

GRANTEE GENDER ANALYSIS SUMMARY

For the Resilient Systems of Secondary Cities and
Migration Dynamics Programme (SDC Phase II)



Cities Alliance
Cities Without Slums

Hosted by
 **UNOPS**

CONTENTS

OVERVIEW	3
What was the aim of the assessments?	4
How were they done and by whom?.....	5
How did the findings inform the design of the projects?	5
FINDINGS.....	7
OBJECTIVE 1: Improve labour market integration for female migrants, displaced persons, and women from host communities.....	7
OBJECTIVE 2: Improve the provision of gender-responsive, climate-resilient and sustainable basic services for migrants, displaced persons, and host communities.	13
REFLECTIONS ON THE PROCESS.....	17

OVERVIEW

In October 2022, the Swiss Agency for Development and Cooperation (SDC) announced the second phase of cooperation with the Cities Alliance for the Resilient Systems of Secondary Cities and Migration Dynamics Programme, which lasts from November 2022 to October 2026. In Phase I of the programme (2018-2021), nine secondary cities across five countries in the Horn of Africa, Tunisia, and Guatemala partnered to design and test local migration management approaches.

Phase II continues to support these local actors in secondary cities through technical and financial assistance to devise contextually relevant solutions for the social and economic inclusion and social cohesion of migrants, displaced persons, and host communities. Cities Alliance is providing a platform at the global level for local capacities and needs to leverage migration for development.

Over several months, Cities Alliance and local city stakeholders designed new grant projects based on the learning from Phase I. The projects were designed to build partnerships across various urban stakeholders. The Cities Alliance Board, including SDC, approved six projects for the Cities and Migration Programme in key migration corridors:

MIGRATION CORRIDOR	PROJECT PARTNERS
Berbera Corridor, Ethiopia	<ul style="list-style-type: none">• Jigjiga University (JJU)• Jigjiga City Administration• Various regional government departments, including the Bureau of Women and Children Affairs• Hargeisa Cultural Institute• Jigjiga University Business Incubation Centre• Rays Microfinance• The Hankaal Institute
Ethiopian Economic Corridor	<ul style="list-style-type: none">• Adama Science and Technology University (ASTU)• The Adama City Administration and its offices responsible for job creation, labour, youth and women's affairs• The Adama Model Clinic• The Ethiopian Cities Association• Siinqee Bank
Amatitlán-San Marcos, Guatemala	<ul style="list-style-type: none">• Inter-American Dialogue (IAD)• Four financial partners (Airpak, Banrural, Banco Industrial, and Micoope)

	<ul style="list-style-type: none"> • Eight Mancomunidad de Municipios de la Cuenca del Río Naranjo (MANCUERNA) municipalities • Four public schools
Kairouan and Tataouine-Medenine, Tunisia	<ul style="list-style-type: none"> • National Union of Tunisian Women (UNFT) Kairouan and Tataouine regional bureaus • Skills to Succeed • The Local Democracy Agency (LDA) • The Tunisia Ecotourism private enterprise
Greater Jinja, Uganda	<ul style="list-style-type: none"> • ACTogether • The Jinja City Council • Ensibuuko, a digital financial inclusion company • Ecoplastile, a social enterprise • Women Rights Initiative (WORI)
West Nile, Uganda	<ul style="list-style-type: none"> • South Sudanese Refugees Association (SSURA), • Arua City Council • Oli Health Centre • West Nile Development Agency (WENDA) • Office of the Prime Minister (OPM) Department of Refugee Management • Equity Bank Uganda Limited • Youth Initiative for Protection

For each project, a grantee partnered with a women’s organisation to undertake a gender analysis and submitted an individual report to Cities Alliance. This report compiles the key findings of the six gender analysis reports.

What was the aim of the assessments?

Cities Alliance’s partners in six programme locations conducted gender analyses to better understand how to improve labour market integration and provide gender-responsive delivery of basic services for migrants, displaced persons, and host communities.

Through the process, Cities Alliance also aimed to build the capacity of grantees to include gender considerations in project design and foster new gender-transformative partnerships.

How were they done and by whom?

The analyses were undertaken by grantees of the Resilient Systems of Secondary Cities and Migration Dynamics Programme. Each grantee partnered with a women's organisation to conduct the analysis and produce a report.

MIGRATION CORRIDOR	PARTNER(S) IMPLEMENTING GENDER ANALYSIS
Berbera Corridor, Ethiopia	Jigjiga University, the Hankaal Institute
Ethiopian Economic Corridor	Adama Science and Technology University (ASTU), the Adama City Administration office responsible for women's affairs
Amatitlán-San Marcos, Guatemala	IAD
Kairouan and Tataouine-Medenine, Tunisia	National Union of Tunisian Women Kairouan (UNFTK)
Greater Jinja, Uganda	ACTogether, Ensibuuko, EcoPlastile, WORl
West Nile, Uganda	SSURA

The resources and capacity of grantees varied considerably, and some required a substantial level of support from Cities Alliance in order to be able to conduct the assessments and incorporate the findings into project design. The methodology of each individual gender analysis also varied among grantees, and further details can be accessed in the individual reports. Overall, however, most of the reports are based on:

- A secondary literature review;
- Focus group discussions with women and girls, and occasionally with other marginalised groups; and
- Informant interviews with key stakeholders, including grantee staff and staff of local partners.

How did the findings inform the design of the projects?

Some interventions were designed from the start to focus primarily on women, while others had less of a gender focus at the beginning. The locally driven gender analyses helped sharpen this focus. They highlighted key challenges that women face in the various programme locations, and helped partners develop actionable steps to enhance gender-sensitive programming.

These actions include:

- In Uganda, women identified safety, health risks, and access as barriers to working in the local markets. As a result, fencing, lights, and toilets were added to the market refurbishment project.
- Several of the gender analyses revealed a significant gender gap in women's participation in the digital economy. Based on these findings, grantees incorporated digitalisation into the financial literacy training provided through the projects.
- To help women access financial services, grantees are simplifying the process with additions specifically targeting women such as group access, individual loans, reduced fees for opening accounts and loans, guidance on interest rates, and shorter loan grace periods.
- Based on the analyses, grantees are improving their skills development training by adding marketing, business identification, wealth creation, and business mentoring skills to the training as well as value-added training for women entrepreneurs.
- Grantees are incorporating ways to increase women's access to and awareness of business and employment opportunities, such as an online notification system via cellphone (Tunisia and Berbera Corridor, Jigjiga, Initiative)
- They are developing safety and security guidelines to improve safety in waste management, an area women are traditionally responsible for in households.
- Awareness campaigns are being organised on waste separation, migrant registration, maternal health, access to mental health services, and safe WASH facilities in markets.
- In Tunisia, the project is incorporating training for women to be neighbourhood leaders and organising public consultation sessions for women to engage in municipal work and inform investments.
- In Guatemala, IAD is offering flexible after-school classes so that girls, who often support adult women in household care outside school hours, can attend.

More details about the challenges and how each grantee is addressing them are included in the Findings section of this report.

FINDINGS

This section provides an overview of the findings of the grantee gender analysis report by programme objective.

OBJECTIVE 1: Improve labour market integration for female migrants, displaced persons, and women from host communities

To better understand how to improve labour market integration for female migrants, displaced persons, and women from host communities, Cities Alliance partners/grantees explored:

- The extent of the specific needs, challenges, and opportunities for women and girls that will need to be addressed in order to promote a gender-inclusive labour market.
- Specific actions that project stakeholders are already taking in their daily work that promote women's participation or gender equality in the labour market (consider communication/consultation, outreach, practical access, etc.)
- Any additional steps that each project stakeholder can add or improve in their daily work within available resources to strengthen their specific contribution to the gender-inclusive labour market.

Within the scope of the approved project designs, partners/grantees identified a set of key challenges that can be addressed in different ways, depending on the experience and resources of the grantees.

A. Limited Financial Literacy

On a macro level, the overall level of financial literacy in a country can improve socio-economic well-being, promote the development of the financial sector, reduce poverty, and promote sustainable growth in developing countries. On an individual level, in the context of developing countries where women are often highly dependent on the livelihoods and incomes of their male heads of household, strengthening financial literacy among women has numerous potential benefits.

Constraints to women's effective and full participation are evident in the digital economy; there is a growing gender digital divide. Africa in particular has moved quickly into a digital world. In Uganda, Cities Alliance partners (Ensibuuko and SSURA) are addressing the challenge by providing digital financial literacy training. In Arua digitisation was not included

in the initial project design, but after the gender analysis identified the need, it was added to the financial literacy training. In Jinja, ACTogether with Ensibuuko are digitising already existing groups and supporting them with necessary skills and equipment. In Guatemala, IAD is providing financial literacy and advising services as Cities Alliance's key partner in this programme.

B. Limited Access to Credit/Capital

Often, women and low-income earners, including migrants and refugees, do not meet the minimum criteria to access services from formal financial institutions. Furthermore, the patriarchal nature of many developing societies limits control, access, and ownership of productive resources, including capital, for women - excluding them from control and decision-making in financial matters. The gender analyses found this to be an issue in Ethiopia, Guatemala, and Uganda, where Cities Alliance partners and grantees are working to address these complex dynamics.

The specific issues identified in the project locations in Ethiopia, Guatemala, and Uganda are:

- Financial and capacity constraints to opening accounts
- Lack of safety of savings
- Lack of access to credit
- Limited sizes of group loans
- Too short a grace period to repay loans

Project partners and grantees, in collaboration with their local partners, have identified steps to address these above challenges. They are:

Mitigating and reducing financial and capacity constraints to opening:

- In West Nile (SSURA), Guatemala (IAD), the Greater Jinja Corridor (Ensibuuko), and the Berbera Corridor (JJU), grantees and partners are providing simplified access to financial services, such as group access in order to reduce bureaucratic burden on the clients. Financial service providers will reach out to their clients.
- In West Nile, SSURA is working through its local partner (Equity Bank) to shorten the process of opening an account, making arrangements with the local council to authorise access to accounts, and reducing the fees for opening accounts and loans.
- In Guatemala, IAD is emphasising financial services needs for women.

Enhance safety of savings:

- By formalising women's savings, partners/grantees in the West Nile (SSURA), Greater Jinja Corridor (Ensibuuko), and Guatemala (IAD) will enable women to take control of their own financial resources and protect their savings from other family members (compared to saving cash at home).

Lack of access to credit:

- Cities Alliance partners/grantees in West Nile (SSURA), Guatemala (IAD), the Greater Jinja Corridor (Ensibuuko), the Berbera Corridor (JJU), and the Ethiopian Economic Corridor (ASTU) provide access to credit mainly through group loans, whether Village Savings and Loan Associations (VSLA) or micro-enterprises. While groups are lending to each other, the implementing partners will provide guidance on interest rates to address issues around the high cost of business. Otherwise, a loan taken for a year may have too high an interest rate.
- In West Nile, SSURA is working with Equity Bank to introduce individual loans, because of group loans are limited in size. Individual loans were not included in the initial plan, with group members instead obtaining loans from the group. An individual should be in a group and s/he to be recommended by the group to access an individual loan.

Short grace periods to repay loans (Uganda):

- In West Nile, SSURA is working with Equity Bank to increase the grace period for groups to begin repaying loans to the Bank from two or three months to four months, when they will be able to pay the interest and the principle concurrently.

C. Limited Outlooks for Female Entrepreneurs

Women's participation in entrepreneurship can lead to their economic empowerment. By starting and running businesses, women gain financial independence, contribute to their families' income, and improve their overall well-being. To support women entrepreneurs, interventions must go beyond basic access to financial and human capital. Successful programmes address psychological, social, and skills constraints. Cities Alliance projects in Uganda, Ethiopia, and Tunisia include significant efforts to promote female entrepreneurs. These efforts, however, have encountered local challenges, such as:

- Lack of business identification and operational skills of women;
- Lack of marketing skills among women; and
- Lack of capital.

The steps that project partners/grantees in collaboration with their local partners have identified to address these abovementioned challenges are:

Lack of business identification and operational skills of women (Uganda and Ethiopia):

- In West Nile, SSURA is working with Equity Bank to add business identification and wealth creation skills to the VSLA entrepreneurship training in order to utilise the loans provided.
- There is a need for links to the market for the goods produced by women's groups. Through the project, SSURA will conduct market surveys and provide training in business skills.
- Provision of value-added training for women entrepreneurs was not included in the initial project design, but it is being added and implemented with continuous monitoring of VSLA groups (West Nile).
- Training in financial management, entrepreneurship, and business mentoring are more prevalent approaches that most of the Cities Alliance partners/grantees have committed to delivering in the Ethiopian Economic Corridor (ASTU) and Greater Jinja Corridor (JJU).

Lack of marketing skills among women (Uganda and Tunisia):

- In West Nile, SSURA will help cover the need for marketing skills training for products produced by the women's groups involved in different production sectors. The organisation is integrating marketing skills into the financial literacy trainings.
- To help women benefit from services providing better access to employment opportunities in Tunisian migration corridors, UNFTK and its local partners will encourage women entrepreneurs to pool their resources to boost sales and reduce production costs.

Lack of capital (also see above) (Ethiopia and Uganda):

- The women's groups need capital for their business growth and development, and it will come in the form of favourable loans with low interest rates provided by financial institutions. Women's groups will be given group loans depending on their savings record in West Nile (SSURA) and the Greater Jinja Corridor (Ensibuuko).
- ASTU (Ethiopian Economic Corridor) and Jigjiga University (Berbera Corridor) will ensure equitable access to capital for women entrepreneurs.

D. Limited Access to Professional Labour Market Integration

Limited participation by women in the professional labour market is largely attributed to gender-specific constraints women face in starting, sustaining, and growing enterprises as well as greater domestic and care responsibilities that affect their participation in the paid

labour workforce. The gender analysis reports in these Cities Alliance partner countries identified the following specific challenges for women in accessing the labour market:

1. Lack of knowledge of employment opportunities;
2. Limited or lacking connections to industries; and
3. Personal self-perceptions/low self-esteem of women about professional integration.

Project partners/grantees, in collaboration with their local partners, have identified the following steps to address these challenges:

Lack of knowledge of employment opportunities (Tunisia, Ethiopia):

- Map unemployed women registered with partner organisations, such as the Tunisian Office of Employment and Self Employment (BETI), by level of education to better target their awareness-raising in the Tunisian migration corridors (UNFTK).
- Expand operations to better cover women beneficiaries in the operational areas within the Tunisian migration corridors (UNFTK).
- Organise sessions for unemployed women living in the area around the co-working space in the Tunisian migration corridors (UNFTK).
- Introduce an online notification system (via cell phone) to keep targeted women informed of awareness-raising and training activities (UNFTK in the Tunisian corridors and JUU in the Berbera Corridor).

Limited or lacking connections to industries (Tunisia, Ethiopia):

- Develop a training/awareness-raising module on the gender approach to be given to advisors of partner organisations as part of capacity building in Tunisian migration corridors (UNFTK).
- Increase the number of women that the Ethiopian Economic Corridor project is connecting to industries through job-matching (ASTU).
- Draw up a guide to women's professional integration for implementation in the Tunisian migration corridors (UNFTK).
- Reserve space in the showroom for women entrepreneurs in the Tunisian migration corridors (UNFTK).

Personal self-perceptions/low self-esteem of women about professional integration (UNFTK in the Tunisian migration corridors):

- Organise a regional call for applications to optimise the selection of women candidates for employment in green jobs.

- Involve local associations working in the field to raise awareness among women with a view to submitting their candidacies.
- Organise sessions for unemployed women living near the new co-working space in Tataouine.

E. Market Access/Inclusive Working Conditions in the Market

Increased access to and control over own financial resources reinforces women's participation in markets as customers or vendors. In Cities Alliance project areas (mainly in Uganda, but also in other project locations), marginalised women often have economic interaction only through access to markets. Therefore, it is important that where feasible, conditions are set to accommodate the special needs of women and girls. Some of the specific challenges that Cities Alliance grantees have identified in their gender analysis in relation to market access are:

1. Safety and security of people and merchandise;
2. Health risks caused by poor sanitation conditions; and
3. Physical access to the markets.

The steps that Cities Alliance's partner/grantee in Uganda's Greater Jinja Corridor (ACTogether) have identified to address these above challenges are:

Safety and security of people and merchandise (Uganda):

- At the design phase of the market refurbishment project, include fencing off the market area and add lighting for dark hours (ACTogether, National Slum Dwellers Federation of Uganda (NSDFU), and Jinja City Council (JCC)).
- Design a dedicated area or safe space for women to nurse with a simple play area where parents/guardians can easily keep watch of their children (ACTogether, NSDFU and Jinja City Council; the Women Rights Initiative (WORI) can provide expertise from running a shelter for abused women, who usually come with their children for safety).

Health risks caused by poor sanitation conditions (Uganda):

- Include an elaborate drainage system with toilets and bathrooms in the design for the upgraded market. Establish a demarcated waste management space and sanitation plan (ACTogether, NSDFU and Jinja City Council, supported by the market leadership).

OBJECTIVE 2: Improve the provision of gender-responsive, climate-resilient and sustainable basic services for migrants, displaced persons, and host communities.

To assess the potential ways to improve the provision of gender-responsive, climate-resilient and sustainable basic services in Cities Alliance project locations, where feasible, the partners/grantees explored:

- The needs, challenges, and opportunities specific to women and girls that must be addressed in order to create gender-responsive access to services.
- How project stakeholders promote access to basic services in a way that is gender-responsive in their daily work.
- Additional feasible actions to be taken within the approved budget by the key stakeholders to provide gender-responsive access to services.

Cities Alliance's partners/grantees have a wider range of focus areas for improving women's access to basic service provision compared to the economic development referenced in Objective 1. Some interventions were designed from the start to focus primarily on women, such as the provision of maternal health services by SSURA in the West Nile. Other services that are being addressed by the project, however, had less of a gender focus at the beginning.

Some of the aspects that Cities Alliance partners/grantees are supporting in their municipalities to enhance gender-responsive provision of basic services are:

A. Waste Management

In most project areas, women are traditionally responsible for managing household waste and they respectively have greater engagement with domestic waste management and waste management services. Waste management is predominantly informal, with low wages and no protections against harm to workers' health.

To mitigate these risks and challenge gender norms, Cities Alliance partners in the Greater Jinja Corridor of Uganda and Guatemala have come up with the following approaches:

- Safety and security considerations: Incorporate safety and security guidelines. Develop a simplified standard guide on safety considerations as well as how and where to store plastic waste (Greater Jinja Corridor, EcoPlastile with support from WORI).
- Increase women's access to entrepreneurship opportunities or skills within waste management value chains. (Greater Jinja Corridor, EcoPlastile with support from WORI).

- Intensify awareness-raising about gender norms: Expand the waste separation awareness campaign as a shared and equal responsibility (IAD in Guatemala and EcoPlastile in the Greater Jinja Corridor).

B. Health Service Provision

Gender inequalities and gender norms intersect with socio-economic, geographic, and cultural factors and create structural barriers when accessing healthcare. Women in developing countries are frequently confronted with a myriad of socio-cultural factors that negatively impact their physical well-being and access to appropriate health care services. Institutional, economic, and educational barriers affect and lower women's standard of living when compared to their male counterparts.

In Adama, Ethiopia, and Arua, Uganda, Cities Alliance partners are promoting the access of women and girls to healthcare services through the following activities:

- Improving health infrastructure and facilities: The project in the Ethiopian Economic Corridor is supporting the establishment of a health service centre with good facilities and infrastructure (ASTU).
- Enhancing female health service provision: Support provision of services for women and girls on family planning, reproductive health, and counseling on different needs (Ethiopian Economic Corridor, ASTU).
- Promotion of maternal health: The project in West Nile provided ultrasound machines to the local clinic, and SSURA is raising awareness among women of the new ultrasound options so that more women in remote areas will have access to the technology.
- Scaling up mental health provision: In West Nile, SSURA is promoting access to mental health services and encouraging girls, boys, women and men equally to reach out for counseling services supported by the project.

C. Public Space Design (Markets, Playgrounds, Public Sanitation Facilities)

Promoting gender equality in public spaces is crucial for creating inclusive and empowering environments. Spaces that are gender equitable and empower women and girls to play an active and visible role in society are critical to achieving SDG 11 (sustainable cities and communities). While public spaces are typically considered gender-neutral and open to all, women and girls have yet to find their place.

In Ethiopia, Cities Alliance partners/grantee are promoting gender-equal public spaces through the following approaches:

- Promoting safe water, sanitation, and hygiene (WASH) facilities for women and girls: In the Berbera and Ethiopian Economic Corridors, partners are supporting the set-up of accessible and clean public sanitation and wash facilities in public market areas. These will include waste bins and means of disposing sanitary pads.
- Sanitation in the marketplace: Health and hygiene education and awareness for the users of the public market areas will complement the promotion of safe WASH facilities in the Ethiopian Economic Corridor (ASTU).
- Gender-responsive public space: Though local partnerships with the Adama City Administration, ASTU is supporting a safe, accessible, and inclusive public space that offers gender-inclusive programmes as well as child-care services for women participating in the Ethiopian Economic Corridor programmes (ASTU and the city administration).
- Encouraging female migrants to register: In the Ethiopian Economic Corridor, ASTU is setting up a pilot registration office in Adama to enhance women's access to registration facilities, especially rural migrant women who often have limited means of transportation to reach urban centres. The university is also supporting awareness-raising activities about importance of and options for registration among female migrants.

D. Utilisation of Municipal Services

Women's participation in public spheres is low across all project sites. Involving women more equally and meaningfully in the public sphere is a lengthy process that includes changing policies and gender norms in society. One of the action points is to start providing women with better access to public services so that their needs, opportunities, and challenges will be heard. In Tunisia, UNFTK is supporting the local administration in its efforts to provide gender-responsive municipal services through the following approaches:

- Gather information about the special needs of local women to inform municipal work: The project supports training women to be neighbourhood leaders to keep the commune informed of their needs.
- Adopt a positive approach: By organising public consultation sessions for women to engage on municipal investments and improve municipal services (mobile citizen spaces), UNFTK supports the local municipalities in the Tunisian migration corridors to develop a positive approach that incorporates women's needs.

D. Extracurricular Activities

Girls are often marginalised when it comes to accessing education services compared to boys. Due to traditional gender norms, girls often support adult women in taking care of the households, younger siblings, or elderly relatives. Therefore, even if girls have access to formal education, many do not have the opportunity to participate in extracurricular activities.

In Guatemala, IAD is meeting this challenge by providing flexible after-school classes. The organisation has developed an after-school education module on entrepreneurship that they are implementing in local communities at project sites. To make it more accessible to girls and women, they consider customised timetables that suit the daily schedules of girls. Alternatively, these modules can also be provided to parents.

REFLECTIONS ON THE PROCESS

The Resilient Systems of Secondary Cities and Migration Dynamics Programme has a strong gender focus, and most interventions explicitly target women. This is empowering for women, who are often excluded from the development process and their needs unmet.

Cities Alliance aimed to include one women's organisation, or an organisation with a strong women's mandate, into the grant consortiums. These women's organisations were responsible for leading the gender analysis within the consortium for project design and implementation, based on relevance to the local context.

There was a strong interest on the part of the grantees, particularly those led by the women's organisations, to design and implement gender-sensitive projects. With substantial technical support from Cities Alliance, each grantee undertook a gender analysis to identify priorities for interventions within the two key programme objectives: Safer labour migration and economic empowerment of women and youth; and access to basic services for migrants, refugees, and host communities.

Through the process, the grantees began thinking differently about what makes a project gender sensitive. They reached an understanding that gender is more than a number in the budget or logframe; it is a critical part of the quality of programming.

For example, in Uganda ACTogether has a long history of working with women's saving groups, and it is involved with many projects that are gender focused. The gender analysis process helped ACTogether recognise that a gender focus means more than having 50 per cent female beneficiaries; it also means taking the time so that women can participate in training and considerations to put in place during a project, in this case constructing latrines in markets.

Grantees needed varying levels of capacity building.

The grantees had different capacity building needs and required varying levels of support. Capacity building for the gender analysis process focused on two main components: The capacity to develop a gender lens for interventions; and going out into the field and engaging with the beneficiaries on their need and perspectives and how the project could be more responsive.

Some of the larger grantees already had a strong research focus, with precise methodologies and greater capacity. They required more support for the fieldwork, ideally relying on their partner organisation, with varying degrees of success. Smaller organisations, such as SSURA in West Nile, needed more capacity building on research methodologies and proposal development.

There was a learning curve.

The grantees faced a learning curve in how to adopt a gender lens to projects. The Terms of Reference (ToR) for the gender analysis process was explicit that any modifications to the project would need to fall within the initial budget. This created some frustrations as grantees struggled to understand how they can improve their gender responsiveness without additional costs. However, in the process of working on the gender analysis with their local gender partners, they identified options. For instance, something as simple as changing the time or location of project activities, meetings, or training to enable more women to participate.

Cities Alliance technical support was critical.

Cities Alliance put in a substantive effort to support the grantees, in particular at the proposal development stage. The Cities Alliance team prepared a detailed terms of reference for grantees so that expectations for the gender analysis process were clear. Some grantees required substantial support to ensure that the projects were consistent in how they collected data for the gender analyses.

Sustainability remains a challenge.

At the end of the gender analysis process, the grantees had all developed a strong gender focus in their project approach, and there are signs that some of the organisations are picking up the gender lens. For example, in Uganda's Greater Jinja Corridor, ACTogether is demonstrating a genuine focus on gender, including inviting local organisations to facilitate gender training for speakers.

Whether it will have a long-term impact on their way of working remains to be seen. It takes an organisational mindset as well as internal policies and procedures to ensure that subsequent projects take women's needs and challenges into account.

More follow-up is needed on the gender action plans.

The gender analysis process guided grantees through creating action plans to respond to the identified challenges. Many of the proposed actions cannot be accounted numerically, but they can be monitored through explanatory narrative. Cities Alliance could include a section on gender action plan updates in the routine narrative progress reports and refer to the plans when in the field. Evaluative monitoring should always have a reference to disaggregated outcomes and/or impact in success stories as well as in any more robust methodologies.