

WELCOME TO THE

# CHANGE

GENDER EQUALITY

# TOOLKIT



**CHANGE**  
CITY HUB AND NETWORK FOR GENDER EQUALITY

City Hub, Network for Gender Equality,  
and the Mayor's Office of Los Angeles

## EXECUTIVE SUMMARY

The City Hub and Network for Gender Equity (CHANGE) believes that local and regional governments have a tremendous impact on the lives of their residents; particularly in shaping how people experience public services and public spaces. Understanding how these experiences differ based on an individual's gender and intersecting identities, making our cities more welcoming for all people, and together advocating for a gender-equitable future is at the heart of what CHANGE seeks to do. We accomplish this by sharing models for how local leaders and governments implement gender-focused and inclusive policies, sharing data and indicators to measure progress toward these goals, and connecting across sectors and borders to advance gender equality.

This toolkit brings together examples of how CHANGE cities are applying a gender lens in pursuit of more equal communities and a more equal world. These examples are grouped into four categories that describe the varied roles that cities play in our lives: as innovators, employers, service providers, and connectors. Within each category, the toolkit spotlights examples from CHANGE's six co-founding cities: Barcelona, Freetown, London, Los Angeles, Mexico City, and Tokyo. Throughout the toolkit and again at its conclusion, we pose questions intended to prompt reflection by cities and their partners on how centering gender might re-frame their activities and advance equity to the benefit of all.

Throughout this document, CHANGE uses the term women, girls, and marginalized genders to recognize the diversity of individuals facing structural and social inequality on the basis of their gender identity, including non-binary and genderqueer persons.

**“A feminist city must look to the creative tools that women have always used to support one another and find ways to build that support into the very fabric of the urban world.”**

Leslie Kern

FEMINIST CITY

# ABOUT THIS TOOLKIT

PHOTO CREDIT: CITY OF LOS ANGELES, 2017

Throughout global development frameworks, there is broad agreement that promoting gender equality and the social and economic empowerment of women and girls is essential, and yields benefits for everyone. Yet it is also clear that the promise of these benefits far outpaces the reality of global efforts to achieve gender equality made to date. In this pursuit, cities have shown they are independent actors, able to lead with policy innovations and the sharing of best practices. Evidence shows that local policies and programs often have an outsized impact in determining the roles that women, girls, and marginalized genders play in public life, including in leadership and the economy. **This is the thesis that led the cities of Barcelona, Freetown, London, Los Angeles, Mexico City, and Tokyo to launch the City Hub and Network for Gender Equity, or CHANGE, in 2020, as an effort to collectively advance gender equity in their city operations, outreach, services, programs, hiring, and partner-supported initiatives.**

**Robust and sustained action is needed — from the local to the national and international level — to achieve gender equity.**

Women, girls, and marginalized genders face considerably more barriers than their male counterparts — including unequal pay, sexual harassment and assault, poorly equipped or dangerous public spaces, fewer job opportunities, lack of transportation, and the unequal distribution of domestic labor and caring responsibilities. Unfortunately, these challenges have only been exacerbated by COVID-19, which has forced an untold number of women out of the workforce.

**Cities are drivers of change that can be repeated and scaled globally.**

There is ample evidence that making progress on gender equality can have a broad, positive impact on a society in ways that can ripple out across countries and the wider world. **By recognizing the intersectionality between**

**gender inequity and other challenges in our communities – from poverty and economic inequality to crime, to racism, to climate change and environmental degradation — cities can address a broader range of challenges while promoting positive structural change.**

Indeed, this understanding has been at the center of recent research, policy innovation, and global initiatives like the Sustainable Development Goals.

**Cities also have an extraordinary opportunity to share lessons learned from their own experiences, and to draw from best practices that are being pursued around the world.**

In particular, cities should evaluate what systems have succeeded in advancing gender equity; how different cities have achieved a more gender-inclusive workforce; what policies can change the way cities do business; and what types of programs are having a positive impact on the ground. With this rigorous exchange of ideas, cities can be at the vanguard of promoting gender equity in ways that make an enormous difference in the lives of their residents.

This toolkit seeks to provide examples for cities around the globe to help advance gender equity, informed by the ongoing efforts of CHANGE's six founding cities. These six cities, which span four continents and reflect hugely different geographies, demographics, and governing structures, have each modeled ideas that contribute to a growing community of practice.

**“Ultimately a more inclusive workforce will contribute to an Organization that visibly demonstrates its core values, has a modelling impact on the communities it serves, and reaps the gains in efficiency and productivity proven to come from gender balanced workforces.”**

– UN SYSTEM-WIDE REPORT ON GENDER PARITY

# Gender Equality Toolkit

Explore four different ways to build Gender Equity in your city.

## The City as an Innovator

Embed gender in city systems

## The City as Employer

Build and maintain a gender-inclusive workforce

## The City as a Provider

Integrate gender in city policies

## The City as a Connector

Work with stakeholders to improve city programs to the benefit of all

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# THE CITY AS AN INNOVATOR

# INNOVATOR

NO. 1

## TAKE STOCK — WHERE DOES YOUR CITY STAND?

Begin by taking stock of where your city stands with respect to gender equality. Undertake a comprehensive assessment of needs, gaps, challenges, and opportunities. Ensure that a diverse range of voices is included in the process — from individuals to civil society groups. Gather gender-disaggregated data. Consider partnering with an outside institution, such as a university or philanthropic entity, to conduct the assessment and issue a report, particularly if staffing or resource challenges exist at the local level.

### Snapshot Los Angeles:



The City of Los Angeles partnered with a local university — Mount Saint Mary's — to produce the first-ever report on the status of women and girls in Los Angeles. The five-part report looked at a broad range of issues, including gender inequality in employment and wages, and sought to identify barriers that make it more challenging for women to reach their full potential. The report provided the data necessary for the City of Los Angeles to establish a broad range of interventions aimed at eliminating gender inequality, including a gender equity toolkit and gender equity action plans.

### Snapshot Freetown:



Between July and September 2018, the City of Freetown engaged a vast range of actors, including 15,000 residents, to conduct a first-hand needs assessment of the city. The City government harnessed the experience, knowledge, and first-hand expertise of the central government, NGOs and representatives from civil society and the private sector to draft its Transform Freetown Initiative, a three-year development vision to address the needs identified. The Initiative has four clusters, including human development. The Mayor of Freetown has made clear that every initiative under the human development cluster should be viewed through a gender lens. Specific goals include reducing maternal mortality by 40 percent and teaching functional literacy skills to 15,000 adults by 2022 with a particular focus on women and girls.

### Snapshot London:



London took a hard look at gender equality through the creation of the Mayor's Equality, Diversity, and Inclusion Strategy, called "Inclusive London." The strategy included the establishment of an evidence base — collecting data on challenges relevant to city-wide inequalities, including gender inequality. The evidence on gender inequality focused on lower levels of pay and higher rates of caregiving and gender-based violence. Based on evidence, the strategy sets out how the Mayor of London will work to address the inequalities and barriers that affect different groups of Londoners, and help to create a fairer and more inclusive city.

REFLECTION QUESTION

Are we collecting gender-disaggregated and/or sex-disaggregated data when measuring the impact of city policies and programs?



## NO. 2

## DRAFT A GENDER EQUALITY ACTION PLAN

City governments are faced with a wide array of responsibilities — from providing ongoing public services to responding to emergencies. Drafting an action plan to tackle gender equality can help provide a blueprint for getting the broadest possible range of city personnel on board, and ensuring implementation of initiatives despite competing priorities. It can also be used to articulate policies, set goals, and help measure progress.

## Snapshot Barcelona:



The City of Barcelona launched its first Gender Justice Plan in 2016, aimed at the elimination of gender inequalities. The City began the process by assessing — in collaboration with women's collectives and organizations — the state of gender inequality in the city. The result was a comprehensive action plan — complete with highly specific targets and indicators by which to measure success — covering a vast range of challenges, from reducing the time spent by women on household chores, incentivizing private businesses to create gender-inclusive workspaces, and tackling sexual harassment and gender-based violence. The City has already approved its second Gender Justice Plan for 2021-2025.

## Snapshot Tokyo:



Tokyo is implementing projects under the Comprehensive Plan for Promotion of Gender Equality, which was formulated as an action plan to comprehensively and systematically promote the initiatives of the Tokyo government, residents, and businesses. This plan is composed of the Women Empowerment Plan and Domestic Violence Prevention Plan, and covers a broad range of issues such as women's empowerment in the workplace, achieving a balance between life and work, and facilitating the early discovery of domestic violence and implementing programs to raise awareness to create a society that will not allow such acts. As the current plan will end in FY 2021, an updated plan to cover FY 2022-2026 is now being formulated.

## INNOVATOR

NO. 3

# ESTABLISH A GENDER EQUALITY ARCHITECTURE

The establishment of a gender equality architecture is key to ensuring policy coordination and accountability. Designate a lead entity/office/department on the issue, empower those in charge, and make it clear that city leadership is fully on board. Designate points of contact across the government if possible. Seek to ensure that as many people as possible feel invested in achieving outcomes, as real progress on gender equality will require a whole-of-government effort.

### Snapshot Mexico City:



Mexico City established a Secretariat of Women to advance its gender equity goals. The Secretariat coordinates with other government entities on gender policies and programs, and serves as the lead across Mexico City's sixteen municipalities. There is frequent communication between the Secretariat and the municipalities who coordinate on gender budgeting issues and reporting, although it is important to note that each municipality defines its own goals and programming.

### Snapshot Barcelona:



Barcelona set up a Department of Gender Mainstreaming to promote the introduction of gender perspective into both the running and organisation of the City Council, and all the policies being implemented. At the same time, and coherently with a dual strategy, it also established the Department for Feminisms and LGBTBI to lead its specific gender equity policies. This includes the fight against gender-based violence, the promotion of women's political and social participation, services on legal, psychological and community support, and gender equity awareness campaigns.

### Snapshot Los Angeles:



The City of Los Angeles established a Gender Equity Coalition to oversee its gender equity policy work. The Coalition comprises the Gender Equity Liaisons designated by all 38 City departments. Each of the liaisons is tasked with overseeing the implementation of Gender Equity Action Plans specifically tailored for their workplace. The liaisons frequently meet to share ideas and best practices and are required to ensure the completion of quarterly progress reports outlining progress toward their gender-focused goals.

### Snapshot Tokyo:



Tokyo is taking a multifaceted approach to promote gender equality in welfare, labor, and other areas. This is conducted under the comprehensive coordination of the Gender Equality Section, Bureau of Citizens and Cultural Affairs. Specific numerical targets have been set for gender equality measures in order to steadily promote and ensure the effectiveness of the Comprehensive Plan for Promotion of Gender Equality. The numerical targets, implementation status of gender equality, and other such data are released in an annual report. Information is also shared at an internal meeting made up of senior directors from about 30 divisions covering all areas of the Tokyo Metropolitan Government, for further promotion of efforts including the examination of new measures.

REFLECTION QUESTION

Has city leadership made  
it clear that gender equity  
is a priority?



NO. 4

## ENSURE GENDER-RESPONSIVE BUDGETING

Cities should make every effort to implement gender-responsive budgeting, which UN Women describes as “an innovative public policy tool for assessing the impact of policies and budgets from gender perspective and for ensuring that policies and their accompanied budgets do not perpetuate gender inequalities but contribute to more equal society for women and men.”<sup>1</sup>

### Snapshot Mexico City:



Mexico City has been working to ensure gender-responsive budgeting for well over a decade. In December 2007, Mexico City issued a budget decree stipulating for the first time that decentralized government departments, delegations, and agencies introduce a gender perspective in executing their programs and actions.<sup>2</sup> This effort has continued to evolve, and today Mexico City requires that 17.3 percent of its 2021 budget is assigned to "Equity and Social Rights" programs and government activities, which includes gender equity.

### Snapshot Barcelona:



Barcelona has instituted a policy of producing gender impact reports on draft regulations on municipal budgets, municipal tax policy tools (tax bylaws, rates and public sector fees) and urban development plans. To do so, the City utilizes a methodology that “enables regulators to understand and assess the repercussions” on gender inequality that may arise from their approval, with the aim of “identifying and preventing the production, maintenance or increase of such gender inequalities.” The City also works to include gender requirements in public procurement and contracts.





## REFLECTION QUESTION

**Are city  
communications inclusive  
and gender-neutral?**

# THE CITY AS EMPLOYER

EMPLOYER

NO. 1

## SET AMBITIOUS TARGETS FOR DIVERSITY IN HIRING/STAFFING AND MONITOR PROGRESS

City leadership — at the highest possible level — should set an example by ensuring that there is gender equity at all levels of city administration, including on boards and advisory councils. Not only is it important from a rights and representation perspective, but research shows that inclusive organizations have greater levels of innovation, creativity, and productivity, and lead to higher levels of employee satisfaction and retention.<sup>3</sup>

Snapshot London:



In the United Kingdom, annual reporting on the gender pay gap is mandatory for employers with more than 250 employees. Since 2016, the London government has not only published data on its workforce pay gap, but has also published a yearly action plan to monitor efforts taken to address the gap. Since 2017, it has also published a yearly ethnicity pay gap action plan, taking into account employees who experience multiple barriers on account of their gender and ethnicity. By publishing a gender pay gap action plan, the Mayor is seeking to lead by example and encourage other employers to take action to address pay gaps.

REFLECTION QUESTION

**Are we making every  
effort to achieve gender  
equity among city staff?**

## EMPLOYER

NO. 2

## PROVIDE ROBUST TRAINING FOR CITY PERSONNEL ON GENDER EQUALITY

The lexicon around gender equity is constantly evolving. Furthermore, efforts to advance gender equity often require sensitive conversations. Consider using outside experts if and when practicable to introduce new ideas and challenge more traditional ways of thinking. Assess the efficacy of training through surveys, polling, and other measures.

### Snapshot Los Angeles:



City personnel responsible for advancing gender equity policies meet at least quarterly and frequently participate in ideation and training sessions, and other professional development opportunities organized by the City's gender equity leads.

### Snapshot Barcelona:



The City of Barcelona's gender equity regulations require that all managers and political officials receive compulsory gender training on advancing gender equity and gender equality.



## REFLECTION QUESTION

**What more can we do to ensure that a diverse range of voices are included in policy-making and management positions?**

## EMPLOYER

## NO. 3

## IMPLEMENT GENDER-SENSITIVE AND FAMILY-FRIENDLY POLICIES

Cities should make every effort to institute a wide range of family-friendly policies. According to UNICEF, “Not only do family-friendly policies pay off in healthier, better-educated children, greater gender equality and sustainable growth, they are linked to better workforce productivity and the ability to attract, motivate and retain employees.” Staff networks—particularly those focused on gender inequality and work/life balance—could be used to inform the development and execution of these policies.

## Snapshot London:



Since 2018, London has provided paid leave to city staff for the parents of premature infants or those needing neonatal care. This is in addition to the paid time off parents receive for traditional family leave. In announcing the policy, the Mayor of London stated that he hoped others would follow suit.



## REFLECTION QUESTION

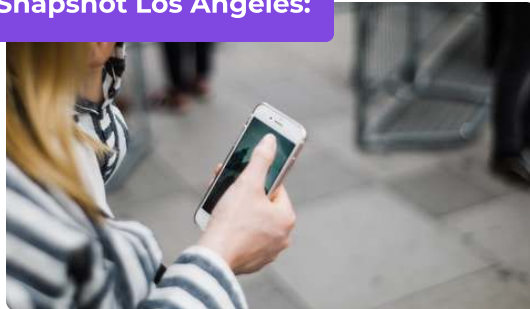
**Is there a safe, accountable, and transparent system for reporting discrimination and harassment?**

NO. 4

## CONSIDER THE ESTABLISHMENT OF A REPORTING SYSTEM

Even when cities have made significant progress toward gender equity, residents may continue to experience sexual harassment, discrimination, and retaliation. It is important to make sure that victims feel safe stepping forward to report issues when they occur. Cities should consider establishing a system for the safe and confidential reporting of harassment, discrimination, and assault and a clearly defined response protocol.

### Snapshot Los Angeles:

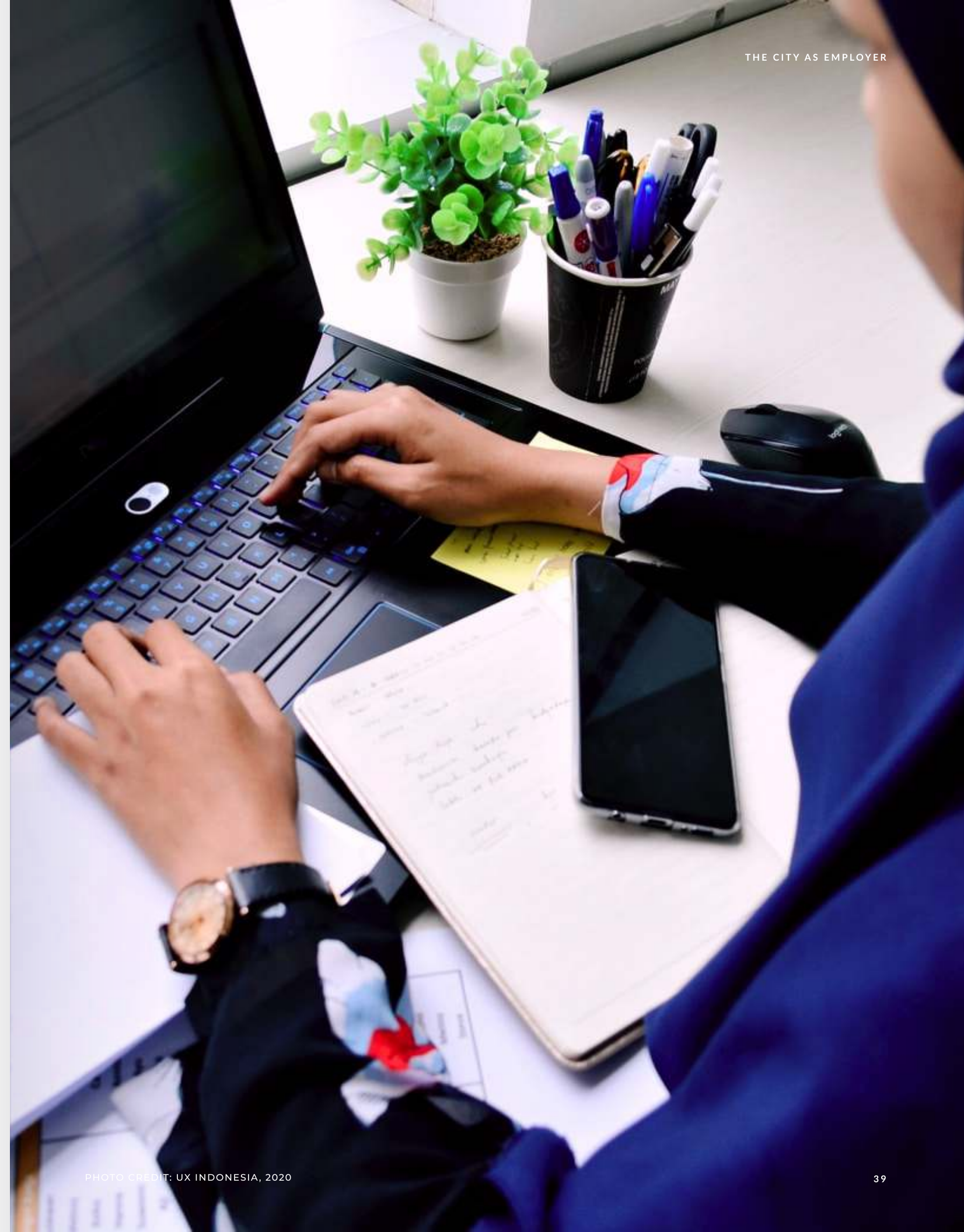


The City of Los Angeles has established My Voice LA, an online portal for prospective, current, and former city employees — including elected officials — who want to report discrimination or abuse, or who are seeking information about their rights. The platform — created in collaboration with outside experts — is overseen by trained officials who review each submission and respond appropriately. The City, in turn, uses the information provided through this portal to improve city policies and services.

### Snapshot London:



Through Project Guardian, London has made it easier for victims to report unwanted sexual behavior on public transport by using a text messaging service, which is routinely promoted across all of the city's public transport networks. Furthermore, the City launched a communications campaign to encourage women to report incidents to the appropriate authorities.



# THE CITY AS A PROVIDER

PHOTO CREDIT: NORALI NAYLA, 2020

NO. 1

APPLY A GENDER LENS TO EVERYTHING

Cities should be fully responsive to the populations that they serve. Every new city policy, program, or initiative should be assessed through a gender lens. For example, in designing new public spaces or transportation initiatives, cities should assess whether they are safe, accessible and welcoming to all members of the community. Is there adequate lighting? Is there access to restrooms and childcare services? Is outreach underway to ensure marginalized populations are aware of city services?

Snapshot Barcelona:



The City of Barcelona realized that women had less access to city-run programs and services, such as job placement or health facilities, because of a lack of flexible childcare services. So the City began operating municipal babysitting spaces for single-parent female families with few resources, women victims of gender violence and families without a community network. Now they have time to work, train or even take a much needed break, increasing their participation in Barcelona’s public life.

Snapshot Los Angeles:



In order to better serve domestic abuse victims, the City of Los Angeles established Domestic Assault Response, or DART Teams, which ensure that specially trained personnel are dispatched with law enforcement when responding to domestic abuse calls. The teams not only provide immediate crisis management, but help victims obtain court orders, shelter placement, and wraparound social services.





### REFLECTION QUESTION

**Are we applying a gender lens to every city policy, program and initiative, recognizing the intersectionality between gender equity and other critical challenges?**

PROVIDER

NO. 2

UTILIZE INTERNATIONAL,  
REGIONAL AND LOCAL LEGAL  
FRAMEWORKS

Use international frameworks, such as the Sustainable Development Goals (SDGs), the Beijing Platform for Action, and the Convention on the Elimination of Discrimination Against Women (CEDAW) as well as regional and local measures to guide the implementation of policies to advance gender equity. Actively participate in international and regional forums focused on reviewing and advancing progress, and undertake robust efforts to measure and report on progress toward achieving stated goals and indicators.

Snapshot Voluntary Reporting:



Five CHANGE cities — Barcelona, Buenos Aires, Los Angeles, Mexico City, and Tokyo — have published Voluntary Local Reviews on their respective progress toward the Sustainable Development Goals, including on SDG 5 (Achieve gender equality and empower all women and girls). International frameworks like the SDGs allow cities to use a common language through which local action and data can be baselined and shared.



PHOTO CREDIT: RANDOM INSTITUTE, 2021

PROVIDER

NO. 3

EXAMINE EXISTING CITY PROGRAMS — CAN THEY BETTER SERVE MARGINALIZED GENDERS?

Cities should conduct an analysis of existing public programs and services to see if they can be redesigned to better serve women and girls and other marginalized genders. New programs or initiatives may not be necessary if an existing effort might be improved.

Snapshot Mexico City:



Mexico City initiated a rainwater collection program in 2019 to help households without reliable access to water capture rainwater for certain household purposes. The program was originally designed as a water access — not a gender equality — program, but roughly one year after the program's launch the staff at the Ministry of the Environment realized that those most impacted by lack of reliable access to water were women. The program now focuses on ensuring that all members of the household share responsibility for the maintenance and care of the rainwater capture system. The program has reduced the amount of time that women spend on unpaid household work, freeing up time for other opportunities, including paid work. The program is now in its third year and is serving approximately 30,000 households.

Snapshot Los Angeles:



The City of Los Angeles launched the Girls Play LA (GPLA) initiative after realizing that girls were underrepresented in the City's sports programs. Further research found that some families may prioritize boys if time and income was limited, and others may not consider it appropriate for girls to be engaged in sports. The program strives to get and keep girls involved in team sports, fitness activities, and living a healthy lifestyle by subsidizing participation and cultivating mentorship.



PHOTO CREDIT: RODNAE PRODUCTIONS, 2021

REFLECTION QUESTION

**Are we continually seeking input  
– both formally and informally –  
from women, girls, and other  
marginalized genders?**



PROVIDER

NO. 4

SEEK INPUT FROM OUTSIDE VOICES/CIVIL SOCIETY

Seeking the input of outside experts is essential for a number of reasons — from helping to secure local buy-in for new policies and initiatives to ensuring that policy makers are continually presented with the latest data and scholarship on advancing gender equity.

Snapshot Barcelona:



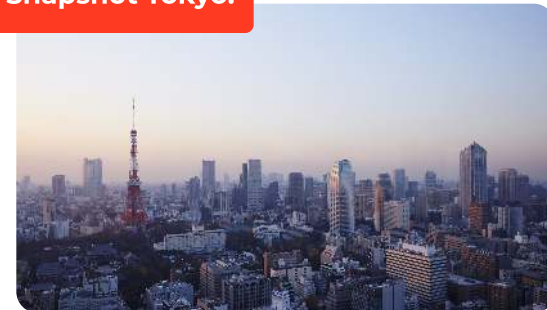
The Barcelona Women's Council, founded in 1994, provides advice and feedback to the municipal government on policies related to the pursuit of gender justice. The council's proposals are routinely considered by the City government, but the City is not obligated to act on them. The council — which includes a plenary committee, standing committee, and working groups — is made up of representatives of feminist and women's organizations, as well as 15 women unaffiliated with any formal organization.

Snapshot London:



London recruited a formal Equality, Diversity and Inclusion Advisory Group, which brings together expert representatives from equality-focused groups and civil society to shape and deliver its Equality, Diversity, and Inclusion strategy. The group helps ensure the experiences of specific groups are represented in policy and programs, as members use their own community networks to draw in a broader range of expertise.

Snapshot Tokyo:



Tokyo has established the TOKYO Council for Women and Men to Shine, in order to promote gender equality through collaboration and cooperation between the people and businesses of Tokyo and the Tokyo Metropolitan Government. The Council is made up of representatives from 32 groups including companies, labor unions, health care organizations, schools, PTAs, and citizen groups.

A network council made up of representatives from the municipalities, judicial courts, lawyers, and NGOs has also been established to promote measures to prevent domestic violence. The council works to steadily promote projects and cooperation among the organizations for comprehensive engagement in Tokyo's measures to prevent domestic violence, and to study mid-to-long-term issues.



PHOTO CREDIT: SHINGI RICE, 2020

# THE CITY AS A CONNECTOR

CONNECTOR

NO. 1

TAKE ACTION TO REDUCE BARRIERS THAT PREVENT FULL PARTICIPATION IN PUBLIC LIFE

Cities can go beyond efforts to ensure equity in their own workforce, and undertake efforts to ensure that women have every opportunity to participate in the private sector as well.

Snapshot Barcelona:



Barcelona has undertaken extensive efforts to apply a gender lens to urban planning to make public spaces safer and more user-friendly for women. After realizing that women used public transport more frequently than men and for shorter trips — often related to household responsibilities and caregiving — Barcelona added additional routes and stops throughout its transport system. Barcelona has also worked to designate more car-free urban areas and has improved street lighting to increase public safety.

Snapshot Freetown:



In order to reduce a significant barrier to women's involvement in the local economy — lack of childcare — the City of Freetown partnered with a private educational group to establish Early Childhood Development Centers within local markets to provide early child development education. The only requirement is that mothers work in the markets. This is part of a broader effort by the Mayor to eventually provide free early childhood education to all children of women trading in markets. In addition, Freetown is providing basic literacy training to market workers.

Snapshot London:



London has made ending gender-based violence (GBV) a priority in an effort to make the city a safer place for women and girls. Launched in 2018, the Mayor's Violence Against Women and Girls Strategy focuses on prevention, tackling perpetrators, and providing protection and support for victims. The initiative was put together through extensive consultation with survivors, subject matter experts, and individuals living in areas with high rates of GBV.

Snapshot Tokyo:



In order to achieve a society that is gender equal, Tokyo is providing counselling support to victims of violence from their spouses or partners. When necessary, consultations with lawyers and psychiatrists, and introductions to specialized agencies are also provided. Other than telephone and in-person consultations, from this fiscal year, consultations through a smartphone app are also provided for the younger generations who prefer this to speaking over the phone.

NO. 2

## EXPLORE INNOVATIVE FUNDING PROGRAMS, PARTICULARLY TO PILOT NEW INITIATIVES AIMED AT GENDER EQUALITY

Cities should consider innovative measures to fund gender equity programs, particularly when city budgets are strained.

### Snapshot Los Angeles:



The Mayor's Fund for Los Angeles, a non-profit organization overseen by an independent board of directors, partners with private, philanthropic, non-profit, and government resources to take on the city's most pressing challenges. The Fund supports programs such as this very CHANGE initiative and funds efforts such as L.A.'s WISTEM (Women in Science, Technology, Engineering and Mathematics) Program, which works to promote gender diversity and pay equity for women in STEM-related fields.





## REFLECTION QUESTION

**Are we capitalizing on new/  
ongoing political or social  
movements to build support for  
advancing gender equity?**

NO. 3

## ENCOURAGE THE PRIVATE SECTOR TO TAKE ACTION TO HELP CREATE A SAFE AND EQUITABLE CITY

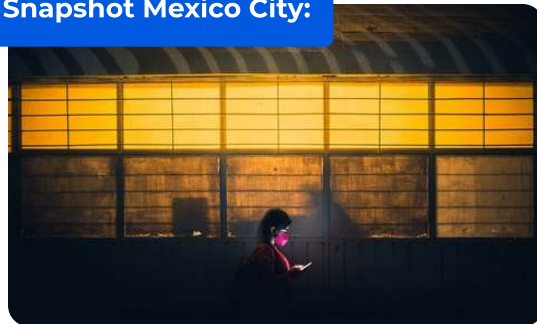
Encourage the private sector to get involved in order to amplify and extend beyond the reach of City initiatives and policies aimed at advancing gender equity. This can be done through the formation of public-private partnerships and the amplification of positive private sector engagement to encourage others to come on board.

### Snapshot London:



The City of London has established an important initiative—the Women's Nightsafety Charter—aimed at making the city safer for women at night. The City has challenged workplaces who employ women at night to do their part in making the city safer by signing a pledge to take certain actions, including designating a lead for night safety within each organization and providing training for staff on how to appropriately respond to victims who come forward. Organizations that join are publicly recognized for signing the pledge.

### Snapshot Mexico City:



The Women's Secretariat in Mexico City recently announced a partnership with Airbnb to ensure women fleeing violence have a safe place to stay as they transition out of dangerous environments (a problem made even more challenging as a result of the COVID-19 pandemic). The Women's Secretariat helps with reservations, while Airbnb covers the cost of lodging.



NO. 4

## BUILD CONNECTIONS BETWEEN CITIES; FOSTER CITY-TO-CITY COOPERATION

Look for every opportunity, including through people-to-people exchanges, to build bridges and share expertise between cities regarding the advancement of gender equity. Actively seek out networks such as CHANGE, Metropolis Women, and C40's Women for Climate in order to share success stories, ascertain best practices, and gain knowledge about how other cities have effectively tackled similar problems.

### Snapshot Global Convenings:



CHANGE cities frequently engage in city-to-city exchanges to advance efforts on a range of issues, including gender equity. For example, Barcelona recently hosted the International Time Use Week and in 2021, Mexico City hosted the Generation Equality Forum and the World Forum on Cities and Territories of Peace.

REFLECTION QUESTION

What more can we do to make  
our cities inclusive, safe, and  
welcoming for all genders?



# MOVING FORWARD

In sum, this toolkit offers a menu of best practices to guide the challenging yet essential work of building more just and equitable cities. Given the distinct governance structures and challenges facing cities, this is not a one-size-fits-all approach. But by learning from the experiences of a diverse group of cities making progress in promoting gender equity, cities can draw from this toolkit to pursue approaches that can be adjusted to meet the specific challenges and needs of their residents.

**The overarching goal that all cities should strive to meet is one where gender equity is considered in every city policy, program, or initiative.**

Here, cities have an enormous opportunity to lead while also increasing public safety, health, and wellness for our people. As with so many other challenges of our time, the work of building more inclusive and equitable societies begins at the local level. By making these changes in our respective communities, we can catalyze the work of changing our world for the better.

## TAKE US WITH YOU

Visit us online to reference these inspiring stories wherever you go: [citieschange.org/toolkit](https://citieschange.org/toolkit)

# ATTRIBUTIONS

This toolkit was inspired by the dedication and creative work happening in the cities represented here. It took shape over a year of conversations, translations, and patient clarifications. We thank all the CHANGE cities who took the time to share the stories of their passion and labor. It is undoubtedly just a limited glimpse into the wide array of gender equity initiatives happening in cities all over the world. We thank you for taking the time to read it and to learn with us as we seek to build more inclusive and equitable communities. We hope that you'll reach out to be a part of the conversation that will inform the work ahead of us.

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## POSITIONALITY

Positionality statements are about acknowledging the perspective from which a toolkit like this one has been developed and presented. This toolkit has been prepared by an independent expert in gender equity policy, based on conversations with city staff and their partners who are working to implement the programs highlighted herein. Any errors in the re-telling are unintentional, and we acknowledge and regret that this brief format does not permit a more thorough analysis of these innovative efforts. We invite you to connect with CHANGE and our member cities to learn more about how these specific initiatives came to be.

## ACKNOWLEDGMENT

We would like to acknowledge and thank the Mayor's Fund for Los Angeles, as well as Splendent Media, the Robert Wood Johnson Foundation, and the Open Society Foundations for their transformational support of CHANGE.

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END NOTES

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DEFINITIONS

1. **Gender Equality:** Gender equality is the same treatment of all people regardless of gender identity. (*International Center for Research on Women*)
2. **Gender Equity:** Gender equity refers to the creation of conditions of fairness that take into consideration the diversity of all people across all genders and identities—not despite their gender, but in response to their gender. (*International Center for Research on Women*)

"Equality" and "equity" are both used throughout this document according to the local contexts of each of the member cities of CHANGE.

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## TEARAWAY

# CITIES WORKSHEET

The aim of the Gender Equity Toolkit is to provide cities throughout the world with a guide to help advance gender equity. It is informed by the ongoing efforts of the six founding cities of CHANGE, each of which represents a different geographic, structural, and developmental context. Recommended here are an array of potential tools that fall within four categories delineated by the major functions of local government:

### The City as an Innovator:

Embedding Gender in  
City Systems

### The City as a Provider:

Integrating Gender in  
City Policies

### The City as an Employer:

Building and Maintaining a  
Gender-inclusive Workforce

### The City as a Connector:

Working with Stakeholders to  
Improve City Programs to the  
Benefit of All

## QUESTIONS

To begin this crucial work, we encourage cities to consider the following questions:

Innovator

- Are we collecting gender-disaggregated and/or sex-disaggregated data when measuring the impact of city policies and programs?
- Has city leadership made it clear that gender equity is a priority?
- Are city communications inclusive and gender-neutral?

Employer

- Are we making every effort to achieve gender equity among city staff?
- What more can we do to ensure that a diverse range of voices are included in policy-making and management positions?
- Is there a safe, accountable, and transparent system for reporting discrimination and harassment?

Provider

- Are we applying a gender lens to every city policy, program and initiative, recognizing the intersectionality between gender equity and other critical challenges?
- Are we continually seeking input – both formally and informally – from women, girls, and other marginalized genders?

Connector

- Are we capitalizing on new/ongoing political or social movements to build support for advancing gender equity?
- What more can we do to make our cities inclusive, safe, and welcoming for all genders?

## NOTES

# ABOUT CHANGE



The City Hub and Network for Gender Equity (CHANGE) was launched in November 2020 with the shared vision and commitment to achieve gender equity within this generation. To empower women in all their diversity, CHANGE harnesses the collective power of cities to transform government services and systems to the benefit of all. Member cities create systemic change by identifying disparities, implementing initiatives to address needs across city operations, and tracking measures for success. CHANGE believes that to be successful, our work must explicitly recognize and address intersecting inequalities predicated upon race, religion, ethnic origin, disability, sexual orientation, and gender identity or expression.

## LEARN MORE

To learn more about CHANGE cities and their gender equity initiatives, please visit [www.citieschange.org](http://www.citieschange.org)

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## ATTRIBUTIONS

This toolkit was inspired by the dedication and creative work happening in the cities represented here. It took shape over a year of conversations, translations, and patient clarifications. We thank all the CHANGE cities who took the time to share the stories of their passion and labor. It is undoubtedly just a limited glimpse into the wide array of gender equity initiatives happening in cities all over the world. We thank you for taking the time to read it and to learn with us as we seek to build more inclusive and equitable communities. We hope that you'll reach out to be a part of the conversation that will inform the work ahead of us.

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