METROPOLIS
GENDER IMPACT ASSESSMENT
2018
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Key definitions

**Gender equality** means “an equal visibility, empowerment, responsibility and participation of both sexes in all spheres of public and private life. Gender equality is the opposite of gender inequality, not of gender difference”.

**Gender impact assessment** is the assessing of policy proposals on any differential impact on women and men, with a view to adapting these proposals to make sure that discriminatory effects are neutralised and that gender equality is promoted.

**Gender analysis**: the systematic attempt to identify key issues contributing to gender inequalities so that they can be properly addressed. Gender analysis provides the basis for gender mainstreaming and is described as ‘the study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc., between women and men in their assigned gender roles’.

The gender and equality dimension should be taken into account in all policies and activities; in the planning, implementation, monitoring and evaluation phases.

**Gender sensitive** means “addressing and taking into account the gender dimension”.

1. Introduction

One of the most groundbreaking aspects of the Metropolis Action Plan 2018-2020 is the introduction of a gender mainstreaming strategy across the association, which incorporated gender equality into our vision and applied gender objectives to all our action lines.

The reason why this strategy is so important is obvious though dreadful: gender inequality is still a reality. Until now, women face unequal access to education, limited political participation, restricted freedom and troubling levels of gender violence, just to name a few setbacks.

Global agendas have been requesting governments of all levels and stakeholders to mainstream a gender perspective into all their policies. We are thus strongly committed to giving visibility to the efforts of our members to promote gender equality and ensure that women and girls have the right to the city and to the metropolis. Today, I am pleased to present the first edition of the Metropolis Gender Impact Assessment, which measures the work behind such a commitment.

At first, assessing the gender impact of Metropolis means reaching a specific deliverable of our Action Plan - “annual reports highlighting main achievements on the inclusion of gender mainstreaming in Metropolis”. Moreover, it brings us closer to our vision: “Metropolises for and by their citizens, where participatory metropolitan governance fosters economic development, sustainability, social cohesion, gender equality and quality of life”. Last but not least, it reaffirms our endorsement to the Agenda 2030 and to the appeal that “gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world”. May this only be the beginning.

Octavi de la Varga
Metropolis Secretary General
May 2019
2. Metropolis commitment on gender equality

Metropolis is committed to implementing the New Urban Agenda and the 2030 Agenda, specifically to comply with Sustainable Development Goal 5 (SDG5): to achieve gender equality and empower all women and girls.

To that end, the new Action Plan 2018-2020 adopted the gender mainstreaming as a strategical line to provide a gender culture to the association, incorporating this vision in all dynamics and structures, fostering metropolitan governance committed to the development of inclusive, safe, resilient, and sustainable cities and communities (SDG11).

STRATEGIC GOALS

1. **Mainstream gender** by strengthening and consolidating the crucial role of gender working line as both an internal, as well as international Metropolis strategy

2. Create, manage and promote the **urban gender knowledge** about the main gender metropolitan policies present in The New Urban Agenda and, therefore, incorporating a gender perspective to Metropolis’ speech

3. **Strengthen the network of external partners**, and better position Metropolis in relation to those partners, including by contributing to their initiatives

OUR MISSION

To connect political leaders, policy makers and practitioners worldwide in order to advocate for metropolitan interests and improve the performance of metropolises in addressing local and global challenges.
OUR VISION

“Metropolises for and by their citizens” where participatory and effective metropolitan governance fosters economic development, sustainability, social cohesion, gender equality and quality of life.

WORKING AREAS

In line with SDG5 and 11 on the 2030 Agenda, we focus on two working areas:

1. **Sustainable mobility**: Promoting metropolitan mobility policies to foster a sustainable, inclusive and safe transport system. Policies that address women’s needs and experiences, democratizing access to goods and services.

2. **Safety and public space**: Promoting the right to the city by encouraging metropolitan policies to ensure safe and inclusive public space, in particular for women.
3. Gender equality highlights

We are 139 governments of major cities and metropolitan areas working together to find common answers to the challenges of metropolisation.

**GENDER ACHIEVEMENTS 2018:**

- 16.5% Metropolises governed by women
- 3 out of 5 Regional secretaries are women
- 46% Women experts
- 9 Activated partnerships with international organisations and urban actors
- 14 Projects with a gender perspective activated
- 4 Global events organised
- 1 Online training course on metropolitan governance: 3 months, 20 participants (65% women, 35% men) from 10 metropolises
- 1 Research study “Safety and public space: Mapping metropolitan gender policies”
- 1 Pilot project Intersectionality in LGTB policies
- 1 System of metropolitan indicators
4. Main Results

**ACTION LINES**

With the adoption of the new **2018-2020 Action Plan**, the gender strategy, through the Metropolis Women tool, was incorporated into the political agenda of the association and its members.

In accordance with Action Plan 2018-2020, we identified three action lines, as well as different results and gender measures developed.
4.1. Action Line 1. Conducting urban diplomacy and advocacy on metropolitan issues

3 side-events under the framework of a global event: 139 participants and 24 experts (70% women, 30% men)

1 side-event organised to launch the Issue paper “Egalitarian metropolitan spaces” (10 speakers, of which 90% were women and 10% were men, and 71 participants)

8 agreements put in place with members, organisations and other international stakeholders

9 activated partnerships: international organisations and urban actors

1 campaign: March 8th, International Women’s Day: Right to equality in our metropolises
4.2. Action Line 2. Contributing to the strengthening of urban capacities for good metropolitan governance


1 issue paper on “Egalitarian metropolitan spaces”

1 research study started: “Safety and public space: Mapping metropolitan gender policies” (one pager)

1 system of metropolitan indicators launched (38 metropolitan indicators with a gender perspective, 51 metropolitan areas involved)

1 webinar titled “Advancing Gender Equality – New roles and new tools for local government”
58 accredited representatives from different local governments and international organisations (48 women, 10 men)

1 online training course on gender metropolitan governance offered only to our members
20 participants (65% women, 35% men) from 10 metropolises

1 Pilot project developed on the topic of: LGTB policies. “Construcción de políticas LGTBI interseccionales en ciudades comprometidas con la Nueva Agenda Urbana”
4.3. Action Line 3. Developing a strong, consultative and sustainable internal governance culture

16.5% metropolises governed by women

7 female representatives on the Metropolis Board of Directors (The Board has 28 members in total)

3 out of 5 Metropolis regional secretaries are women

Collaboration with 100+ experts (48% women, 52% men)

5 internal governance documents that include the gender perspective

17 new members involved in implementing gender strategy

14 Metropolis projects with a gender perspective, with 3 highligths in particular: the Pilot Projects, the Metropolis Observatory and the USE Platform

1 training seminar on gender and communication for the Secretariat General team
4.4. Economic resources

How the funds are used (action lines)

- Pilot Projects: 13%
- Gender mainstreaming: 7%
- Learning and capacity building: 5%
- Observatory and City managers: 19%
- Urban innovation: 11%
- Policy transfer platform: 2%
- Membership activation: 12%
- Statutory affairs: 5%
- Annual meetings: 7%
- Institutional relationships: 3%
- Strategic partnerships: 3%
- Promotion & positioning: 7%
- Marketing and communication: 6%

Where the funds come from

- Membership fees: 0%
- Partnerships with members: 100%
- Partnerships with others: 0%

How the funds are used (action lines)

- L2: 20%
- L1: 80%

Total Budget: 30.009,10 €

## L1

<table>
<thead>
<tr>
<th>Measures</th>
<th>Outcomes and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>L1M1</strong> That global political events, themes, and issues have been closely followed, and responses have been assessed and prioritized for taking up through focused urban diplomacy.</td>
<td><strong>L1M1D3</strong> Political or technical presence at relevant international events</td>
</tr>
<tr>
<td><strong>L1M2</strong> That a common political discourse on key metropolitan topics and a common set of principles have been regularly debated, agreed upon, and communicated widely.</td>
<td><strong>L1M2D1</strong> Metropolis position papers on key issues related to metropolitan governance</td>
</tr>
<tr>
<td><strong>L1M2D2</strong> Political debates within Metropolis annual events regarding major themes</td>
<td><strong>L1M2D2</strong> Metropolis position papers on key issues related to metropolitan governance</td>
</tr>
<tr>
<td><strong>L1M3</strong> That Metropolis both influences the global agenda championing metropolitan governance with a gender perspective and incorporates the main ideas of the gender global agenda in its political agenda.</td>
<td><strong>L1M3D1</strong> All Metropolis position papers and outcomes on key issues related to metropolitan governance include a gender approach</td>
</tr>
<tr>
<td><strong>L1M3D2</strong> Gender parity at Metropolis events and debates, especially in terms of speakers</td>
<td><strong>L1M3D2</strong> Gender parity at Metropolis events and debates, especially in terms of speakers</td>
</tr>
<tr>
<td><strong>L1M3D3</strong> At least one specific event on gender included in the program of Metropolis annual meetings</td>
<td><strong>L1M3D3</strong> At least one specific event on gender included in the program of Metropolis annual meetings</td>
</tr>
<tr>
<td><strong>L1M3D4</strong> Liaison with other partners to force debates about the inclusion of gender vision into local policies</td>
<td><strong>L1M3D4</strong> Liaison with other partners to force debates about the inclusion of gender vision into local policies</td>
</tr>
<tr>
<td><strong>L1M5</strong> That a lobbying strategy has been designed that champions Metropolis position on different metropolitan concerns.</td>
<td><strong>L1M5D1</strong> Lobbying strategy agreed by the Board of Directors</td>
</tr>
<tr>
<td><strong>L1M7</strong> That Metropolis contributes actively to UCLG and the Global Taskforce, whilst being treated as key partners.</td>
<td><strong>L1M7D2</strong> Political / Technical presence at UCLG and GTF events</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status</th>
<th>Meaning</th>
</tr>
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<tr>
<td>✓</td>
<td>Attained</td>
</tr>
<tr>
<td>✓</td>
<td>In progress</td>
</tr>
<tr>
<td>✗</td>
<td>Not developed</td>
</tr>
</tbody>
</table>
### L2

#### Measures

| L2M1 | That an agreed number of pilot projects are collaboratively implemented by member cities, in accordance with Metropolis vision. |
| L2M2 | That the outcomes of all Metropolis projects and initiatives are actively considered as a whole through a process choreographed by the Metropolis Secretariat General to ensure the transferability and dissemination of those outcomes. |
| L2M3 | That the Metropolis Observatory and the Policy Transfer Platform are placed at the centre of the association as key means to learn and share models and specific experiences, as well as tools about engaged metropolitan governance. |
| L2M5 | That a full gender-sensitive and effective plan on learning and capacity building (including Metropolis International Training Institute) is created, framed by the Metropolis vision and using Metropolis tools. |
| L2M6 | That an agreed set of metropolitan governance tools are made available to city members, and support is actively given for their use in monitoring and assessing quality of life in those cities. |
| L2M9 | That central knowledge spaces are created and fostered concerning gender-sensitive policies. |

#### Outcomes and deliverables

| L2M1D2 | Execution of 6 pilot projects, one per main strategic theme, led by a member and transferred to other metropolises |
| L2M1D3 | Annual call for pilot projects |
| L2M2D1 | Knowledge management strategic plan |
| L2M2D2 | Metropolis Observatory |
| L2M2D4 | Metropolis website |
| L2M3D1 | At least one issue paper on key themes related to metropolitan and/or urban governance |
| L2M3D2 | Progress updates of the Policy Transfer Platform in terms of: number of case studies from members as well as number of new experts and interactions among them |
| L2M3D3 | One annual event of the Metropolis Observatory |
| L2M5D1 | Annual gender-sensitive and effective plan on learning and capacity building |
| L2M5D2 | Calendar of events and training program |
| L2M6D1 | Metropolis Observatory and Policy Transfer Platform as a metropolitan governance toolkit |
| L2M9D1 | Gender-sensitive technical and academic events within the framework of annual events |

**Attainment Status:**
- **V** attained
- **O** in progress
- **X** not developed
<table>
<thead>
<tr>
<th>Measures</th>
<th>Outcomes and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>L3M4</strong></td>
<td><strong>L3M4D1</strong> Internal communication plan containing process map 〇</td>
</tr>
<tr>
<td>That an internal and external communication plans, sensitive to gender relations, are designed and implemented.</td>
<td><strong>L3M4D2</strong> Annual communication plan including actions and a calendar 〥</td>
</tr>
<tr>
<td><strong>L3M8</strong></td>
<td><strong>L3M8D1</strong> Annual reports highlighting main achievements on the inclusion of gender-mainstreaming in Metropolis 〥</td>
</tr>
<tr>
<td>That gender-mainstreaming approach is applied across the organization, including in the planning and execution of strategies and activities of the Association, and in the use of gender-inclusive language in official documents and communications.</td>
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</table>
6. Gender indicators forecast

Regarding our gender mainstreaming strategy, we have determined 10 gender indicators to monitor whether we achieve the gender objectives set out in the 2018-2020 Action Plan:

**Metropolis Gender Indicators (GI) for a successful gender mainstreamed strategy**

GI_01. Nº of gender debates launched per year (members’ political agenda)
GI_02. Nº of women experts participating in Metropolis's events
GI_03. Nº of gender partnerships activated
GI_04. Nº of gender campaigns carried out
GI_05. Nº of gender projects launched
GI_06. Nº of gender papers drawn up each year
GI_07. Nº of Metropolis projects that incorporate the gender perspective
GI_08. Nº of internal/external training courses
GI_09. Nº of internal governance documents include the gender perspective
GI_10. Nº of women in Metropolis' internal governance structure

The infographic below shows the results obtained for gender indicators in 2018, as well as the forecasts for the following two years: 2019 and 2020.

**Gender indicators forecast, 2018-2020**
If we analyse the forecasted trends, we can see, on the one hand, the commitment to consolidating Metropolis’ gender strategy, while on the other hand we can see –with the mission of keeping the work towards our objective of breaking down certain biased gender stereotypes relating to people, their capacities and social roles– that certain indicators show this in particular, especially: 3, 7, 9 and 10. These indicators have the dual objective of raising awareness among our membership and incorporating the identified gender inequalities into the global urban agenda.

Our commitment to implementing gender mainstreaming strategy for the coming years will focus on the following measures:

**L1**

- Position Metropolis as a global benchmark in urban gender policies, aligned with the New Urban Agenda
- Engendering Communication Tools: international campaigns, interviews, thematic facts on gender and urban space: Gender Keys
- Promote strategy gender partnership with our members as well as with international organisations and urban actors worldwide

**L2**

- Develop, implement and disseminate gender-sensitive urban knowledge
- Strengthen the gender- mainstreaming approach in Metropolis projects
- Implement a full gender-sensitive and effective trainings on learning and capacity building

**L3**

- Include positive action measures for parity in Board of Directors
- Ensure gender balance in the selection of experts, speakers and participants to an activity as well as in their content.
- Design and implementation of annual reports highlighting main achievements on the inclusion of gender mainstreaming in Metropolis
Annex I. Action Line 1. Conducting urban diplomacy and advocacy on metropolitan issues

8 agreements in place:

- Collaboration agreement between Barcelona City Council and Metropolis to boost metropolitan governance from a gender perspective.
- Collaboration agreement between the City of Berlin and Metropolis to manage the “Policy Transfer Platform”.
- Collaboration agreement between Intendencia de Montevideo and Metropolis to carry out the Pilot Project “Intersectionality in LGBTI policies”.
- Contract signed with the Open University of Catalonia to design and implement an online training titled “Metropolitan Governance”.
- Agreement with Fundació Catalunya Europa to collaborate on the development of a system of metropolitan indicators on inequalities.
- Consultancy contract signed with the London School of Economics – LSE Cities. System of Metropolitan Indicators (SMI).
- Contract signed with Women in Cities International to draft a research study on safety and public spaces.
- Contract signed with Atzar Films to create an institutional video about the association.

9 activated partnership:

- European Committee of the regions
- European Commission_ DG Justice_ Unit D2 Gender Equality
- WICI
- Gender Hub
- Genre et Ville
- WEDO
- Cities Alliance
- UOC
- CGLU
### PARTICIPATION IN GLOBAL EVENTS

<table>
<thead>
<tr>
<th>Global events organised by</th>
<th>Metropolis events</th>
<th>Day</th>
<th>Month</th>
<th>Title</th>
<th>Location</th>
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<tbody>
<tr>
<td>1</td>
<td></td>
<td>22-26 Jan-18</td>
<td></td>
<td><strong>UCLG Retreat and Campus</strong></td>
<td><strong>Barcelona, Spain</strong></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>9   Feb-18</td>
<td></td>
<td><strong>WUF 9. Metropolitan policies to implement Sustainable Development Goals and the New Urban Agenda: safe cities for women and girls (side event)</strong></td>
<td><strong>Kuala Lumpur, Malaysia</strong></td>
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<tr>
<td>1</td>
<td></td>
<td>12  Apr-18</td>
<td></td>
<td><strong>Webinar: Advancing Gender Equality – New roles and new tools for local government</strong></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>23-25 May-18</td>
<td></td>
<td><strong>MEGA EVENT:</strong> 4th Smart Cities India 2018 Expo</td>
<td><strong>New Delhi, India</strong></td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>1   May-18</td>
<td></td>
<td><strong>Side-event:</strong> &quot;Metropolitan strategies to achieve Safe Cities for Women and Girls: the New Urban Agenda and Sustainable Development Goals as a real opportunity&quot; (side event)**</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>25  Jun-18</td>
<td></td>
<td><strong>Presentation of the Issue paper 4. Egalitarian metropolitan spaces</strong></td>
<td><strong>Brussels, Belgium</strong></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>27  Aug-18</td>
<td></td>
<td><strong>2018 Metropolis Annual Meeting, Safety and Public Spaces: Mapping Metropolitan Gender Policies in Public Spaces (Parallel Session 10)</strong></td>
<td><strong>Gauteng, South Africa</strong></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>1   Oct-18</td>
<td></td>
<td><strong>Metropolis Online Training: online course on metropolitan governance</strong></td>
<td><strong>Online</strong></td>
</tr>
</tbody>
</table>
Annex II. Action Line 2. Strengthening capacities for metropolitan governance

The research project on “Safety and public space: Mapping metropolitan gender policies” sheds light on our members’ involvement in ensuring that women and girls have the right to the city. It does this by defining indicators and mapping out policies, strategies and tools to promote safety and accessibility in streets, squares, parks, neighbourhoods and, eventually, all metropolitan public spaces.

**Indicators**

- % of members with strategies to respond to VAWG
- % of members with strategies to prevent VAWG
- % of members with a transformative approach to ending VAWG
- % of members using technology as a tool in their policies
- % of members that use education and awareness raising
- % of members that have policies that address public transportation
- % of members that have more than one kind of policy to address VAWG in public spaces
36% of the members of Metropolis have policies to address women’s safety in urban public spaces.

The 83 policies identified were grouped into themes and qualified as:

**responsive**: policies that respond to sexual violence after it happens

implemented by **49%** of members

**preventative**: policies that aim to prevent sexual violence before it can happen

implemented by **61%** of members

**transformative**: policies that strive to be transformative and aim to eradicate the entrenched systems of oppression that consequently perpetuate violence against women and girls in society

implemented by **26%** of members

Public transportation is the leading area where preventative policies are applied. These policies ensure that women and girls move around freely and with ease, and consequently have access to opportunities across the metropolitan spaces.

Technology is mostly necessary as an instrument of responsive policies. It creates user-friendly methods to report sexual violence, disseminate information to victims, and collect data to assess high risk areas.
**Type of policy per region**

![Bar chart showing the distribution of policy typologies by region.]

**Summary of policy typologies**

![Bar chart showing the distribution of policy typologies by sector.]
# Metropolitan Indicators System (MIS)

## OVERVIEW OF INDICATORS (38 IN TOTAL)

### A. Context and governance

1. Metropolitan population**
2. Metropolitan area
3. Density
4. Leadership of policy sectors (survey)**
5. Fiscal decentralisation
6. Territorial fragmentation
7. Metropolitan coordination
8. National prominence (budget)
9. Fiscal autonomy
10. Total budget per capita

### B. Economic development

1. GDP per capita
2. GDP or Employment share by sector
3. Prominence (GDP)
4. Unemployment**
5. Economic density
6. Informal economy (% of jobs)

### C. Social cohesion

1. Literacy rate*
2. Poverty rate**
3. Income inequality
4. Foreign born population*
5. Murder rate*

### D. Gender equality

1. Share of elected women in local government
2. Women in work force
3. Enrolment of female school-aged population
4. Gender pay gap
5. Legislation on gender equality (survey)****

### E. Environmental sustainability

1. Air quality
2. CO₂ emissions
3. Car ownership
4. Green space
5. Waste generated per capita
6. Wastewater collection (% access)
7. Renewable energy (%)

### F. Quality of life

1. Life expencancy*
2. Affordability of housing
3. Affordability of transport
4. Higher education enrolment*
5. Urban fragility index

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*Data disaggregated by sex

**Data disaggregated by sex and age

***See next page

****This indicator will be developed further based on discussions with Metropolis
Annex III. Action Line 3.
Developing a strong, consultative and sustainable internal governance culture

Members governed by women: Antananarivo, Atlanta, Baghdad, Barcelona, Bucharest, Mexico City, Colombo, Dakar, Durban, Gaziantep, Libreville, Île-de-France, Madrid, Malé, Montréal, Nouakchott, Rosario, Santiago de Chile, Sofia, South Tangerang, Surabaya, Turin, Tunis

Members represented by women at the Metropolis Board of Directors: Barcelona, Mexico City, Dakar, Madrid, Montréal, Nouakchott, Metropolis Women.

Regional secretaries: Mr. Liu Baochun, Ms. Barbara Berninger, Mr. Nelson Fernández, Ms. Mariana Flores, Ms. Rahmatouca Sow Dieye

Internal governance documents including gender perspective:
- Metropolis Statutes
- Memorandum of Agreement entered into by and between Gauteng Tourism Authority, Gauteng Provincial Government and Metropolis on the occasion of the 2018 Metropolis Annual Meeting
- Annual Gender Assessment
- Metropolis Style Guide
- Supplier selection criteria


Training seminars for staff: Making videos on the road (from a gender perspective)

Staff at the Secretariat General: Silvia Llorente, Project Officer for Metropolis Women
Metropolis Gender Mainstreaming Projects:

• **Pilot Project:**
  - Gender Specific Subject
  - Gender Clauses
  - Gender parity on the Jury
  - Commitment to integrating the gender perspective in project management and content creation, namely:
    1. Gender parity in the implementation of project activities
    2. Metropolitan data disaggregated by gender

• **USE/PTP:**
  - Gender mainstreaming across the platform
  - Increase in the number of gender case studies by Metropolis members
  - Integrating a gender perspective when formulating, implementing and managing the PTP, and while promoting its contents
  - Making sure that non-sexist language is used and that the Metropolis brand identity is integrated in the PTP communication strategy
  - Designating a person to provide technical support for implementing a comprehensive gender strategy for the management of the PTP, while promoting its contents

• **Observatory:**

  *Issue Papers:*

  - Terms of reference: The text must incorporate non-sexist language, as well as the gender perspective in both the content and analysis of the subject of study, including the cited data disaggregated by gender.

  **LSE: MOU.**

  1. Develop a System of Metropolitan Indicators (SMI) including the gender perspective
  2. SMI: This should also incorporate the gender perspective, as well as gender-disaggregated data, as far as possible
  3. Use of gender sensitive language
  4. Using the structure proposed by Metropolis in the Terms of Reference (ToR) and accompanying documentation (namely, the six ‘Blocks’: Metropolitan Governance, Economic Development, Social Cohesion, **Gender Equality**, Sustainability, and Quality of Life)
Gender mainstreamed Metropolis Project. 14 projects with a gender perspective, especially 3 of them: Pilot Projects, Metropolis Observatory and the USE Platform.

**CODE AND PROJECT**

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<thead>
<tr>
<th>Code</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>P004</td>
<td>Pilot Projects coordination</td>
</tr>
<tr>
<td>P005</td>
<td>Membership activation North America</td>
</tr>
<tr>
<td>P006</td>
<td>Membership activation Latin America</td>
</tr>
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<td>P007</td>
<td>Membership activation Europe</td>
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<td>P008</td>
<td>Membership activation Africa</td>
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<td>P009</td>
<td>Membership activation Asia Pacific</td>
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<td>P010</td>
<td>Metropolis Congress and annual meetings</td>
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<td>P011</td>
<td>Metropolis Media</td>
</tr>
<tr>
<td>P012</td>
<td>Metropolis Observatory</td>
</tr>
<tr>
<td>P013</td>
<td>Policy Transfer Platform</td>
</tr>
<tr>
<td>P014</td>
<td>Promotion and positioning</td>
</tr>
<tr>
<td>P017</td>
<td>Learning and training</td>
</tr>
<tr>
<td>P018</td>
<td>Strategic partnerships</td>
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