

# Training of trainers

## Gender Focal Points & National Coordinators for the European Charter for Equality



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ENGLISH



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# Upgrade your knowledge and skills to support implementation of the European Charter for Equality of Women and Men in Local Life in your country

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## Section 1: Introduction

### Training context and learning objectives

In order to build the capacity of the national coordinators (Gender Focal Points [GFP]) in CEMR's member associations, we propose a "training of trainers" session to provide them with ideas and tools to better accompany signatories of the [European Charter for Equality of Women and Men in Local Life](#) in planning and delivering gender equality initiatives in their territories.

The 3 hour training session, conducted in English and French aims to transmit essential knowledge and practical guidance to participants. After the training, participants will:

- Have a good general understanding of gender equality definitions, relevant policies and frameworks and methodologies for integrating gender into policies, programmes and processes;
- Be informed about the role and responsibilities of national coordinators of the Charter / GFPs and understand how their work as a national association (and as member of CEMR) can support signatories of the European Charter for Equality in developing and delivering gender equality action plans;
- Be able to assess the needs of signatories in their territory and develop relevant training sessions to be delivered locally;
- Have access to tools and methods to build knowledge and capacity of signatories to fulfil their commitments and responsibilities.

This booklet has been prepared in order to provide additional information and references to the training participants which they can also re-use or translate into their local language for future use.



### Gender equality definitions, key concepts

First, let's have a look at different types of equality.

**Formal equality** takes the view that all people are equal so treat them the same. The goal is to achieve equal treatment.

**Substantive equality** takes the view that there are differences in how different communities experience life and we should minimise negative effects of this. The goal is to promote equality of outcomes (equity).

**Equity** is the process of being fair to different groups of women and men. The goal is to level the playing field.

**Gender equality** refers to the “equal rights, responsibilities and opportunities of women and men and girls and boys. [It] implies that the interests, needs and priorities of both women and men are taken into consideration, thereby recognising the diversity of different groups of women and men. Gender equality is not a women’s issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.”<sup>1</sup>

Equality does not mean that women and men are the same; it means that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female.

What gender equality looks like in practice:

- The same opportunities for women and men in decision-making
- The same opportunities to share responsibility for the family and the household
- Equal access to and distribution of resources between women and men
- The same opportunities for women and men to economic independence
- Freedom from gender-based violence

Sex vs Gender - It is important to differentiate between **sex** – which refers to the biological and physiological characteristics that define humans as female or male – and **gender**, which refers to the social attributes and opportunities associated with being female and male and to the relationships between women and men and girls and boys. Gender is reflected in:

- Internal attitudes
- Societal norms
- Laws and policies
- Material resources

**Intersectionality** is an analytical tool for studying, understanding and responding to the ways in which sex and gender intersect with other personal characteristics/identities, and how these intersections contribute to unique experiences of discrimination.

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<sup>1</sup> Source: European Institute for Gender Equality (EIGE)

## European and global frameworks and strategies

An overview of the most important legal and political frameworks for gender equality.

### Global - United Nations

Equal rights for women and men have been on the United Nations agenda since the organisation was founded in 1945. In 1947 the **Commission on the Status of Women** was established in order to enhance equality between women and men. The Commission is still going strong, organising a two-week long session in New York every year.

The decade from 1975-1985 was declared the Women's Decade and UN women's conferences were held in Copenhagen (1980) and Nairobi (1985). In 1979 the UN adopted The **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)** which is arguably the most important instrument in advancing and securing equal opportunities for women.

In 1995 a UN Women's Conference was held in Beijing where the **Beijing Declaration and Platform for Action** were adopted. The Platform for Action stresses 12 main areas of concern that must be dealt with and defines the necessary actions governments are obliged to take to improve the situation of women. **Gender mainstreaming** is a basic concept characterising the Beijing Declaration and Platform for Action.

Five years after the 4th World Conference on Women in Beijing, the 23rd Special Session of the United Nations General Assembly was dedicated to "Women 2000: gender equality, development and peace for the twenty-first century". At the close of this event, the **role of local authorities was recognised** in the action plan for the implementation of Beijing+5.

Since 1995 new issues have come up, while others have become more important than before: women and armed conflict, women and the environment, HIV (AIDS), human security, trafficking in persons, reproductive rights and reproductive health and recently - migration and refugees. The involvement of men has now (at last) become a part of the UN strategy concerning gender equality, not only encouraging men to support gender equality wherever they can, but also that **gender equality concerns both women and men**, it is a win-win situation, increasing the quality of life for men as well as women.

"The outcome document of Habitat III, the **New Urban Agenda (NUA)**, outlines the challenges and opportunities that the new agenda provides while ensuring that gender equality thrives through **sustainable, gender-inclusive and gender-responsive cities**. In this context, the NUA strategically supports the implementation of the 2030 Agenda, in particular mainstreaming gender equality and women's empowerment across all social development goals. It offers a chance to respond to the challenges and the ever-changing dynamics of human civilization, improve the spatial configuration of cities and human settlements in a gender-inclusive way, and recognize the crucial aspect of women's rights in the urban development agenda."<sup>2</sup>

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<sup>2</sup>Taken from GENDER EQUALITY AND THE NEW URBAN AGENDA (UN Women, 2016)  
<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2016/UNWHabitat3Brief-en.pdf>

Finally, in 2015, the United Nations (UN) ranked gender equality as one of the thematic and cross-cutting issues key to achieving sustainable development on our planet. Gender equality is addressed under Goal 5 of the 2030 Agenda and includes as a specific target: “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life”.

Agenda 2030 is an expression of the fact that the countries of the world want to protect human rights and promote equality and the empowerment of all women and girls.

While the sustainability development goals are global, every country and every city is different from one another. We have different strengths and face different challenges.

Because of this, including the “Leave no one behind” principle in the local context can be very useful. It can help you decide what gender-related challenges need to be addressed in your municipality.

### Europe and the European Union

Equality between women and men is one of the European Union’s and EEA’s founding principles. It goes back all the way to 1957 when the principle of equal pay for equal work became part of the Treaty of Rome.

Several **EU treaties** emphasise that the Union should work to eliminate gender inequalities and promote transversal equality in all its activities. Gender mainstreaming was established as a policy norm in the Treaty of Nice (2003) and the Treaty of Lisbon (2009).

Gender equality is fostered by the EU in a threefold way:

1. by equal treatment legislation
2. gender mainstreaming as integration of the gender perspective into all other policies
3. specific measures for the advancement of women

European governments and the EU have a variety of tools at their disposal to advance gender equality: legislations, directives, conventions, funding programmes, institutional mechanisms, negotiations with social partners, affirmative actions, positive duties (on the labour market), quotas, actions, lobbying and different forms of pressure.

The European Parliament’s [Committee on Women’s Rights and Gender Equality \(FEMM\)](#) also plays a crucial role in advancing gender equality by legislating and monitoring equality between men and women, mainstreaming gender in the parliamentary work and following the implementation of international agreements involving the rights of women.

The EU’s [2020-2025 Gender Equality Strategy](#) aims at “achieving a gender equal Europe where gender-based violence, sex discrimination and structural inequality between women and men are a thing of the past. A Europe where women and men, girls and boys, in all their diversity, are equal.” It is structured around six themes:

- Being free from violence and stereotypes
- Thriving in a gender-equal economy

- Leading equally throughout society
- Gender mainstreaming and an intersectional perspective in EU policies
- Funding actions to make progress in gender equality in the EU
- Addressing gender equality and women's empowerment across the world

A dual approach should be taken in implementing the Strategy that combines gender mainstreaming with specific targeted actions to achieve gender equality. It is also the first time that an EU Strategy aims to integrate an intersectional perspective in its implementation.

### National

As a gender equality trainer, you need to know some basics about legal requirements for the implementation of gender equality and the importance of gender equality training. Additionally, constitutions, laws, strategies and measures adopted by the central government can provide guidance on priority areas for action.

The following example shows the dimension of national legal requirements concerning gender equality training from the youngest EU member state: Croatia. In Croatia:

**The Constitution** of the Republic of Croatia, in its article 3, affirms gender equality as one of the highest value in the Republic of Croatia. In addition, article 14 indicates gender as one of the grounds on which discrimination should be prohibited.

**The Gender Equality Act**, with a power of an organic law, in articles 3 and 14, regulates the implementation of the training programmes on gender equality.

**The National Policy for Gender Equality** for the period 2011 - 2015 with an action plan for its implementation, anticipates the measures related to gender training:

- "Gender equality and anti-discrimination legislation contents will be included in the general part of the state, judicial or professional examinations."
- "Training of judicial and state attorney office staff, and attorneys in the application of anti-discrimination legislation."

### Local

In order to promote gender equality at the local and regional level, CEMR launched the **European Charter for Equality of Women and Men in Local Life** in 2006. The Charter is both a political document and a practical instrument, covering all aspects of municipal and regional activities. It encourages local and regional governments to make a **formal public commitment** to equality and to implement the principles listed in the Charter. Signing the CEMR Charter implies a political commitment to promote gender equality through concrete actions in different fields of local and regional competences: political participation, employment, public services, urban planning, etc.

The Charter is based on the strategy and approach of gender mainstreaming and is an essential instrument for elected representatives and administrators in municipalities and regions to conduct systematic and effective gender equality work.

## Gender equality and local/regional government

Local and regional elected representatives play a crucial role in promoting gender equality in their territories. As a political arena, as an employer, as a provider of welfare services and as a community builder, municipalities have the opportunity to adopt **gender-responsive policies** and to contribute to gender equality. This opportunity can also be enabled and strengthened by legal and policy frameworks.

In order to improve service delivery for citizens, municipalities and regions must ensure that women and men as well as girls and boys receive **equal service** in areas like social care and education. Women's and men's needs, priorities and wishes should have an equal impact on the distribution of resources. Local and regional governments must actively address gender equality in order to avoid one group benefitting over another.

“Local self-governments play an important role in **fulfilling human rights** at the local level. For example, local self-governments can make sure that there is equal care for elderly women and men, and that boys and girls get equal opportunities to complete school.”<sup>3</sup>

CEMR's history of working for gender equality goes all the way back to 1983. In the beginning, CEMR was focused primarily on promoting **women's participation in decision-making** processes and organising gatherings of elected women from all over Europe. In a first conference held in Pisa (1983), women elected representatives insisted on the importance of three points: participation of European women in local and regional assemblies, actions carried out by the European institutions aimed at equal opportunities, and the impact of Community policy on local and regional authorities.

For practical and technical aspects of the work on gender equality and the Charter, CEMR has a **network of gender focal points** who serve as national coordinators in each member association. In addition to promoting the Charter and supporting signatories in their country, these focal points ensure the links between the CEMR Secretariat and signatories.

## Section 2: The role of National Coordinator / Gender Focal Point

Every European country has one, sometimes more, national association(s) of local and regional governments. The large majority of **national associations of local and regional governments** are members of the Council of European Municipalities and Regions (CEMR). These associations have their own members, which are the towns, provinces, counties or regions in their country. In differing ways, the associations provide assistance in the area of gender equality to their members.

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<sup>3</sup> Source: SALAR



When the online Observatory was launched, CEMR implemented a network of national coordinators working in CEMR national associations. The role of these **referees** consists in supporting the Observatory in following up the **implementation** of the Charter at local level, raising the **visibility** of the Charter in their country, maintaining the **contact** with signatories and disseminating information on the Charter at local level.



Raise visibility



Primary contact point for Signatories



Follow up implementation

The national coordinators or gender focal points are also *de facto* members of the CEMR Expert Group on Gender Equality and are expected to provide insights and inputs to CEMR's European advocacy based on local realities and priorities.


The national coordinators / gender focal points bring added value through:

- Their **knowledge** about local and regional government
- Their experience and expertise in gender equality, social affairs, and/or European affairs
- Their **networks**: they are in contact with members of their association and have contact with the ground
- Facilitating collaboration with national and European levels
- Having access to decision-makers
- Links with civil society organisations

### **Good examples of how the national associations work to promote the Charter and gender equality in their countries**

Association of Basque Municipalities (EUEDEL): Close work with Basque women's institute (ex: [Virginia Woolf Basqueskola for local elected women](#)) and coordinate a network of Basque municipalities for equality between men and women and against sexist violence ([Berdinsarea](#)).


 French Association of CEMR (AFCCRE): Have an Equality Commission composed of French local elected women, organise study visits in other countries for mutual learning, organise national seminars on the Charter.

 Association of German Cities/German Association of CEMR (RGRE): Regular national conferences on the Charter, close collaboration with network of technical experts and federal ministries ([Federal Working Group of Municipal Women's Offices and Equality Bodies](#))

Italian Section of CEMR (AICCRE): collecting good practices, , Municipal women's councils inside the municipalities that deal with equality and gender issues.

National Association of Local Authorities of Georgia (NALAG): working with UN Women, USAID to support Signatories.

Standing Conference of Towns and Municipalities of Serbia (SCTM): Has a network for Charter Signatories that meets twice annually. Good collaboration with the Swedish Association of Local Authorities and Regions (SALAR) to exchange knowledge and build capacity in gender mainstreaming.



## Section 3: The Charter Signatories

### A. Who are the Signatories, how to connect with them and to understand their needs?

#### State of play 2022: the European Charter for Equality of Women and Men in Local Life

As mentioned above, the European Charter for Equality of Women and Men in Local Life ("The Charter") is a tool for municipalities and regions to integrate the gender equality perspective into all of their policies and activities.

To further support Charter signatories in their efforts to implement the Charter and advance gender equality, CEMR launched the online **Observatory**<sup>4</sup> of the European Charter for Equality in March 2012. This online platform showcases **best practices** and examples of successful local gender equality policies and facilitates peer-learning amongst signatories. It also includes **resources** and **guidance** on how to develop an equality action plan and a

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<sup>4</sup> [www.charter-equality.eu](http://www.charter-equality.eu)

database (the “Atlas”) which provides information on the local and regional governments that have signed the Charter.



2021 was a milestone year for the Charter, it marked 15 years of commitment and action in favour of gender equality and women’s rights at local and regional level across Europe.

What started with a handful of local governments declaring their intention to act to promote gender equality in their territories has developed into a European community of **2,000 signatories** in 36 countries.

In 2022, CEMR is in the process of updating and amending the Charter to cover new topics that have developed during the past 15 years.

## European Charter for Equality of Women and Men in Local Life - State of play in 2022

Country	Signatories	Country	Signatories	Country	Signatories	Country	Signatories
AL	14	FR	317	LU	22	RS	61
AT	21	GEO	21	MT	1	SK	5
BE	19	DE	60	MD	1	SI	13
BiH	4	EL	168	NL	1	ES	157
HR	32	HU	4	MK	21	SE	129
CY	35	IS	6	NO	38	CH	81
CZ	3	IT	418	PL	18	TR	36
EE	1	LV	1	PT	157	UKR	54
FI	29	LT	6	RO	4	UK	5

Zero signatories as of 2022: BG, DK, IE, XK, LI, MNE

The CEMR Secretariat currently has access to Equality Action Plans for around 10% of Signatories. This training is part of continuous efforts to increase the number of Equality Action Plans and their publication on the Observatory website.

### Signatories’ commitments and responsibilities

Signatories of the European Charter for Equality commit themselves to:

- Promote gender equality throughout their various areas of competence
- Conduct gender assessments

- Work with citizens, partners and stakeholders
- Collaborate with other LRGs to share knowledge and best practices

They also have the following responsibilities as part of their engagement:

- Inform CEMR when they have signed the Charter
- Communicate to their constituents about adhering to the Charter
- Draft an Equality Action Plan within 2 years of signing
- Monitor and evaluate implementation of the Equality Action Plan

### Keeping contact and maintaining the Observatory

The Observatory collects information on the Signatories via the Atlas (Signatory database) and their action plans. National associations can maintain contact and provide information to local/regional governments and Signatories in their country via: the association's website, conducting surveys, providing gender equality training to politicians after elections, disseminating and/or adapting the [indicator toolkit](#).

CEMR plays a support role by:

- Ensuring Observatory technical maintenance and content updates
- Providing helpdesk services to associations and Signatories
- Sharing information (news, publications, good practices)
- Organising meetings and events
- Carrying out advocacy for gender equality and promoting local good practices at European level

### Different speeds for different needs

In 2015, following the pilot project to develop indicators to monitor the implementation of the Charter and the resulting report, and under the leadership of EUDEL, a **differentiated approach** to Signatories was proposed. It could still be relevant and useful to guide engagement with signatories.

*Level 1*- A first level approach for those **signatories that have signed the Charter but not developed an action plan**.

In this level the national association could accompany reflections on challenges and offer collective working groups to help them to design action plans.

*Level 2* - A second level approach for those **signatories who have signed the Charter and developed an action plan**.

In this level, the national association could help them to implement and monitor the Charter through Working thematic groups: gender budgeting, gender impact assessment, gender clauses in contracts, monitoring, violence against women, etc....

Level 3 - A third level approach for those signatories who have signed the Charter, developed, implemented action plan(s).

In this level, the national association could help to disseminate the Charter and the best practices at national level in order to attract new signatories.



## SMALL DISCUSSION GROUPS

*Connecting with Signatories:  
Do's and Don'ts*

Break into small group for 10 minutes and make a short list of things that Coordinators/GFPs should do to foster good connection with signatories and have open communication? Think about what *not* to do as well. Share back to the group.

During the training session organised by CEMR on 27 September 2022 participants went into small discussion groups to exchange on the topic of how to connect with signatories and what to do (and not do), participants highlighted that:

- Men should be involved in the issue. Especially considering the fact that men are usually the decision-makers and we should find a way to have them more involved
- Associations should use the network (CEMR added value), improve connections and learn from each other
- They should use the Charter as a tool and a goal and incorporate it in daily work
- Added value of the Charter = we all speak the same language
- Cultural change is needed: need to make signatures public and talk about it to build confidence
- Need more efforts to raise awareness on the topic
- More Equality Action Plans are needed

### **B. How to create opportunities for Signatories?**

National Coordinators and Gender Focal Points can contribute to knowledge exchange and capacity-building for their signatories by creating spaces to meet:

- National level network of Signatories
- Gender equality committee led by association
- Conferences
- Surveys
- Projects

And by offering training, skills and support, for example through collaboration with CEMR, civil society organisations, the European Institute for Gender Equality and the Council of Europe Congress of Local and Regional Authorities.

Other institutional frameworks offer plenty of opportunities to connect and strengthen cooperative work on gender equality: European projects, town twinning / decentralised cooperation, URBACT action planning networks, UN Women / UNDP / OECD.

Among the current EU programmes (2021-2027 period), funding is made available through:

- [Citizens, Equality, Rights and Values Programme \(CERV\)](#)
- [Global Europe: Neighbourhood, Development and International Cooperation Instrument / Development Education and Awareness Raising Programme \(DEAR\)](#)
- [Horizon Europe](#)
- [European Social Fund Plus \(ESF+\)](#)
- [European Regional Development Fund \(ERDF\)](#)
- [European agricultural fund for rural development \(EAFRD\)](#)
- [Asylum, Migration and Integration Fund \(AMIF\)](#)
- [Recovery and Resilience Facility \(RRF\)](#)

Additionally, national associations and Signatories can seek financial resources and support via national ministries, partnerships with the private sector, and foundations.

## Section 4: Elements of a good (gender equality) training

### What is gender equality training?

According to UN Women, gender equality training is a “tool, strategy, and means to effect individual and collective transformation towards gender equality through consciousness raising, empowering learning, knowledge building, and skill development”.

It provides participant(s) with the relevant **knowledge, skills** and **values** that allow them to contribute to the effective implementation of the gender-mainstreaming strategy in their field, organisation, institution or country. Gender equality training is part of a longer-term and continuous process which aims to make participants aware of gender relevance in their work and to identify appropriate tools.

If a national association plans to provide gender equality training to its own staff or to Signatories of the Charter in its territory, we should understand what the main learning goals should be. For example, as politicians, civil servants and administrators we want Signatories to be able to:

- Identify gender inequalities in their field of activity
- Define gender equality objectives
- Take account of gender when planning and implementing policies
- Monitor progress
- Evaluate programmes from a gender perspective

## Develop and deliver your training

In order to create an effective training module or course, the training goals must be clearly identified. This requires assessing the current needs, describing what change is expected and making links to broader gender equality frameworks or strategies that may be relevant.

Once the needs have been assessed and the training goals outlined, construct a programme that presents pertinent information and give practical examples of how skills and tools can be applied in everyday practice.

In constructing the programme, think of moments for reflection, questions and of course—INTERACTIVITY. Training should be a two-way street, the facilitator does not know everything and should recognise participants' expertise. The facilitator can also challenge participants' implicit biases<sup>5</sup>, prejudice and (potentially) resistance.

Offer opportunities for participants to voice their expectations and space to describe the challenges they face in implementing gender equality/the Charter.

During exchanges, formulate your questions to encourage candid responses and open discussion. Use open-ended questions such as: "What do you think about...?", "Why...?", "How...?"

Learning is also reinforced when participants answer each other's questions and the facilitator summarises key learnings during the presentation and throughout discussions. Don't hesitate to break the group into smaller groups for discussion and activities.

Training should not be a one-off occurrence; as mentioned above, it is part of a longer-term and continuous process. Therefore, all trainings should be followed-up with:

- An evaluation provided by the participants (satisfaction)
- Assessment of learnings and their application
- Adapted training as lessons with experience, based on feedback and as lessons are learned

## The trainer/facilitator

There are as many styles of facilitation as there are facilitators! To give some orientation on the role and qualities of an effective facilitator, we cite a Gender Training Toolkit from World Vision International:

*A facilitator – is a nurturer, an advocate and a role model.*

*A facilitator – contributes his or her experiences, perceptions and concerns on issues covered in the workshop.*

*A facilitator – always checks his or her value systems.*

*A facilitator – remembers that workshop participants may have different opinions on the subject.*

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<sup>5</sup> Definition Merriam-Webster Dictionary: "a bias or prejudice that is present but not consciously held or recognised."

In practical terms, a *gender trainer* needs to know:

- Core gender equality concepts and definitions, women's rights, basic theories, laws and regulations (especially in their country)
- Where to find statistics, tools and resources
- Some examples of good practices

## Topics and tools to include

Depending on the level of knowledge of your target audience, you may consider some of these ideas for topics to focus on in training sessions you will develop:

- Definitions, concepts
- Intersecting forms of discrimination
- Equality Action Plans
- Data/statistics
- Political buy-in
- Defending gender equality against backlash
- Women's leadership
- Gender-responsive budgeting
- Gender-based violence / harassment

In the following pages, the information presented comes (unless otherwise indicated) from the European Institute for Gender Equality (EIGE) and the European Commission.

**Gender equality continuum** - explore the different ways to engage on gender equality ranging from gender-responsive or gender-sensitive actions to gender transformative ones.

FIGURE 1: The gender equity continuum<sup>1</sup>



(Source: UNFPA, UNICEF, UN Women "Technical Note on Gender-Transformative Approaches: A summary for practitioners")

## Gender-responsive /-sensitive

- takes into account the particularities pertaining to the lives of both women and men
- aims to eliminate inequalities and promote gender equality, including an equal distribution of resources

## Gender transformative

- tackles harmful gender roles, norms and power relations



- actively examines, questions and changes rigid gender norms and imbalances of power

**Gender mainstreaming** - It refers to the systematic consideration of the differences between the conditions, situations and needs of women and men in all policies and actions. Gender mainstreaming is the (re)organisation, improvement, development and evaluation of any planned action, including legislation, policies or programmes, so that a gender equality perspective is incorporated at all levels and all stages.

Central to gender mainstreaming is sex-disaggregated statistics, gender equality analyses/audits and gender-balanced decision-making.

For further information on good practices and general knowledge on gender equality, <https://www.includegender.org> is available. It is a comprehensive Swedish national resource for gender equality and gender mainstreaming that has been translated into English.

### The 4R approach

R1 \_ **Representation**: how are different sexes represented in various parts and processes in the organisation?

R2 \_ **Resources**: how are resources distributed between sexes?

R3 \_ **Realia**: to what extent are representation and resource distribution affected by gender norms in the organisation?

R4 \_ **Realisation**: what new goals and measures should be formulated to achieve them?

OR **Rights**: Do legal requirements offer adequate protection from discrimination and information for all target groups?

**Gender impact assessment** - Process of comparing and assessing - according to gender relevant criteria - the current situation and trends in law, policy or programmes.

Looks at expected development resulting from a proposed policy and estimates the different effects it may have (positive, negative, neutral).

**Gender audit** - Assessment of the extent to which gender equality is effectively institutionalised in policies, programmes, organisational structures and proceedings (including decision-making processes), and in the corresponding budgets.

**Gender-responsive budgeting** - Gender-based assessment of budgets and the budgetary process, restructuring revenues and expenditures to promote gender equality. It is the application of gender mainstreaming in the budgetary process.

**Legislation, Directives, Conventions** - Legislation = Legal obligations that are binding on the parties involved and which can be legally enforced before a court.

Equality between women and men is recognised by the EU as a fundamental principle, a core value of the EU and a necessary condition for the achievement of the EU objectives of growth, employment and social cohesion. Since 1996, the Commission has committed itself

to a 'dual approach' towards realising gender equality. This approach involves mainstreaming a gender perspective in all policies, while also implementing specific measures to eliminate, prevent or remedy gender inequalities. Both approaches go hand in hand, and one cannot replace the other. Gender mainstreaming is not a policy goal in itself, but a means to achieve gender equality.

**Positive action / specific measures** - Action aimed at favouring access by members of certain categories of people, in this particular case, women, to rights which they are guaranteed, to the same extent as members of other categories, in this particular case, men. They aim to eliminate, prevent or remedy gender inequalities; and, advance gender equality and deliver better outcomes for women and men in all their diversity.

## Statistics

Collecting data disaggregated by sex and age is essential to better understand the gender inequalities and to be more effective in tackling them. With good data and statistics, it is possible to:

- Increase insight and knowledge
- Support policy making and evaluation
- Measure progress
- Have an independent source of information

"What is measured becomes visible,  
what is visible can be monitored  
and gets improved."

Where to find gender data?

- [Eurostat](#)
- [EIGE Gender Statistics Database](#)
- [EU Joint Research Centre](#)
- [UN Progress on the Sustainable Development Goals: The Gender Snapshot 2022](#)
- [Equal Measures SDG Gender Index](#)
- [World Economic Forum Global Gender Gap report 2022](#)
- [OECD Gender Data Portal](#)

## SMALL DISCUSSION GROUPS

*Criteria for a good trainer,  
Qualities & characteristics of a good training*

Break into small group for 10 minutes and brainstorm on different criteria for a good trainer, qualities/characteristics of a good training, based on your own experience. Participants present their list of criteria and qualities and let them discuss it with other groups. Add criteria if some are missing.

## Section 5: Thematic focus: Gender-responsive public procurement

At the 27 September training session, Sally Kneeshaw, an URBACT expert on urban policy and gender equality, facilitated a module to teach participants more about Gender-responsive public procurement (GRPP). She presented URBACT and the Gender Equal Cities initiative (for details please see the PowerPoint slides).



### Gender Responsive Public Procurement: key concepts, tools, with examples

#### *What is public procurement?*

- Public procurement is the process used by municipalities and other institutions to buy goods, services and works which enable them to deliver their activities.
- AT URBACT we see procurement as a strategic lever that cities can use to address the economic, social and environmental challenges they face.
- We think procurement could be used to create jobs and apprenticeships, to develop workers skills and reduce carbon emissions. We call this strategic procurement.

#### *Why is procurement important?*

- Scale of Spend—in EU around 2000 billion euros -around 14% of GDP
- It can be used to address a range of wider economic, social and environmental challenges
- It can contribute to closing gender gaps
- It can be a vital part of Covid-19 recovery
- There is enabling EU and National level law

#### **Gender-responsive public procurement** is a key component of *gender mainstreaming*

- seeks to promote gender equality through the buying of works, supplies or services by public sector bodies at every stage of the procurement cycle.
- considering gender equality in design and delivery, and monitoring of the performance of the suppliers.

#### *How to do it?*

- ✓ Make sure gender equality plans have a reference to procurement
- ✓ Make sure procurement strategies have a reference to gender equality
- ✓ Raise awareness and offer training and advice
- ✓ Include gender analysis in all steps in the cycle
  
- ✓ Does the good, service or work have a gender perspective?
- ✓ Raise awareness with potential bidders about gender responsiveness
- ✓ Refer directly to gender equality in the title of the contract opportunity
- ✓ E.g. 'design, build and management of sports centres that promotes equal participation.'

- ✓ Add clauses, commission and monitor the results

## ACTIVITY IN BREAKOUT GROUPS

### *Designing a gender-responsive bus line*

The Mayor of Equalville is adopting a new approach to procurement based on the principles of gender equality. She has secured investment for a new bus line and wants gender equality commitments and outcomes built in from the outset.

You are responsible for designing the tender for the bus line and have been asked to think about how to integrate gender equality.

- What types of gender equality outcomes would you want to achieve through the procurement of the bus line?
- What would success look like? For instance, related to passenger experience, location, infrastructure/ design, workforce...

Discuss for 15 minutes

Introduce yourselves - Discuss together the question - Note your ideas - Prepare to share 3 points

## Section 6: Conclusion and additional resources

### Guides, trainings, courses

- [NALAS gender mainstreaming e-course](#)
- [EIGE Gender Mainstreaming Toolkit](#)
- [Centre Hubertine Auclert \(langue française\)](#)
- [UN Women free courses](#)
- [Agence Française de Développement \(AFD\) - MOOC Genre et développement](#)
- [Equality Journey](#)
- [Hague Academy of Local Governance - Gender-responsive governance](#)

### Useful links

#### CEMR

- [Charter for Equality in local life](#)
- [Observatory](#)
- [CEMR Charter indicator toolkit / German adaptation \(BAG\)](#)
- [SALAR: model municipalities and gender mainstreaming checklist](#)

#### European Institute for Gender Equality

- [Datastore](#)
- [Toolkits on Gender Mainstreaming, Budgeting and Procurement](#)

#### URBACT.EU

- [Gender Equal Cities Reports](#)
- [Online Training Gender Responsive Procurement](#)

#### City of Vienna - Manual Gender Mainstreaming made easy

- [www.wien.gv.at/english/administration/gendermainstreaming/principles/manual.html](http://www.wien.gv.at/english/administration/gendermainstreaming/principles/manual.html)

#### City of Vienna - Manual Gender Mainstreaming and Urban Planning

- [Gender Mainstreaming in Urban Planning and Urban Development \(wien.gv.at\)](#)

#### European Bank of Reconstruction and Development

- [Toolkit on gender in green finance](#)

#### LinkedIn

- [Gender Equal Cities group](#)

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## About CEMR

The Council of European Municipalities and Regions (CEMR) is both the oldest and broadest European association representing subnational governments' interests. CEMR brings together national associations of local and regional governments from 40 European countries and represents through them all tiers of government - local, intermediate and regional.

CEMR's work is organised according to long-term objectives under four "Ps": People, Places, Planet and Partnership. In addition to being a specific priority theme, gender equality is an integrated factor throughout CEMR's activities.

[www.cemr.eu](http://www.cemr.eu)

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*The contents of this publication are the sole responsibility of CEMR and do not necessarily reflect the opinion of the European Union.*