CITIES ALLIANCE GENDER JOINT WORK PROGRAMME

KEY FINDINGS ON COMMUNICATION, GRANT MAKING AND HIRING PROCESSES

SEPTEMBER 2016

I. KEY FINDINGS ON COMMUNICATION

Source	Key Findings
Newsletters	• Great efforts are made to mainstream gender and women's empowerment within news articles or as stand-alone topics, resulting in 38 percent of articles that address gender equality in some way, but more can be done to integrate gender throughout more articles. Opportunities are missed to integrate brief mention of gender equality, or qualitative descriptive information by sex, throughout all articles. • There is little to no mention of the role of men and boys in striving toward gender equality, nor mention of LGBTQI issues, resulting in a one-sided bias of talking about women's empowerment without contextualizing communities and relationships surrounding them and other key populations. • Gender neutral language is used throughout all articles, except when appropriately referring to a specific person. However, in many instances gender-neutral language becomes gender-blind in that it treats entire populations the same without recognizing differences (e.g., residents, slum dwellers, beneficiaries, etc.). • Although women are portrayed more frequently as leaders (61 percent) than as stereotypically vulnerable (39 percent), men are twice as likely to be show-cased in articles in any manner, and the majority (95 percent) are portrayed as stereotypical decision-makers or leaders. • Men are two times more likely than women (67 percent compared to 33 percent) to be cited as experts, resources, and sources of trusted opinion in Cities Alliance news articles. This demonstrates a bias and valuation toward men as leaders in thought, decisions, and opinion. • Out of the photographs that depict men or women in action, more photos (60 percent) depict them as leaders, doers, and decision-makers. However, 100 percent of those depicting men are in stereotypical leadership roles. • The Gender Equality Strategy was published in March 2015, and was since referenced in two out of three subsequent newsletters (July and November 2015) to highlight its publication and a follow-on workshop. It will be important to continue referencing the GES moving forward to bolster programmatic work on gender mainstreaming. • Data and budgets presented throughout the newsletters generally do not provide descriptive gender statistics or sex-disaggregated data and budget information; only 4 data bites out of 26 were descriptive gender statistics, and none of the 12 mentioned budget figures included percentage allocated to gender mainstreaming. This is a missed opportunity to communicate the importance in talking about and investing in gender equality. • Gender equality and women's empowerment are not currently prioritized as explicit topics to be included as knowledge resources in newsletters, and there is no indication from resource descriptions if presented knowledge resources mainstream gender. • The Cities Alliance Secretariat Update within newsletters is an opportunity to highlight institutional activities specific to gender mainstreaming. In the one newsletter (March 2013) where content is included, new male and female employees are spotlighted equally and in senior roles, such as Regional Advisor.

Source	Key Findings
	• None of 30 events highlighted include direct information about whether or not they address gender equality as a key topic or mainstreamed into the programme, and no events are highlighted that explicitly address gender equality or women's empowerment.
Web Content	• The About Us page provides a high-level overview of the Cities Alliance strategic objectives, priorities, partners, and desired results. It does include a link to the Gender Equality Strategy, but otherwise does not mainstream gender equality into discussions about these high level strategic goals and desired results, missing an important opportunity to prominently place gender equality as a high level strategic priority. • With the exception of highlighting a Joint Work Programme on Gender Equality, all other descriptions, results, and messages describing the Cities Alliance four business lines exclude discussion of gender equality. Further, description of Cities Alliance priorities that it supports also excludes mention of gender equality. This is a missed opportunity to highlight the importance of gender equality throughout all aspects of Cities Alliance work. • Project descriptions available on the website are gender-blind, excluding sex-disaggregated data, descriptive gender statistics, results on gender equality, or language mainstreamed throughout. This limits opportunities for sharing and learning across partners, in addition to limiting communication and advocacy on gender equality. • Only one of the 328 publications listed exclusively in Knowledge Resources addresses girls rights, five others addressing inclusion and equality are suspected to, and the rest are unknown based on titles provided alone. For readers interested in learning more about gender mainstreaming in cities, there are few targeted resources to assist readers. • One out of 21 listed non-country partners is a women's NGO. Organizational descriptions listed for other members exclude mention of any expertise or experience other members may have related to gender equality, limiting how member breadth of gender equality knowledge is presented and potentially limiting synergies and collaboration specific to gender equality. • The majority of the content available in the Newsroom, apart from newsletters and features, is the photo gallery containing 148 pictures. Two-thirds (67 percent) of the 24 photographs of women portray them in anti-stereotypical roles, such as fishing with a partner (Philippines), working on a small scale construction project alongside men (Philippines), walking on the street alone (Yemen), or women in leadership positions or public speaking roles at events. On the other hand, only three photos (11 percent) of men depict them in anti-stereotypical roles, the remainder depicting men as leaders, public speakers, or dominating street scenes/ using transport. There is opportunity to increase, in particular, images of men in anti-stereotypical roles, and to utilize these types of images more widely throughout communication materials.
Social Media	• Less than five percent of all Facebook posts address gender equality or women's empowerment explicitly or implicitly, and men are twice as likely to be quoted or referenced as experts or sources of opinion. Although there are many photos and references to women as leaders and decision-makers, there are many missed opportunities to: portray men in anti-stereotypical roles, mainstream gender into post teasers, and explicitly discuss LGBTQI issues when referring to equity and inclusion. • Only four percent of original Cities Alliance tweets focus on gender equality or women's rights, most of which were concentrated in January- March 2015, dissipating in the last three quarters of 2015. There is opportunity to leverage Twitter to mainstream gender equality into the public conversation domain with greater frequency.

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

II. KEY FINDINGS ON GRANT MAKING

Source	Key Findings
CATF	• Out of the 17 CATF grant proposals 24 percent include gender analysis within the *Background* • Gender analysis is brief and focused predominantly on the situation of women and girls, with little or no mention of comparison to men and boys, or the role of men or boys; however, the quality of analysis is better than other grant types as it is generally backed with gender-descriptive data. • 18 percent address issue violence against women in the *Background* and *Approach* • Out of 74 times data points, 5 percent data are sex-disaggregated or gender-descriptive • 76 percent include a gender mainstreaming plan • The gender mainstreaming plans are largely focused on women and exclude men/ boys, but tend to be more specific and action-oriented than some other grant types. • 29 percent include a at least one gender equality or women's NGO as a stakeholder • 50 percent exclude any mention of gender equality and 47 percent exclude women's empowerment within the Approach • Out of 65 outcomes only 8 percent explicitly focus on women's empowerment and only one (2 percent) on gender equality; 3 out of 4 are from *SafetPin* (India) focused on reducing violence against women • Out of the 301 outputs only 1 percent focus explicitly on gender equality and 2 percent on women's empowerment, all of which are from *SafetPin* (India) • Out of 223 activities none focus explicitly on gender equality and 5 percent are explicitly focused on women's empowerment, all from *SafetPin* (India). • Out of the 293 indicators only two (one percent) explicitly measure gender equality and 13 (4 percent) explicitly measure women's empowerment, all from *SafetPin* (India) • Out of US$3.2 million in proposal budgets, 6 percent is explicitly for gender equality or women's empowerment, including all US$169K of SafetPin budget, and $11K from RedACTES (Guatemala)
Country Programme	• Out of the 13 grant proposals only 15 percent include gender analysis within the Background, focused predominantly on women and girls, and exclude LGBTQI and GBV • For those proposals that do include a gender analysis, it is brief and focused predominantly on the situation of women and girls, with little or no mention of comparison to men and boys, or the role of men or boys. • Out 52 data points, six percent is sex-disaggregated or gender-descriptive data. One data point simply states that need to collect sex-disaggregated data regarding women, and the other describes the feminization of a targeted constituency. • Only 38 percent include a gender mainstreaming plan, mostly focused on women, 23 percent integrate gender or women into the Approach, and GBV, male engagement, and LGBTQI issues are completely excluded

Source	Key Findings
	• Out of those five that do include a gender mainstreaming plan, most focus explicitly on women, although some briefly discussed plans to address the needs of both boys and girls. Further, many tend to be at more of a strategic level. • No stakeholder list includes a women's, girl's, or gender equality NGO or CBO • Out of the 48 outcomes two percent are focused explicitly on gender equality or women's empowerment • Out of the 144 outputs two (1 percent) focus explicitly on gender equality and 3 (two percent) on women's empowerment • Out of 134 activities two (one percent) focus explicitly on gender equality, and two (one percent) on women's empowerment • Out of the 25 indicators none explicitly measure gender equality and two (8 percent) explicitly measure women's empowerment • None of the US$4.26 million in budget proposals include line items or percentages allocated explicitly to gender equality or women's empowerment
Joint Work Programme (JWP)	• Three out of the total of seven (43 percent) include gender analysis within the *Background*, one of which is *GenD,* a proposal focused exclusively on gender equality • Those that mention gender analysis do so generally to discuss the need for gender analysis in the learning agenda for the programme, but do not include an actual gender analysis • While *GenD* discussed male engagement in the *Background* and *Approach*, no other proposal did, and none, including *GenD*, discussed GBV or LGBTQI issues. • Out of the two data points, none are sex-disaggregated or gender descriptive • 71 percent include a gender mainstreaming plan and 29 percent include discussion of gender equality or women's empowerment in the *Approach*; with the exception of *GenD*, the others predominantly discuss mostly women • Gender mainstreaming plans generally focus on collecting sex-disaggregated data or mainstreaming gender into reporting • The only stakeholder list to include a gender equality or women's NGO is *GenD* • Out of 13 outcomes only 13 percent are explicitly focused explicitly on gender equality, all of which are for *GenD*, and none related to women's empowerment • Out of 95 outputs only 13 percent focus explicitly on gender equality, all for *GenD*, and none are focused on women's empowerment • Out of 70 activities only 17 percent, all *GenD*, include anything related to gender, and none to women's empowerment • Only six indicators are presented across the JWP proposals, 100 percent of which are *GenD* • Out of US$920K of grant proposal budgets, 27 percent is for GenD in its entirety (US$245K), which is exclusively as a whole focused on gender equality; all other proposals exclude gender budgeting
Future Cities Africa Programme (FCA)	• Gender equality or women's empowerment is completely excluded from all 11 contracts, including in the background, data, outcomes, outputs, activities, or budget,

Source	Key Findings
	• Lack of gender equality discussion means no discussion about male engagement, LGBTQI, or GBV • Nothing can be stated about the quality of gender analysis, activities, or mainstreaming plan as it is excluded from FCA contracts
ASA 1	• Nothing can be stated about the quality of gender analysis, activities, or mainstreaming plan as it is excluded from ASAI grants
Regional Strategies	• 50 percent of the 10 regional strategies include a brief description of a gender mainstreaming plan (50 percent of both LAC and Africa), mostly focused on women's empowerment and no mention of GBV, male engagement, or LGBTQI • Those that include a gender mainstreaming plan are generally brief, with some only one sentence mentioning that data will be sex-disaggregated data, while some were still brief but more advanced, discussing plans to integrate gender mainstreaming into TORs • Only 1 (10 percent) included some gender analysis in the Background, although this was simply to call out in a bullet point that gender equality will be included as an item on the learning agenda • Gender equality nor women's empowerment was excluded from all other areas (e.g., project description, outcomes, outputs, activities, indicators, and budget)

III. KEY FINDINGS ON HIRING PROCESSES

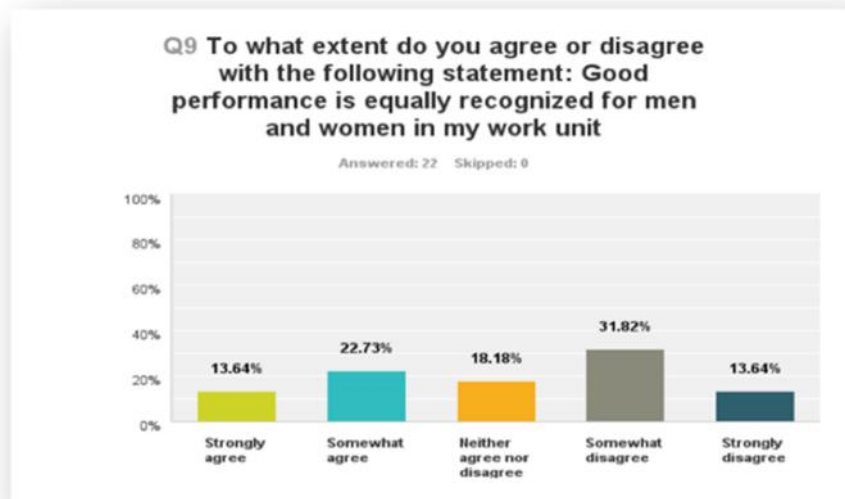| Source	Key Findings
TOR	88 per cent of TORs reviewed explicitly or implicitly include gender-functional responsibilities. Explicit mentions to gender responsibilities in TORs, although existing, are rare. - Even when functional responsibilities on gender are explicitly mentioned on the TOR, work experience and process control requirements do not mention responsibilities on gender. - A major bias is that these assessments can only track TORs drafted but not the process of desk review. Cities Alliance should track desk reviews and have more transparent processes. 90 per cent of the total TORs reviewed use gender-neutral language. Despite this good result, Cities Alliance needs to achieve 100 per cent gender-neutral language and move toward the generalization of gender-responsive language in the elaboration of TORs. Instead of using generic terms such as "urban poor" or "pro-poor policies", use precise terms such as "women working in the informal economy", "female and male urban population" and "young men and women pro-poor policies". This change in language results in the ability to represent different realities, challenges and opportunities for men, women, boys and girls in a given urban development context that can easily go unaddressed. 23 per cent of TORs contain features that might disadvantage women or men or cause them to refrain from applying. Specific biases exists in the elaboration of the work experiences and competencies requirements and are concentrated in ICCA and LICA job descriptions. For instance, administrative job descriptions for LICA positions require competencies usually attributed to females such as the ability to plan, multitasking, a positive attitude and attention to detail and resulted in hiring female candidates. In contrast, senior positions include competencies written in a different overall tone along the lines of "strong commitment, knowledgeable, understanding"— all competencies traditionally attributed to men in society. Removing biases in the elaboration of TOR competencies requires defining competencies based strictly on the nature of the work to be carried out, rather than on the specific attitudes that are usually encountered in those positions
Advertising and Outreach Practice	- Cities Alliance advertising practices are restricted to general development job sites and staff networks. From the information available, Cities Alliance's advertising practices do not have a clear strategy of targeting qualified women or specific groups, such as LGBTQI. - Information gaps exist regarding Cities Alliance outreach and advertising practices. Cities Alliance does not have appropriate collecting and recording mechanisms to track advertising and outreach practices.
Short Listing and Hiring practices	- Cities Alliance receives fewer applications from female applicants: 45 per cent from women and 55 per cent from men, and applications received from female applicants are concentrated in administrative positions, which indicates that traditional gender roles are perpetuated with regards to applications to Cities Alliance posts. - Senior positions in fix-term, LICAs and ICCAs remain areas that receive low number of applications from females, with the exception of ICCA 3, which receives more applications from females than males. - Female applications to LICA senior positions are as low as 17 per cent, indicating data that correlates with the existence of possible bias in TOR elaboration.

Source	Key Findings
	• Overall, shortlisting favours women, with a 10 per cent difference in favour of women over men. However, when looking at specific positions, women are shortlisted to a greater extent in administrative or junior positions such as LICA 6, LICA 5, LICA 4, interns and G7 positions.
	• There is a gap between the number of female applications received and the number of women shortlisted at senior positions, which indicate possible bias in shortlisting candidates at senior positions. For instance, for ICCA 4 positions, nearly 50 per cent of applications come from female applicants, but only 20 per cent of shortlisted candidates were female.
	• A positive correlation exists between the gender-responsive elaboration of the TOR with a higher number of applications received and a higher number of females shortlisted. Indicating that starting out by developing a gender responsive TOR will likely have a positive effect on mainstreaming gender in all areas of the hiring process. P3 is a good example.
	• ICCA 3 shows nearly equal levels of applications and shortlisted candidates; however, male candidates tend to be hired, which puts attention on the need to include a gender perspective in selection panels to avoid bias during interviews.
	• Cities Alliance recruits fewer women (47.8%) than men (52.2%) and receives fewer applications from women (45%) than men (55%) — which means the organization is not favouring women in its recruitment processes.
	• In ICCA and LICA positions — where most Cities Alliance´s recruitments happen - the results show that women are hired less often than men (for ICCA, 41 per cent of women compared with 59 per cent of men) and are concentrated at the lowest positions, as observed in LICA positions.
Applicant's Gender Competency	• 25 per cent of interview questions analysed for different positions include a gender-related question, which is low when considering that 88 per cent of TORs include implicit or explicit gender-related functional responsibilities. These questions are concentrated in roster and local senior positions, while ICCA and fix-term positions' standard questions are gender blind.
	• In all standard interview questions reviewed, the competencies tested are "motivation", "planning and organization" and "teamwork"; none include "respect for diversity", which the UN developed to specifically measure gender sensitivity.
On work-life balance, retention and promotion	• A total of 22 Cities Alliance staff answered the Cities Alliance Human Resources Survey. According to survey results, 91 per cent of Cities Alliance staff declares being aware of the work-life balance policies of the organization. When asked about staff access to work like balance options, CWS come in the first place with 95 per cent of staff declaring access to it followed by flexible working with 33 per cent, telecommuting 28 per cent and part time work schedule 14 per cent.
	• Staff feels very confident to ask supervisors to take CWS 71 per cent and 63 per cent of staff has already taken it. However, CWS does not represent the preferred work-life balance option to staff with dependents whose timetables conditioned by the running hours of kindergarten and schools. This makes difficult to extend the working hours in order to have one day free. In these cases, staff seems to prefer the options of flexible working and telecommuting. However, staff feels less confident when asking for those. In particular, 59% feel moderately confident or not confident to ask for flexible working and 66% per cent feel moderately confident or not confident to ask for telecommuting. The fact that the HR manager and supervisor roles are the same person is mentioned as a deterrent for staff to ask for other WL balance options.

Source	Key Findings
	• Data on staff confidence to ask for Work Life balance options

	Very confident	Confident	Moderately Confident	Not Confident
Flexible working	32%	10%	36%	23%
Telecommuting	24%	9.5%	33%	33%
CWS	71%	19%	9.5%	0%
Part time work	14%	14%	32%	41%

• 31 per cent of staff somewhat disagree with the statement "Good performance is equally recognized for men and women in my work unit" while 23 percent somewhat agree, up to 14 per cent strongly agree and disagree respectively. These numbers reveal that Cities Alliance needs to make an effort to make its performance assessment processes more transparent.

Q9 **To what extent do you agree or disagree with the following statement: Good performance is equally recognized for men and women in my work unit**

Answered: 22   Skipped: 0

- Strongly agree: 13.64%
- Somewhat agree: 22.73%
- Neither agree nor disagree: 18.18%
- Somewhat disagree: 31.82%
- Strongly disagree: 13.64%

• Of the total of staff surveyed, 68 per cent declare having access to training and learning opportunities. However, 30 per cent of staff surveyed report having access only to UNOPS mandatory trainings

• In Cities Alliance 54 percent of personnel has been in the same position for 1 to 3 years while only 10% of personnel has been in the same position for 5 years or more.

Source	Key Findings
	• The survey shows that staff feels gender bias, key issues of concern are unclear reporting lines, lack of good management practices, unequal treatment in assessing performance, unequal inclusion of women in decision-making and the need to provide more work life balance options. In summary, staff perceives Cities Alliance processes favors men in terms of promotion, retentions and recognition of good work.