have experienced domestic violence.

Politics-related initiatives:

- Before all elections, whether national, federal or communal, Esslingen holds political discussions with all candidates with a specific focus on gender topics.
- In Germany, in the run-up to political elections, organisations can send questionnaires to political parties and ask them about their position on certain topics. The results, called "election touchstones", are then published and available for voters to read through before casting their votes. During the pandemic, the City of Esslingen made digital election touchstones on gender equality for the candidates.
- Multiple regulars' tables are organised in Esslingen where citizens can meet and speak to female political candidates.
- Seminars on various topics are regularly organised, such as: resilience, debating with confidence, and politics on communal level, women interested in politics and the communal finance system.
- Various excursions are organised to important political places, for example places where a famous woman worked and to the federal parliament in Stuttgart.
- The Department for Equal Opportunities also cooperates with the State Agency for Civic Education (Landeszentrale für politische Bildung) which created a digital seminar on women changing their community.

INNER CIRCLE OF GENDER-SENSITIVE/GENDER-RESPONSIVE/GENDER-TRANSFORMATIVE APPROACH: TOWARDS THE MUNICIPALITY AND EMPLOYEES, MUNICIPALITY AS A ROLE MODEL

The Inner circle of the gender-responsive/gender-sensitive approach is built upon the understanding that the municipality/local authority itself serves as a role model. When promoting more equal policies, it is necessary to have a look at the actors and highlight their own position within the problem of gender contracts. How does the municipality work as an employer? Does the municipality/local authority create the conditions which enable gender equality?

HORIZONTAL AND VERTICAL GENDER SEGREGATION

Women's equal participation and leadership in political and public life are essential to achieving the Sustainable Development Goals by 2030.[10]Typically, the higher up the organisational hierarchy, the fewer women there are. The same applies in politics - the largest proportion of women work at local level and the higher up in the political structures, the fewer women tend to be successful. However, there are examples of good practices.

Representation of marginalised groups across the organisational hierarchy is one of the points that an employer can focus on internally too. It is a clear and measurable indicator. Women and men are statistically differently represented across the horizontal and vertical structure of the municipality.

An occupational segregation exists on municipal level too. Social work and health care are fields that are typically dominated by women, whereas IT or property and investment departments are typically male-dominated.

When targeting vertical gender segregation, the question of part-time or shared positions usually appears. Seemingly neutral requirements for leadership positions (that they should be performed full-time, that the worker should be fully flexible and able to respond promptly) can have a secondary gender effect: they become unfriendly to caregivers, parents of young children or people with other interests.

Norrköping, Sweden

Part-time employment is common in female-dominated professions. This is also the case in Norrköping Municipality. Part-time increases gender inequality and will lead to less beneficial economic development for women, both during employment but also later in life during retirement.

Since 2018, the municipality of Norrköping has full-time employment as standard. The Human Resources department is responsible for developing this standard. The aim is to increase the amount of full time employees and remove different types of obstacles. Today, almost every employee has a full time employment as a basis.

10 see https://www.unwomen.org/en/news/in-focus/women-and-the-sdgs

Employees who wish to work part time can do that, but it is always a decision that the employee makes, and not the employer. The standard has increased the amount of full time employment in female-dominated professions.

COMPATIBILITY OF FAMILY AND WORK

The position of men and women in the employment market is strongly connected to the caregiving responsibilities. The expectations, that an employer – whether public or private - should see to it that the work-life balance is strengthened and create conditions for effective compatibility of private and work life. The push for this effective and gender-sensitive human resource management with the recognition of the importance of correlation with their needs to private life is strengthened also by EU Directives.[11] The target is to provide men and women with caring responsibilities with greater opportunities to remain in the workforce. The various approaches could be taken: from a flexible working arrangement, to special carers' leave or establishing better working environments which allow time for caregiving responsibilities.

Poland, Piotrków Trybunalski

A breastfeeding woman can work 1 hour less. This is called "Break for feeding" and it is included in the working time and is fully paid. Through such activities, the employer supports the balance between the professional and private life of the employees. This breastfeeding break can be taken for about a year. If a woman breastfeeds for longer, then she needs to provide a medical certificate stating the need for breastfeeding.

Czech Republic, Prague

The Municipality of Prague offers the children of its employees the opportunity to visit a children's group. This is how it responds to the lack of places in preschools and fills the needs of their employees, predominantly women/parents.

In fact, there are two children's groups serving as a preschool, offering places for children from the age of two.

OUTER CIRCLE: TOWARDS THE CITIZENS AND CREATION OF THE POLICIES

Creation of the policies targeting the citizens and implementing them are the main roles of local authorities and municipalities. However, the strategies, policies and approaches need to be highlighted as gendered. The citizens are rarely neutral. Therefore this Handbook brings various examples from different areas of policy-making on a local level and shows how gender equality could be implemented within them.

[11] https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32019L1158

LANGUAGE AND COMMUNICATION POLICIES

To emphasise the importance of gender equality it is necessary to develop consistent communication strategy, as well as sensitive communication tools. Best practices also include language as the way of a change.

Not every language is gendered the same way, but many of them are facing these problems. To create policy which targets internal as well as external communication and usage of gender-sensitive language is a very good starting point. Guidelines to tackle gender-sensitive communication were also created as part of this project and can be found at the following link or visiting the website www.gemis-project.eu/outcomes.

Portugal, Municipality Santo Tirso

Use of gender equal language in external communications (tenders and specifications). It is being implemented by the social action service of the municipality, and at the same time extends to the Human Resources of the municipality. This measure affects the entire population of the municipality and increases their sense of belonging.

TRANSPORTATION POLICIES

Transportation policies seemingly target all people and every citizen. However, different people use different modes of transport more frequently. In-depth analysis is necessary to create the transportation policies which target both men and women.

Sweden

Studies in Sweden show that women travel more sustainably than men. Women walk, cycle and travel by public transport to a greater extent than men. Investing in these means of transport is both cheaper and more efficient in terms of capacity and land use, compared to investments in car traffic. A sustainable planned traffic system also increases gender equality. If the municipality plans and builds according to sustainable priorities, it contributes to a more equal society. However, gendered aspects in traffic, such as care responsibility and trip-chaining needs to be acknowledged too. Increased focus on sustainable transportation leads to better conditions for women and the whole society in the long run. The traffic strategy is a policy document that suggests gender budgeting as a method for an equal investment in the infrastructure. Both politicians and planners can use this document to find support when working with developments regarding the traffic infrastructure.

LEISURE TIME AND CULTURAL POLICIES

Research suggests that there is also a gender gap in leisure time activities of about five hours per week. Furthermore, "[m]en who are fathers enjoy more leisure time than mothers; the gap is close to three hours per week." [12] And the preferred leisure time activities, whether sport or cultural activities, differ between men and women too. Therefore, the structure of Cultural (and Sport) Policies and the activities offered by local municipalities have a gender impact too.

Italy, Municipality of Parma

The Equal Opportunities Office deals with the enhancement of the role of women in the city community and carries out a coordinating action among the many realities, associations, groups, which deal with gender policies and issues affecting women. For this reason, periodically, a women's table is convened, composed of numerous organisations and associations that discuss, reflect and implement projects and joint initiatives. The Municipality aims to coordinate the calendars of initiatives dedicated to important dates such as March 8, International Women's Day, or November 25, International Day against Violence against Women.

SOCIAL POLICIES

The participatory approach and activities which promote gender equality are usually organised by the Social Services department of a municipality/local authority or implemented by social policies. The prevention and combating of gender-based violence (domestic violence) and specific actions and activities which raise awareness of these topic are also implemented by social policies.

Italy, Municipality of Parma and the Emilia Romagna Region

In 2017, the Municipality of Parma and the Emilia Romagna Region signed a protocol of agreement, implementing the "Regional Law for equality and against gender discriminations". Specifically, the project O.P.E.N. (Ogni Persona è Noi), also financed by the Region in 2019, 2020 and 2021, deals with the prevention, awareness-raising, education to prevent and fight the phenomenon of gender-based violence by focusing on the recognition and respect for differences, overcoming stereotypes, in order to foster a positive culture of gender relations and on their representations. The project is developed in schools, sports, youth, cultural and multicultural contexts.

[12] Another Gender Gap: Men Spend More Time in Leisure Activities | Pew Research Center

France, City of **Vienne**

Gender equality in Vienne's public policies

Through the exercise of its competences, Vienne contributes to gender equality. The Center for Social Action of Vienne is an active partner on the topic.

Domestic violence led to the death of 90 women in 2020 (146 in 2019), 101 in 2021 according to the latest available information. It is in this context that the ECOVI scheme "Eviction of the Violent Spouse" is being set up, a partnership between the CCAS, the Vienne Court, the association FRANCE VICTIMES 38 and the Judicial Control and Investigation Service, which enables the CCAS to provide social support and integration for the perpetrators of domestic and intra-family violence.

Offering the violent spouse alternative accommodation, a social and shared diagnosis, access to rights and care, regular check-ups with professionals in all areas of life... these are some of the missions that enable the CCAS to guide and support the accused.

This system thus encourages the capitalisation of professionals' skills to optimise interventions with the public concerned.

One man was accompanied in 2020 under this tool, this was for enhanced social support.

In 2021, 3 men for 267 days. In 2022, 2 persons (1 man and 1 woman) for a period of 183 days.

At the same time, the funding of a social worker in the gendarmerie station, whose agreement came into force in September 2020, ensures that victims are listened to in an appropriate and active way. Proximity and reactivity (real-time action) are real added values for those subject to trial but also for all police and gendarmerie services.

07 WHO WE ARE - PRESENTATION OF THE PARTNERS

VIENNE, FRANCE

One of the priorities of the municipal strategy of the City of Vienne is to contribute to gender equality.

The challenge is to promote the role and initiatives of women: to ensure a better sharing of public space, to encourage their professional integration and entrepreneurship, to improve access to care and rights, and to encourage the prevention of violence against women.

The City of Vienne has joined the GEMIS project in order to draw inspiration from the experiences of its European partners and to go further in the implementation of its objectives. For example, it wishes to translate the good practice guides into French and communicate them at a local level in order to involve as many people as possible in the subject of equality and to ensure the transfer of the good practices identified on the territory.

PARMA, ITALY

The City of Parma, through the Active Citizenship and Equal Opportunities Operational Structure, promotes the realization of a community that is inclusive and respectful of the needs, requirements and rights of everybody.

The initial idea of participating in the GEMIS project was to compare women's employment status and career opportunities with other European countries. In fact, women's careers, it happens in Italy, encounter a setback when they have children. Women find it difficult to reconcile work and family due to the fact that too often they are the only ones who have to take care of their children and their home. Having no other choice, women sacrifice their careers more than men to devote themselves to their families. There is a need to raise awareness among families, about the need to share family responsibilities so that women can also devote themselves to their professional growth.

A second topic related to the first is the political engagement of women: we would like to increase the political empowerment of women and strengthen their political participation. Women's participation and voice at all levels of society are essential to achieve inclusive societies. There is a strong relationship between the presence of women in representative bodies, the gender sensitivity of legislation and gender equality in social and economic life. It is, therefore, essential to promote gender equality and the active participation of women in decision-making contexts.

The Gemis project has led to a fruitful exchange of good practices and experiences. The cities are working on the issues of preventing and combating gender-based violence and on the issue of women´s empowerment: many initiatives are to be imported and developed in the city of Parma.

PIOTRKÓW TRYBUNALSKI, POLAND

Piotrków Trybunalski is a town of about 70,000 inhabitants. The main mission of the Municipality of Piotrków Trybunalski is to perform public tasks of local importance, resulting from the universally binding provisions of law, comprehensive development of the city and the satisfaction of its inhabitants. For 30 years, Piotrków Trybunalski, with the support of municipal institutions, has been actively cooperating in many areas with eight twin towns, involving in the cooperation youth, schools and associations.

We take part in the GEMIS project because we see how important a role in the local community the local government plays, which should promote equality in all aspects of life of its inhabitants. By participating in the GEMIS project, we have a unique opportunity to exchange experiences on how European local governments promote gender equality in public life and use gender-inclusive language against gender stereotypes in their daily work for the local community.

GENDER STUDIES, CZECH REPUBLIC

Gender Studies, o.p.s. is a non-governmental non-profit organisation. It is an information, education and consulting centre on gender equality and the position of men and women in the society. Gender Studies also runs a free legal counseling service for victims of discrimination based on gender and/or age and offer various trainings and seminars to increase the knowledge in the field of gender equality.

The motivation to take part in the GEMIS project was led by the focus on gender mainstreaming, which fits in very well with the activities of the organization.To get inspired by various actors across the EU and to be able to disseminate this knowledge afterwards within our work was the biggest push factor to join the project. We appreciate the opportunity to be in contact with partners actually working in the gender-sensitive government enforcement.

SANTO TIRSO, PORTUGAL

The Municipality of Santo Tirso, a municipality in the North of Portugal and part of the Metropolitan Area of Porto, has been investing in social policies that promote equal opportunities and consequent social and territorial cohesion. At a time when we were preparing to draw up the Municipal Plan for Equality and Non-Discrimination, we could not leave out the aspect of gender equality, and the association to the GEMIS project seemed to be an excellent opportunity to enrich our knowledge on issues related to gender-sensitive governance, namely through the sharing of other practices, observed in different European contexts. Throughout the project our expectations have been exceeded, which is largely due to the knowledge of projects and initiatives of high importance for the destruction of barriers related to gender equality, some of which we have

already started to implement in Santo Tirso, naturally with the proper adaptation to our social reality. Our contribution in terms of sharing good practices may still be insipient, but we have no doubt that the GEMIS project will serve as a springboard for a more equal future between all genders, and that through the results achieved, our policy makers and civil servants will be better able to develop a more gender-aware governance.

NORRKÖPING, SWEDEN

The municipality of Norrköping has a population of 144 000. The municipality's political management consists of the municipal council and the municipal board with committees. The political leadership is assisted by civil servants in the municipal board´s office, which is led by the municipal director.

In 2016 the municipality of Norrköping signed the CEMR declaration. The municipality has thus committed itself to integrate an equality perspective systematically in all operations. Norrköping works in a structured way with equality integration and has drawn up a guideline regarding equality integration. Gender mainstreaming is a strategy for increasing gender equality. This means that the gender equality perspective is incorporated into all the municipality´s operational areas and included in the municipality´s governance and management process.

The municipality of Norrköping´s intentions to participate in the GEMIS project were sparked by the interest in making contacts with other countries within the EU and, through collaboration, getting the opportunity to reflect on and develop the work of its own organization within the perspective of gender equality. One goal of the project for Norrköping has been to make visible what could be developed within the municipality's gender equality work. We have learned a lot about participating countries and their long-term approach to gender equality.

SERN

SERN is one of the main transnational networks in Europe fostering relations between Northern and Southern Europe and in particular between its members from Italy and Sweden. Since its creation, the SERN network developed more than 130 projects at European level and is driving a continuous process of exchange and cooperation between Swedes and Italians in particular, but with many other European countries as well. A European cooperation towards more inclusive communities, crucial for a sustainable European integration, through services for vulnerable groups, active citizenship and quality education.

SERN's participation in the GEMIS project stems from the desire of two members of the network, then partners of the project (Municipality of Norrkoping and Municipality of Parma) to work together on a common need, promote the participation of women in political life and their leadership and promote communications and language that not convey gender stereotypes. The outputs (handbook and guidelines) of the project are very useful for the SERN network and its members as we hope its circulation will start a domino effect.

ESSLINGEN AM NECKAR

The Equal Opportunities Department of the City of Esslingen wants to help ensure that women and men have the same opportunities to shape their lives, both inside and outside the city administration. The City of Esslingen decided to participate in the GEMIS project in order to give the topic of gender equality even more visibility. In addition, there is a great interest in networking internationally and tackling the challenges associated with the topic together and developing solutions. Throughout the course of the project, contacts were made, both at the administrative level and in politics and society.

Final remarks

Equality is not only about representation and an even distribution of men and women in various positions. It is also about making clear what affects people's living conditions in various areas of society, for example attitudes and norms. It is important to work with both quantitative and qualitative perspectives when it comes to gender equality. Quantitative solutions can mean an even representation of both men and women in politics, in working life or in the private sphere. However, one also has to look at the qualitative perspective, meaning what and how norms and values influence representation, otherwise the unbalance will continue.

This project has mainly focused on the administrative and political part of municipalities and the fact that, in order to achieve success, awareness and knowledge among all employees and politicians is needed. Only when equality permeates the everyday working life in the municipality, we will also be able to influence society around us.

In this project, we have had the opportunity to increase the knowledge of our decision-makers, officials and citizens about gender equality and about how gender mainstreaming can be used in order to achieve an equal society. We have made possible ways to change visible, by highlighting good examples and also by showing the challenges we face. The project has demonstrated that we have a lot to learn from each other. The reflections and the discussions that the project has made possible, enable all partners to develop their approaches and reflect on existing structures. Our cooperation shows that it is important to make joint efforts to tackle common challenges, in order to increase the possibility to improve working methods and results in one's own organisation, but also globally.

Ideas on new areas of cooperation within the field of gender equality have already been put forward. Three partners have started an exchange between female politicians in their municipalities. The topic of equality is endless and we are all looking forward to continuing the dialogue and to keep on learning from each other.
We build for the future and for future generations!

/Municipality of Norrköping

NORRKÖPING

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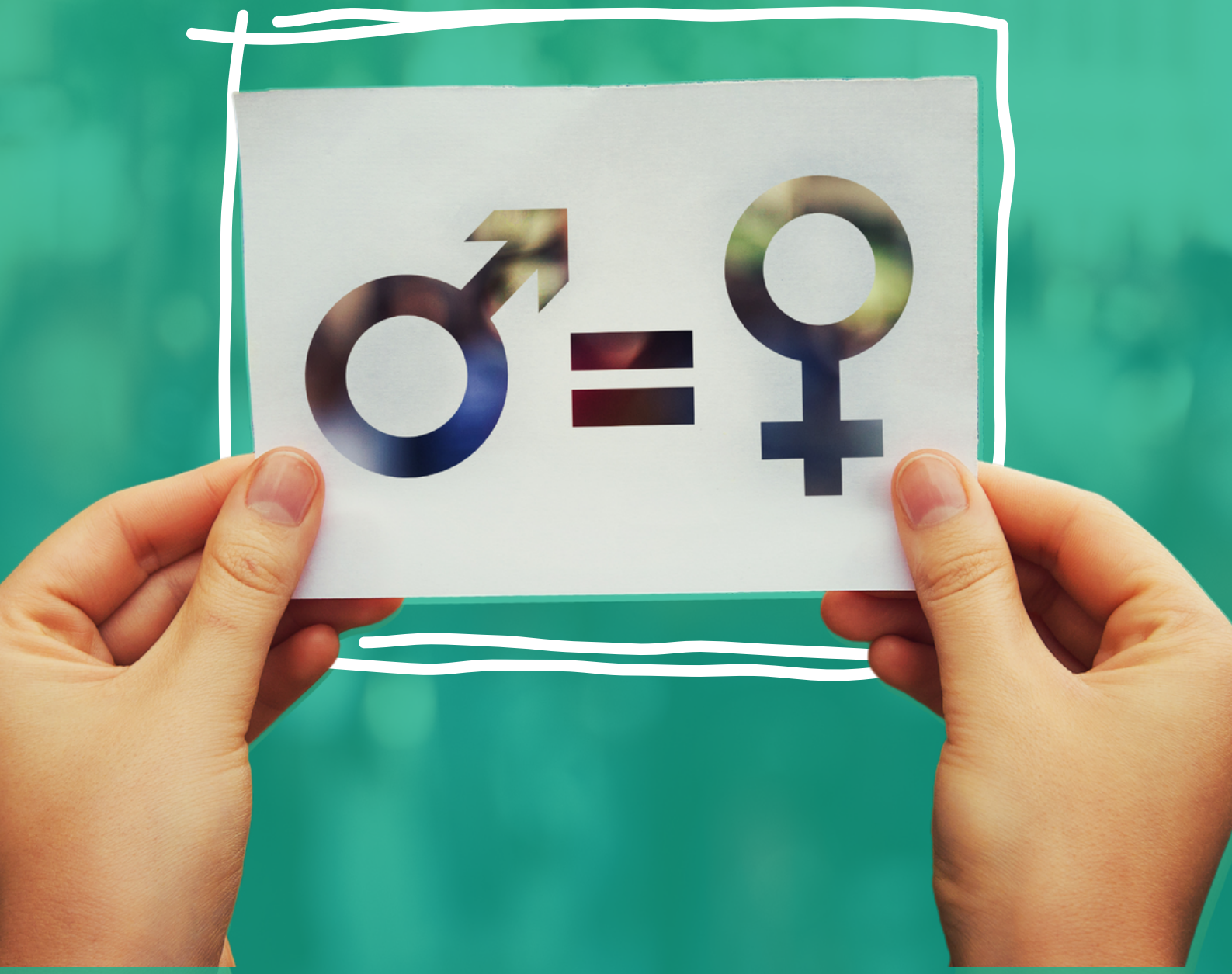

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