



**Diputació
Barcelona**
xarxa de municipis

Department of International Relations

URB-AL NETWORK No. 12 PROGRAMME: “THE PROMOTION OF WOMEN IN LOCAL AUTHORITIES”

OPERATIONAL PLAN

Barcelona, March 2003

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I.- EXECUTIVE SUMMARY

1.- Brief description of the Project

* **Name**

URB-AL Programme. Network 12: “The Promotion of women in local authorities”.

* **Network members by country**

The Network is made up of around 150 members and 35 associated institutions from the following countries (see attached list).

In the European Union: Germany, Belgium, Spain, France, Greece, Ireland, Italy, Portugal, United Kingdom and Sweden.

In Latin America: Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, El Salvador, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.

* **Sector of intervention**

The project will act on the promotion of women in the local authorities in Europe and Latin America.

* **Unit responsible for coordination**

Office of International Relations from Diputación de Barcelona

Director: **María Dolors Renau**

Executive and Administrative Director: **Eva Gispert**

Coordinator of Common Project: **Montserrat Tosquilla**

Head of the European Cooperation Department: **Xavier Tiana**

Administrative and Financial Advisor: **Josep Rodríguez**

* **Start date**

1st January 2003

* **Length of the project**

3 years

✳ **End date**

31st December 2005

2.- **Presentation of the overall plan according to the logic of intervention**

✳ **Overall project strategy**

✓ **General objective of the network:**

To share experiences and promote common projects between local bodies in countries of the European Union and Latin America in order to propose new city models through the transversal implementation of policies concerning equal opportunities and the promotion of active citizenship lead by women.

✓ **Specific objectives:**

- To initially diagnose the current situation of citizenship exercised by women, the level of implementation of the policies of equal opportunities and gender policies by those participating in the network and the representation of women in the local authorities, using this as the basis for the preparation of common projects.
- To promote communication on ideas and experiences among the members in terms of the subject of the network, creating flexible channels for this purpose.
- To prepare common projects aimed at increasing the presence of women in the different areas of the local authorities and to improve their quality of life in cities.
- To identify, promote and advertise good practices in areas involved in the Network, applying a strategy of gender transversality.
- To create an area for comparing, informing on and researching ideas and programmes aimed at improving the exercising of citizenship by women through the start-up of a resource centre for the Network.

- To improve the leadership of women and their participation in the local authorities through training and sensitisation actions dealing with the issue of gender.
- To disseminate the results and actions of the network and to uphold it.

✓ **Strategic goals**

- To guarantee the full exercising of citizenship for all women.
- To increase the presence and leadership of women in all areas of decision-making in everyday citizenship, bearing in mind their diversity.
- To promote all women with difficulties in accessing social assets until they reach their corresponding level of participation in the community.
- To adapt the design of cities and the needs of everyday life to people, acknowledging and giving value to the contributions and wishes of women in general and contributing towards improving their quality of life and well being.

✓ **Beneficiaries**

- Women with political and technical responsibilities in local corporations.
- Women with leadership capabilities of any type (economic, social cultural, etc.).
- Women with difficulties in accessing social assets until they reach their corresponding level of participation in the community.

✓ **Expected general results**

- Greater self-organisation by women as a group capable of reflecting on their interests and ensuring a growing role in the decisions of cities and in the definition of their model of coexistence.

- The definition of transversal policies concerning the promotion of women's participation, including those with greatest difficulties, in the cities.
- The shaping of cities as areas of coexistence, providing of integration for all, independent of their origins or social level, and in which violence is eradicated as a way of solving disputes.

✓ **Main activities**

- Activity 1: Initial diagnosis.
- Activity 2: Operational Plan.
- Activity 3: Implementation of an internal information and communication system and exchange among partners.
- Activity 4: Creation of a Resource Centre.
- Activity 5: Holding of annual seminars.
- Activity 6: Implementation of common Projects among Network members.
- Activity 7: Preparation of a catalogue of Good Practices.
- Activity 8: Preparation and implementation of a councillor and mayor training plan for women.
- Activity 9: Publications.
- Activity 10: Monitoring and appraisal of the programme.

II.- BACKGROUND

1.- Creation of the Project

Since it was created in 1995, the URB-AL Programme has been a compulsory reference in the field of international cooperation among cities from different continents.

Its success is basically due to a simple principle: sharing experiences among local institutions from the European Union and Latin America and bringing them together in the search for approved solutions to the growing challenges facing cities.

Membership to and work in the network, which respects the differences among its members, provides each one with the opportunity to learn from another. URB-AL is a programme directed by and at cities.

Acknowledged during the Rio Summit of the Heads of State and Government of the two Regions in 1999, URB-AL is yet another instrument to help local groups to become directly involved in international cooperation.

The Programme is based on a common patrimony of cultural, political and economic values between the European Union and Latin America and focuses on the support for local institutions to respond to the aspirations of citizens.

On 29th December 2000, the European Commission decided to continue with the URB-AL Programme, expanding and diversifying its activities and providing it with greater financial resources.

URB-AL seeks to support local institutions in the implementation of specific projects in cities, strengthening the exchange of experiences and turning them into common projects.

Thus, cities will be supported in their efforts to improve, together with civil society, the living conditions of their inhabitants.

2.- Main Project Characteristics

URB-AL is a decentralised cooperation programme of the European Commission:

- ✓ It covers the main areas of **urban policies**.
- ✓ It is aimed at both the **local organisations** of the European Union and Latin America and at **other agents of the urban sector**.
- ✓ **Decentralised**, in which all activities are prepared, proposed and put into practice by their participants.
- ✓ Based on the reciprocal exchange of experiences among the participants, leading to **mutual benefit**.

Those participating in this programme are grouped together **freely**, according to one or various subjects related to the city.

It is a programme that has shown its capacity since its creation in 1995 and in which over 700 local organisations have participated.

It allows for access to many **international contacts** through which long-term relations are established between local European and Latin American organisations, **leading to other fruitful initiatives**.

Co-financed by the European Commission with important resources, it contributes towards specifying several of the priorities defined by the Heads of State and Government of the European Union, Latin American and Caribbean countries meeting in Rio de Janeiro in 1999, since which time they have been continually reaffirmed: particularly the fight against poverty and social imbalances, the promotion and protection of Human Rights and the promotion of the information society.

* Its objectives are:

To develop **direct, long-term relations** between local European and Latin American organisations through the dissemination, acquisition and application of **practical improvements** in the field of urban politics. In particular:

- ✓ To strengthen the capabilities to act of the local organisations in terms of social, economic and cultural development in urban areas, including the start-up of collective equipment.

- ✓ To develop the structural capabilities of the local authorities, particularly through the training of human resources.
- ✓ To promote partnerships between local organisations and representatives of civil society.
- ✓ To develop the capability to act by small and medium-sized cities (PMC) within the framework of the internationalisation of its relations.
- ✓ To promote "good practices" in terms of local European and Latin American development, respecting their local singularities.

* Its organisation

- ✓ The URB-AL programme is currently in its second phase.
- ✓ The first phase of the programme arose from the decisions made by the Commission on 20th December 1995 and 19th February 1998.
- ✓ It is organised around the following 8 issues:
 - Drugs and the city.
 - Preservation of historic urban contexts.
 - Democracy in the city.
 - The city as a promoter of economic development.
 - Social urban policies.
 - Urban environment.
 - Management and control of urban planning.
 - Control of urban mobility.
- ✓ The second phase of the programme arose from the decisions made by the Commission on 29th December 2000 and 31st July 2001.
- ✓ In this phase, 5 new issues were added to complement those from the first phase:

- Local financing and the participative budget.
 - The struggle against urban poverty.
 - The Promotion of women in local authorities.
 - The city and the information society.
 - Citizens' security in the city.
- ✓ Each of these 13 issues in the URB-AL programme has a subject network, coordinated by one local organisation.
 - ✓ The subject network brings together all of the participants wishing to cooperate in the issue in question. The network coordinator ensures that the information is disseminated among the participating network members, organises periodical work meetings among them and enables them to remain in permanent contact. The network also constitutes a place for joint reflection on the corresponding issue.
 - ✓ Within the framework of each of these subject networks, the common projects are designed and put into practice. These bring together the participants in a subject network who wish to deal with one of the specific aspects of the issue in question in greater detail. They seek to specify the exchange of experiences developed in the subject networks. Their activities particularly seek to identify solutions to common problems posed by the participants and to propose answers to them through the adoption of specific measures, respecting the singularities of each one.

✓
* **Why Diputación de Barcelona proposed the coordination of network 12**

In 2002, Diputación de Barcelona presented a proposal to the European Commission to coordinate **Network 12**, which was selected: “**The promotion of women in local authorities**”, given that its objectives coincided with the priorities and programmes carried out by the Corporation over recent years. The activity of Diputación has, for several years, sought to promote municipal networking initiatives, to encourage international cooperation projects

and to carry out, in the Province of Barcelona and in other places and countries, projects aiming at helping women fully exercise their citizenship. (see <http://www.diba.es>)

III.- PROJECT JUSTIFICATION

1.- Main conceptual issues

The proposal of Diputació de Barcelona for Network 12 “The Promotion of women in local authorities” is supported by **two conceptual issues**:

- * **The existence of an institutional theoretic framework of reference to configure current trends in terms of local politics.**

Various recent international meetings and a great deal of research and directives by different bodies, including the European Commission, have established a wide theoretic consensus in terms of the following aspects:

- ✓ **Equality as a legal principle:** The European Charter for Women in the City (1994), the 4th World Conference on Women (Beijing, 1995) and the Beijing +5 International Conference (New York, 2000) are a vital reference to placing the obtaining of equal opportunities for men and women as a top priority in political agendas. In these forums, governments, the international community and civil society have been pressed to adopt the necessary means to eliminate discrimination against women and the obstacles against globally considered equal opportunities. The basic issue marking the Platform of Action created after the 4th World Conference on Women is the decided commitment of state, regional and local governments in terms of the suitable mobilisation of the resources and mechanisms of change to work in favour of equal rights, responsibilities, opportunities and the active participation of men and women in society and in the institutions representing it.
- ✓ **The Implementation of Gender Policies as an instrument for equal opportunities:** Different treatment in relation to gender and that is often only applied due to the fact of belonging to a certain group (women), aside from the

personal capabilities of its members, logically leads to the alteration or annulment of equal opportunities. To avoid sex discrimination, the European Union Treaty of Amsterdam explicitly reaffirms equality between men and women as the prime objective of the Community and declares that it will promote the encouragement of equal opportunities between men and women in all of its actions. Although gender policies or equal opportunity policies are often different in each place, their ultimate objective is to enable both sexes to have to same opportunities to participate in the fields of work, education, culture, politics and social lives in general.

- ✓ **Transversality of gender policies or *Mainstreaming*:** The perspective of gender implies different ways of acting and observing when preparing and applying municipal policies aimed at both men and women, with their different needs. This type of policy must be developed transversally to be able to respond to the needs and demands of women from all areas of municipal action through policies of Equal Opportunities. The European Commission defines this concept of “*Gender Mainstreaming*” as the need to review the supposed neutrality of administrative and management policies and practices from the systematic viewpoint of the different situations, interests and needs of men and women and from each of the phases and mechanisms that exist for their planning, design, implementation and appraisal.
- ✓ **The suitability of the municipalities as areas of social relations and cohesion:** The desire to guarantee complete citizenship and equality in the different areas of social life is a challenge in which the local authorities have a central role. The concept of citizenship is directly linked to the concept of the city and this to that of the local authorities, given that true citizenship implies being a full member of a community.

Equality cannot be achieved without starting a combination of changes concerning the everyday lives of people and, therefore, concerning their region. Within the framework of the cities is where the realisation of the rights and the capacity of the group action is often found in issues such as the fight against the growing poverty of women, against violence,

against unemployment, against the lack of resources for people cared for by women, etc. The local authorities can and must promote and support the different forms of collective participation in which citizens accept their part of the responsibility in the organisation of common areas, forms of life and links of solidarity. Traditionally, the organisation of everyday life has not generally taken women, their work, their demands and their areas into account. Cities have not been designed for women or by women, nor have then taken their needs and experience into account.

✳ **The political, economic and social situation of women in European Union and Latin American countries recommends the development of a project of these characteristics.**

- ✓ **The evolvement of the community organisation of women in Latin America will enable European cities to include new experiences in their design of coexistence and well being.**
- Knowledge of these experiences in Latin American countries will be an excellent opportunity for exchange and enrichment for the Europeans.
 - ✓ **The impact of the globalisation process on the welfare of poor women, particularly in Latin America but also in European countries.**
- Poverty is being feminised: The female collective is not particularly benefiting from the current economic process insofar as the unequal distribution of wealth is increasing and a reversal of welfare policies have been perceived in many countries. Simultaneously, globalisation is leading to slower rhythms of economic growth and employment creation in countries not involved in the centre of world trade (Nicaragua, Honduras, Guatemala, Bolivia, Paraguay, Ecuador or Peru, amongst others), so that large sectors of the population, including women, are being excluded from the labour market.
- Globalisation is reducing the safety margin of the States to introduce equal opportunity policies onto the labour market and to develop welfare and service policies that can assume of the tasks

that were traditionally undertaken by unpaid women. In practice, the budgets tend to slow down these policies in some European countries and are not even started up in some Latin American countries. The Network created proposes the development of common projects that will allow women to reduce any negative impact on their personal lives or welfare from the global market through local equal opportunity policies.

- ✓ **Growing sensitisation in EU and Latin American countries concerning the need to increase the presence of women in politics in order to increase their democratisation.**
- Women, through greater representation, participation and communication, are capable of introducing new issues for reflection into the local political agenda regarding policies concerning those people who, in fact, constitute half of the population.

2.- Key target groups

The actions proposed in the network are aimed at the female collective in general and, more particularly, at **key target groups** such as:

- ✓ Women with political and technical responsibilities in local corporations.
- ✓ Women with leadership capabilities of any type (economic, social cultural, etc.).
- ✓ Women with difficulties in accessing social assets until they reach their corresponding level of participation in the community.

IV.- NETWORK IMPLEMENTATION

1.- General objective

To share experiences and promote common projects between local bodies in countries of the European Union and Latin America in order to propose new city models through the transversal implementation of

policies concerning equal opportunities and the promotion of active citizenship by women.

2.- Specific objectives

- ✓ To initially diagnose the current situation of citizenship exercised by women, the level of implementation of the policies of equal opportunities and gender policies by those participating in the network, using this as the basis for the preparation of common projects.
- ✓ To promote communication on ideas and experiences among the members in terms of the subject of the network, creating flexible channels for this purpose.
- ✓ To establish and/or improve an identification system of good practices and to prepare common projects aimed at increasing the presence of women in the different areas of the local authorities and to improve their quality of life in cities.
- ✓ To create an area for comparing, informing on and researching programmes aimed at improving the exercising of citizenship by women through the start-up of a resource centre for the network.
- ✓ To support the leadership capabilities of women and their participation in the local authorities through training actions.
- ✓ To disseminate the results and actions of the network and to guarantee its sustainability.

3.- Expected results

- ✓ Greater self-organisation by women as a group capable of reflecting on their interests and ensuring a growing role in the decisions of cities and in the definition of their model of coexistence.
- ✓ The definition of policies promoting women's participation, including those with greatest difficulties, in the cities.
- ✓ The shaping of cities as areas of coexistence, providing of integration for all, independent of their origins or social level, and in which violence is eradicated as a way of solving disputes.

4.- Activities

4.1. The central issues of the activity

The network will have three main issues of activity that are considered of mutual interest for all members:

- ✓ The contributions of women in the construction of the city model. (1)
- ✓ The development of democracy based on the greater participation of women in local politics. (2)
- ✓ The improvement of the city as an area of coexistence and well being. (3)

The three central issues are related to the strategic goals of the programme, as indicated in the following table:

Strategic Goals	Central issues of action
To guarantee the full exercising of citizenship for all women.	1, 2, 3
To increase the presence and leadership of women in all areas of decision-making in everyday citizenship, bearing in mind their diversity.	1, 2
To promote all women with difficulties in accessing social assets until they reach their corresponding level of participation in the community.	1, 2, 3
To adapt the design of cities and the needs of everyday life to people, acknowledging and giving value to the contributions and wishes of women in general and contributing towards improving their quality of life and well being.	1, 2, 3

4.2. The proposals for lines of action given to the network members

Aim of the proposals

This document aims to provide the initial reflection of the network members in order to generate shared knowledge and to be used as a starting point for the discussion of possible common projects.

It is proposed that the members, once they have analysed it, make any observations or suggestions they consider appropriate to improve it in order to prepare a document that reflects the conceptual framework upon which our work is to be supported.

It is preferable for a definitive document containing the latest contributions of the members to be prepared for the launching seminar to reflect the official thoughts and working targets of the Network.

Basic assumptions

- * The city is not a neutral area but has been planned and organised historically, bearing in mind the sexual division of work, in which women are preferably assumed the private and reproductive area and men the public and economic area.
- * Active citizenship and democracy in cities only achieves acceptable development through the equal participation of men and women in political, economic, social, cultural and any other type of decision-making.
- * The perspective for gender equality must transversally include all policies at all levels and in all stages of development of the cities. Gender inequality is not only a problem for women that can be solved by specific positive measures, but also a social problem that affects

citizens as a whole and that, therefore, must be solved from all municipal policies and programmes.

- * The construction of cities without the provision of women's viewpoints in all stages of planning and management leads to urban models with serious malfunctions and problems, such as a separation of work and residential areas, a decline in quality of life, an increase in citizen insecurity, restricted access to services for a large part of the population and other dangerous social imbalances derived from the different opportunities that exist according to gender, origin and financial capacity.

Proposals of large, common areas of work

In view of the aforementioned assumptions, a proposal is made to focus the activity of the Network on four large areas of work, with the following **strategic goals**:

- ✓ To guarantee the active citizenship of all women.
- ✓ To promote equal democracy with the inclusion of women in decision-making in all areas and at all levels of local activity.
- ✓ To contribute, with the provision of the wealth of experience and knowledge of women, to making cities more humane and habitable, accessible, favourable of sociability and, in turn, personal autonomy and integrators of the different groups and people, free of violence and caring.
- ✓ To start programmes aimed at developing and transmitting a new mentality to men and women concerning the need for their joint contribution towards solving the problems of cities.
- ✓ To generate model programmes to offer women preparation to lead the decision-making processes in the local community and economic activity.

The following proposals of work seek to be used only as facilitating elements to organise the activity as members of the network around specific central issues that set certain priorities and may help in the selection of common projects. They represent a wide framework of

suggestions for action that must be used as a guideline but not to condition the production of ideas to be carried out together.

First area of work: Equal democracy in the city

Women at the beginning of the 21st century have seen their rights to participate in politics legally acknowledged in almost every country, some with restrictions. However, the acknowledgement of formal political rights has not lead, in practice, to equality, as women continue to be under-represented in the political authorities. There is, in fact, a democratic deficit that impoverishes our systems of political representation.

The aim is to reach a democracy where men and women are equally represented in the areas of political, economic and social decision-making.

This is an area of priority activity for the cities and, therefore, for the Network. The change in mentality and the promotion of initiatives involving schools and the media are vital in this area.

Therefore, the following common lines of action are proposed:

- a) To develop measures and proposals to contribute towards **promoting the active citizenship of women**, with the following objectives:
 - ✓ To make men and women more sensitive as to the urgency for women to exercise their full rights for the good of the city.
 - ✓ To help men and women become aware, through education and the local media, of the fact that urban areas must be organised in such a way that the equal participation of all citizenships in common issues and the accessibility to all services and opportunities offered by the city are ensured.
 - ✓ To promote the presence and contribution of women in all forums in which improvements to the city and to citizens' quality of life are debated.

- ✓ To make the heads of the municipalities aware of the fact that the experience accumulated by women in everyday life can be turned into a key issue for the success of local policies.
- b) To promote local agreements among all political and social groups to ensure that women have **equal representation** in:
- ✓ Candidatures to municipal councils, including the office of the mayor.
 - ✓ The local government teams, including the management of strategic areas such as the economy, urban planning or regional organisation.
 - ✓ Citizen enquiry commissions and bodies.
 - ✓ The organisations represented in relation to the economic activity or local development.
- c) To promote **women's associations and organisations**:
- ✓ Assisting them with means to carry out projects that contribute towards providing services or knowledge to improve the community.
 - ✓ Including them in local enquiry commissions and bodies.
- d) To promote measures that guarantee **timetables and facilities** so that women are present in the discussion of citizens' issues and decision-making. This will imply:
- ✓ The structuring, agreed at local level, of labour and commercial timetables.
 - ✓ The creation of kindergarten services and services to care for dependent people during the meetings.
 - ✓ The establishing of the times for discussion and decision-making meetings in view of women's attendance.

- e) To promote the **participation of emigrants (men and women)** in local elections, both as candidates and voters in their host country or in their country of origin, carrying out:
- ✓ Specific informative actions in the places of residence, work and leisure.
 - ✓ Lobbying actions.
- f) To promote **equal opportunities in all fields**: education, work, the home, urban areas, public services, city and regional planning, etc. To do so, schools and the social media, both local or with local incidence, must actively contribute towards changing the mentality that a woman's place is in the home, opening up all of the areas of the city to them in which not only do they have the same rights to be present as men but are equally entitled to share the leadership.

The promotion of equal opportunities requires that local institutions:

- ✓ Establish equal opportunity plans with positive actions in each of the areas related to women's lives.
- ✓ Create bodies dealing in the ensuring of equal opportunities and the promotion of positive plans of action.
- ✓ Providing instruments for the analysis of situations and prepare inequality indicators to be able to produce the appropriate corrective measures.
- ✓ Promote the training of women to access economic and political activities, particularly through free and accessible programmes to those with few qualifications.

Second area of work: Women in the planning of the city¹

Women are more affected than men by a series of issues related to the planning of a city, such as: the separation between residential, work and commercial areas, the quality of living accommodation, citizen safety, the amount and quality of community services and equipment, the ease of

¹ See European Charter for Women in the City (1994-95) <http://www.cityshelter.org>

transport, the services of kindergartens and assistance for dependent people, the quality of the environment, cultural and leisure centres and political and administrative decision-making centres. Therefore, women are a potential source of creativity in the construction of the city model, as they are used to suffering the malfunctions of planning designed basically from a male viewpoint. Furthermore, women have developed a more practical vision of the everyday problems influencing the quality of life in the urban environment and it is therefore vital to include the wealth of their contributions in new city models that are more humane.

The participation of women in city planning must be inspired by three basic principles:

- ✓ The need to revitalise democracy, with decision-making closer to the lives and activities of citizens.
- ✓ The link of the success of all planning to sustainable development and to respect for the environment.
- ✓ The promotion of quality of life for the entire population, creating areas and links of solidarity.

Within this area, the following lines of action are proposed on issues particularly affecting women:

- a) Involve women in **urban and environmental planning** in order to maintain the ecological balance and guarantee sustainable development. Women experience environmental aggression and the degradation of their surroundings as a situation of risk for the physical integrity of their families and communities. Therefore, their participation must cover the entire decision-making process.
 - ✓ Development of the strategic plans.
 - ✓ Political and economic decisions as to land and property.
 - ✓ Functional planning of urban areas, integrating or coordinating residential and work areas.
 - ✓ Establishing urban and architectural norms.
 - ✓ Creation of facilities to access homes and their quality.
 - ✓ Planning of areas of coexistence.

- ✓ Provision of services for the community.
- ✓ Preservation of the historic and environmental heritage.
- ✓ Saving of energy.
- ✓ Drainage.
- ✓ Etc.

It would be desirable in this sense to support good practices of womens' organisations (architects, urban planners, etc.) who are responsible for promoting residential neighbourhoods or units that respect the environment, integrate various functions (residential, services, economic activity) and provide the quality of life for various family models.

- b) To participate in the promotion of **new plans and models of homes** that meet the specific needs of different groups of women and that bear in mind the idea of gender equality. In these homes, the area and services must adapt not only to the model of the traditional nuclear family made up of a married couple and their children, in which the man was the model to organise the area, but also to the needs of female heads of households, single, divorced women or widows or different models of single-parent families that in some countries constitute a large percentage of all families.

It is also necessary to support initiatives for women without financial means – the majority among the poor population – to use the local resources available to improve their homes and access the community and reciprocal assistance services.

In this field of women's participation in the planning of and access to suitable homes, there are already different examples of good practices in both developed countries and in those under development, which the Network may help to enrich or support.

- c) Women also have great interest in participating in the **planning of transport**, as it is a factor that enormously affects their possibilities of becoming involved in city life. The Network must support this participation.

Women wanting to combine a professional or political activity with their work at home must tackle specific obstacles related to transport:

- ✓ Their home, the place of women and the shopping centres are distant from each other due to the planning or urban single-function areas.
- ✓ A very small number of women, much lower than that of men, use a private car as a means of transport.
- ✓ Public transport is often not very good, particularly in the suburbs.
- ✓ The opening times of the public services do not suit their working hours.
- ✓ There is a shortage of kindergartens that are also expensive or are not close to the home.

All of these obstacles restrict women's mobility, accessibility to work and services and, in short, their freedom in the city.

The Network can and must promote the participation of women in the planning of urban transport, with the following criteria as priorities:

- ✓ Improve transport for access to services and opportunities offered by the city.
- ✓ Provide transport that is compatible with work, family lives and presences in places of decision-making.
- ✓ Shorten distances between the home and other potential activities and areas to be occupied by women.
- ✓ Reduce their working day when no extra hours of transport are added.
- ✓ Promote ecological transport systems: walking, use of bicycles, non-polluting public transport.

- ✓ Guarantee their safety at bus stops or train stations at night or on scarcely used routes.

d) **Participation in the planning of human security and coexistence**

The lives of women in cities are, to a great extent, conditioned by the **problems of insecurity and coexistence**. These prevent them from exercising active citizenship because they limit their freedom of movement and make them afraid. The media often does not help to diminish this fear of aggression by placing more emphasis on negative events than on information concerning positive measures.

Assailants are almost always men and the victims are both men and women, although the feeling of vulnerability is greater in women, which increases their fear of being in certain urban areas at certain times. Only the small minority of women belonging to privileged classes are able to feel like members of an emancipated society in certain large urban agglomerations. Women use public transport more than men, private vehicles are less available to them, fewer of them drive or they walk, which increases their vulnerability.

Women are extremely interested in a safe urban environment that enables them to know where they are and where they are going at all times, where they can see and be seen, hear and be heard and where they know how to receive help when required.

In addition to violence in the streets is **domestic violence**, the usual victims of which are women and children. This type of violence, which is incompatible with a civilised society, is not fought only using measures of urban security, but also a better urban physical environment may help prevent it.

The activities promoted by the Network in terms of urban security, as well as for the participation of women in its planning, should be based on the following criteria:

- ✓ The security of women in the city is an expression of the respect that society has for itself and it must, therefore, be a priority mandate of the Municipal Councils.

- ✓ To guarantee security and prevent women from being afraid of being attacked is a combined commitment of both men and women. Women have a great deal to contribute when defining the measures to apply, given that they often experience the problem, do not feel free and perceive the solutions more clearly.
 - ✓ The realistic information concerning the risk of aggression helps overcome fear and start effective measures. The fact that part of the citizenship lives afraid does not help coexistence or enjoyment of the city as an area of freedom open to all.
 - ✓ To fight domestic violence and the struggle against sex violence must also be priority objectives of municipal policies. Therefore, it is also vital that women participate in the municipal action committees to provide more complete analyses as to the cultural issues involved in said violence and the measures to prevent it.
- e) Another vital aspect is the participation of women in the institutions and mechanisms for the **prevention, management and solving of conflicts and the construction of peace**.

In many cases, it is men who have mainly used the weapons and promoted the use of force to solve conflicts. They often assume the leading role on the negotiating table to end wars or afterwards in the post-war period. Women are normally excluded from this process, despite often being, along with children, the main victims of war.

“However, women provide practical knowledge on the concerns of security in real life to conversations of peace. Furthermore, their commitment to peace is often vital to guarantee the sustainability of peace agreements”²

The United Nations Security Council approved a resolution in October 2000 that pressed the Member States to increase the participation of women in decision-making to solve conflicts and to

² UNDP (2002) Human Development Report 2002, Ediciones Mundi-Prensa. Madrid. Page 98.

adopt a viewpoint of gender in negotiations and in the applications of peace agreements.

Many cities are involved in war conflicts and in the need to confront their consequences of destruction, the loss of human lives and the overcoming of hate among neighbours.

On the other hand, cities are the sites of many conflicts without reaching the situation of war, produced by social and ethnic tension and sometimes even by trivial events.

The presence of women on the negotiating table of conflicts must be an objective to be promoted by the Network. Likewise, combined initiatives must be designed and promoted so that women are habitual members of the decision-making forums and bodies in which issues concerning citizens' security, the prevention of conflicts and, where applicable, the overcoming of their consequences are dealt with.

Women understand the elements leading to violence and its effects very well and are a privileged actor in the organisation of coexistence in the city. The Network must promote them as such.

Third area of work: Preparation of the new social contract for the distribution of responsibilities between men and women in the city

The objective of this contract must be to promote the balance distribution between men and women of work, family responsibilities and political power in the city.

The contract will have many implications that exceed the urban environment, although it is also true that from this area many measures may be favoured that will contribute towards the distribution being possible.

This social contract is supported by a series of principles and values that must be shared by men and women and that may be proposed in the following manner:

- ✓ Men and women have an equal ethic obligation to guarantee the distribution of family, work and citizen responsibilities.

- ✓ Democracy in cities is incomplete if the circumstances are not favoured and the measures adopted so that everyone, independent of their sex, social condition and origin, may participate in the decisions affecting the city as a whole.
- ✓ Women, over half of the population, have special limitations for participating in the city and enjoying the services and opportunities it offers. This generates a situation of inequality that is incompatible with active citizenship and democracy.
- ✓ The limitations of women basically arise from responsibilities assigned in the family that are not shared with men, to whom the financial and governing responsibilities of public issues have culturally been assigned.
- ✓ The public authorities are compelled to ensure that all citizens enjoy the services necessary for the well being of the community. In the case of women, who have traditionally assumed the role of caring for children and dependent people, the availability of kindergartens and day services for dependent people is vital in order to make their access to employment and community participation easier. Likewise, men must also assume the role of caring for these people as their own responsibility.
- ✓ Solidarity is an essential value to solve human problems of those suffering deprivation and discrimination. Cities must establish mechanisms to channel this solidarity so that nobody is in a situation of defencelessness.

Beyond the vital change in mentality of men and women and the individual ethic commitment to assume the responsibilities corresponding to each one, the member cities of the Network should promote initiatives to carry out good practices in some of the following areas:

- ✓ The preparation of educational material for schools concerning the distribution of family responsibilities.
- ✓ Sensitisation actions in the media.
- ✓ Creation of discussion forums on the subject.
- ✓ Signing of commitments among local political groups to support the distribution of family, work and governing responsibilities in the community.
- ✓ The preparation of model charters or commitments to be signed by organisations where men hold the majority.
- ✓ To make agreements with local social agents as to work and commercial hours, bearing in mind, beyond the immediate economic interests, the participation of women.
- ✓ To create kindergartens and day services for dependent people and at cheap prices.
- ✓ To provide transport and a safe environment to ensure accessibility to services and the enjoyment of the city by women.

Fourth area of work: The political training of women and the vision of gender in the media

The above lines of action must be complemented by other measures to support the presence of women in local decision-making. Two of these are particularly important:

- ✓ The political training of women.
- ✓ Promotion in the media of a vision of gender.

a) The political training of women as local leaders

In the experiments carried out in different countries, training has been shown to be a vital tool to favour the access of women to local political power.

This training must be implemented from a gender viewpoint, although it must be aimed at - and preferably attended by – both sexes.

The contents of this training must focus on issues such as:

- ✓ Knowledge of the historic struggles and advances of **feminism**, as well as the challenges for the future, particularly in terms of rights to political participation.
- ✓ **Assertiveness** and the development of self-confidence to be able to compete in areas that imply a high capacity for leadership and competence.
- ✓ **Communication techniques**, which are vital in the activity of the candidates and public posts.
- ✓ **Negotiating techniques** and the preparation of proposals and programmes.
- ✓ The **creation of support networks**. The network as a symbol, as a social structure, as a line of thought, as a form of relating with what women handle so well. Networks can also help self-esteem and allow for greater influence towards a different type of society.
- ✓ The **definition of political objectives**, particularly within the field of local politics.
- ✓ The preparation of **transversal equality policies**.

There are also other training contents that may contribute towards providing women with skills for participation in local politics. In terms of the areas of work proposed, some of those with proven experience include:

- ✓ Training for urban planning.
- ✓ Training on issues of environmental protection in the city.
- ✓ Training on issues of security, the solving of disputes and the prevention of violence.

- ✓ Training on issues of budgetary control.

Training must have an element of common preparation and experience-sharing and it is therefore wise to involve women candidates and those who are or have been in posts of responsibility in local politics.

With their contributions, they may help those attending the courses to widen their thoughts, based on experience.

Although the initiative of training may be the responsibility of political parties, women's organisations, unions and equality organisms, the municipalities and municipal networks must also support the training programmes, as this implies an excellent investment in human resources and democracy.

Different models are proposed for the training, which in some subjects must be directly taught, although in others on-line training may be more suitable, particularly when it is a question of making participation easier for people from different areas and with complicated agendas.

The new information and communication technologies also enable the use of multimedia resources for training, making it easier and more motivating.

It is proposed that some of the common projects of the Network consist of starting model training programmes with innovative methods and resources, to be used as an example of good practices to be generalised. The network coordination would support its technical and organisational development.

b) Promotion of the vision of gender in the media.

The media has a vital role in politics. Its complicity must therefore be sought to change mentalities concerning stereotypes in the behaviour of women in politics and in any field of citizens' lives.

The media often gives very little cover or pay little attention to the issues of women in politics, making the actions they carry out invisible. It also often deals with the cases of women councillors or

mayors as something new or exceptional, not ordinary. At times it even highlights not their programmes of political action but personal anecdotes: personal relations, questions related to appearance, rumours, etc.

The Network should promote initiatives that contribute towards looking after the vision of gender and increasing the visibility of women participating in local politics. One of the initiatives may consist of the constitution of networks of journalists who agree to give relevance in their informative agendas to the interests and problems of women in the city, as well as the contributions and public interventions of political women in terms of local welfare and governability.

Objectives and reasons for transversal actions on gender equality to be taken into account in the work plans³

Given that a mainstreaming of transversality strategy in terms of the work of the network is proposed, it is important to consider the objectives and added value of the strategy.

The most important objectives to guide the transversal actions towards gender equality are as follows:

- ✓ The acknowledgement and complete implementation of women's rights as human rights.
- ✓ The development and evolution of democracy.
- ✓ The possibility of complete individual fulfilment.
- ✓ Education as a key objective for gender equality insofar as it implies ways in which societies transmit standards, knowledge and skills.
- ✓ The common recognition by men and women of the need to eliminate imbalances in society and their shared responsibilities.

³ European Council – Equality between Men and Women Section. Human Resource Management (1999). Gender mainstreaming. Conceptual framework, methods and presentation of good practices. Instituto de la Mujer. Madrid.

In terms of reasons providing added value to the strategy of transversality, the following must be noted:

- ✓ It places women in the general current leading to political decision-making.
- ✓ It provides a better government.
- ✓ It involves both men and women and makes full use of human resources.
- ✓ It shows the social invisibility of women.
- ✓ It takes into account the diversity between men and women.

4.3. Description of the main activities proposed by the Network coordination

Activity 1: Initial diagnosis.

In accordance with the commitments included in the proposal to the European Commission and to be used as a basis to plan the work of the Network, Diputació de Barcelona commissioned this study at the end of the year 2002. The diagnosis has been made by two experts in gender transversal equality programmes, **Rosa Escapa Garrachón and Marisa Revilla Blanco**. The corresponding report, which offers a conceptual framework of great interest for the work of the Network, is attached as an appendix.

Activity 2: Operational Plan.

This activity has consisted of the preparation, discussion and approval of this document. It was discussed and approved in a workshop held in Barcelona on 4th and 5th March 2003, attended by the entire coordination team of Diputació.

The operational plan seeks to serve as a working framework to coordinate the Network. The proposed lines of action seek to provide an initial reflection and to prepare a common language for the members,

subsequently facilitating communication and common action. The activities announced are a basic responsibility of the coordination, aimed at offering support for Network actions without attempting to condition the initiative of its members in any way.

Activity 3: Implementation of an internal information and communication system and exchange among partners.

Objective

- ✓ To inform as to the activities of the network in a more flexible and economic manner, mainly over the internet.
- ✓ To provide the exchange of ideas, proposals and projects Network members.
- ✓ To promote the periodic participation and collaboration of all members.

Components

- ✓ Preparation of a Network **website**, with general contents of free access for all visitors to the site and contents that can only be accessed by members.
- ✓ The creation of **debating forums** for members that allows for the combined development of ideas and common projects. These forums will have a moderator.
- ✓ Publication and distribution of periodic **e-circulars** in digital format over the internet and on paper where necessary.
- ✓ Publication and distribution of a **half-yearly magazine**.

Expected results

- ✓ The contents of the website are updated every two months.
- ✓ All members visit the site regularly, as well as many people and organisations related to the subject.
- ✓ At least 4 forums are organised, one per area of work.
- ✓ Periodic e-circulars are published.
- ✓ 6 half-yearly magazines are published.

Methods

- ✓ A model of corporate image (logo) will be designed for network 12, which will include all of the digital and paper documents of the Programme.
- ✓ The contents of the website will be open to any Internet user in order to ensure the greatest dissemination possible of know-how and good practices. Another part will be reserved for members of the Network.
- ✓ The Network coordination team will administer the contents of the site, with the contributions of members to update it.
- ✓ The programme coordination will design a model for an informative monthly bulletin that will include the main pieces of news related to the subject of the network and the communications and contributions of its members.
- ✓ The debating forums will be inside the website. The subjects of the forums will be decided at the launching seminar. The Network coordination will propose the person responsible for moderating them.

Means

- ✓ Network coordination team responsible for managing the contents of the website and the periodic e-circulars.
- ✓ Members to access the web must have computer means that meet the following minimum technical requirements:
 - Pentium II Processor with 64 MB RAM.
 - Multimedia technology and Internet connection.
 - Explorer version 5 or above or Netscape navigator.
 - Sound card and speakers.
- ✓ Communication with members without these means will basically be by post and fax.

Schedule

- ✓ The website will operate provisionally for the first few months of the Programme before the launching seminar is held, so that the participating members can access it before travelling to San Salvador in April 2003. The website address will be *www.diba.es/urba12*. Before the end of the first half of 2003, a definitive site will be available.
- ✓ The first half-yearly magazine will be published after the launching seminar in the city of San Salvador.
- ✓ The subjects and starting dates of the debating forums will be approved at the launching seminar.

Activity 4: Creation of a Resource Centre.

Objective

- ✓ The creation of a multimedia resources centre is proposed to support the Network activities and that will be used as an instrument for documentation, the exchange of experiences, training and the dissemination of knowledge among members. This centre will be a database for written documents and for still or moving images.

Subject areas

- ✓ The centre will operate as a database. It will be open to all visitors to the website.
- ✓ The Network coordination team will administer both the contents of this database and the facilities for user entry and exit.
- ✓ The resource centre will have the following subject areas:
 - Equal democracy
 - Citizens' rights.
 - Candidatures.
 - Municipal posts.
 - Local consulting bodies.
 - Women's associations and organisations.
 - Participation in the Planning of cities
 - Strategic plans.
 - The environment.
 - Homes.
 - Transport.
 - Security.
 - Others.

- New social contract
- Distribution of responsibilities.
- Organisation of citizen coexistence.
- Solving of communal disputes.
- Women and peace.
- Access to social services.
- Women immigrants.
- Others
 - Instruments for participation
- Training
 - Political training
 - Other issues.
- The media and gender.
- Support networks.

Expected results

- ✓ All of the documents and other important multimedia resources that exist concerning the subject areas of the centre are available to members.
- ✓ A well-organised database of good practices has been created.
- ✓ Innovative multimedia materials on training are available.
- ✓ Significant use of the centre by members has arisen.
- ✓ A model of knowledge exchange on the subject of the network has been developed.

Methods

- ✓ For members to make the most of the resource centre, an easy-access mechanism for the database will be established so that text or images can be downloaded quickly and easily.
- ✓ The coordination team will periodically monitor the use of the centre so that the contents of the database are permanently updated and precise data is available for members.
- ✓ The important news of the centre (relevant documents, videos, etc.) will be disseminated in the e-bulletin.

Means

- ✓ The resource centre will have a person responsible for it.
- ✓ It will have the vital space for filing the documentation of the centre and other multimedia resources.
- ✓ It will have computer equipment connected to the internet with enough capacity for the correct administration of the centre.

Schedule

- ✓ The resource centre will start operating in September 2003.
- ✓ Its operations will be subjected to an intermediate appraisal in September 2004 and November 2005.

Activity 5: Holding of annual seminars.

Objective

- ✓ The annual seminars seek to bring together the members, identify the problems of common interest

within the subject of the network, share experiences and knowledge and promote common projects.

These are the most important moments of contact, communication and decision-making of the Network.

Seminar participants

- ✓ The representatives of all Network members will be entitled to take part in all activities of each seminar: plenary sessions, group workshops, cultural events, etc.
- ✓ Each seminar will include plenary sessions open to the general public, to the capacity of the areas available.
- ✓ The Network coordination will be responsible for the expenses of organising the event, accommodation and upkeep without extras of one official representative per member city or institution of the Network.
- ✓ The travelling expenses of other representatives or accompanying guests will be the responsibility of the institutions or people wishing to participate.
- ✓ It is vital, for the success of the Network, for all members to send at least one representative to each of the three seminars where possible.

Expected results

- ✓ At least one representative for each member participates in each of the seminars.
- ✓ Basic documents are agreed that direct the activity of the Network.
- ✓ Workshops are organised with extensive member participation.

- ✓ At least 4 type A projects are approved in each seminar and 4 type B projects in the third seminar.
- ✓ A report is drafted for each seminar, aimed at dissemination among members and the general public.
- ✓ In turn, the seminars will facilitate the holding of regional meetings among groups of members to develop specific projects.

Tasks to be carried out by the Network coordination

- ✓ It will prepare the programmes for each of the three seminars, which will include the definition of:
 - Objectives.
 - Contents of the speeches and names of the speakers.
 - Subject and methods of the workshops.
 - Other activities related to the seminar.
- ✓ The organisation will be fully responsible for the event.
- ✓ It will prepare or coordinate the materials for distribution among those taking part: base document, work guides for workshops, speeches, materials on good practices, etc.
- ✓ It will make the call for the seminar among those taking part.
- ✓ It will be responsible for monitoring the commitments agreed by the members at each seminar (common projects, approved documents, etc.) and will support their successful implementation in terms of technical and organisation matters.
- ✓ It will prepare a document including the conclusions of the meeting.

- ✓ It will prepare and advertise the report-statement of the seminar.

Methods

- ✓ The annual seminars will be basically structured around speeches and workshops.

- **Speeches**

A part of the annual meetings will be devoted to framework speeches aimed at presenting base documents prepared or at introducing the points on which a consensus must later be sought.

- **Group workshops**

Each annual seminar will organise various subject workshops that will basically consist of group discussion activities on ideas, the preparation of plans of action and the approval of measures that facilitate cooperation among members. The workshops seek not only to produce “group discussion” as a result of the debate, but also the development of projects that have been prepared and agreed to in the groups.

At the end of each workshop, there will be a presentation of the group proposals to the plenary session.

The workshops are considered the central element of the seminar, as their basic aim is to define and approve common projects.

- **Other events**

The seminars may also include plenary sessions on specific issues devoted to presenting reports or materials, cultural activities, etc.

Means

- ✓ A local company or group of people must be contracted to organise each seminar in terms of all of its logistical aspects (arrival and departure of members and speakers, hotel stays, accreditations of participants, receiving speakers, administrative work related to the seminar, assistant for subscribers, etc.).
- ✓ It will commission a task force for the working group to coordinate the group workshops.
- ✓ It will also include experts on the subject of the Network to make speeches.
- ✓ In each seminar there will be one person responsible for coordinating the experts and the task force and for preparing the conclusions and reports.
- ✓ A coordination team from Diputación de Barcelona will travel to the place where each seminar is being held a few days beforehand to coordinate all of the activities related to the event.
- ✓ Each participant in the seminar will receive a file of material, including accreditation, general information, the seminar programme, the text of the speeches, a document for group work and any publications considered appropriate for coordination (e.g. In the first seminar, the base documents).

Schedule

- ✓ The seminar to launch the Network will be held in the City of San Salvador on 28th, 29th and 30th April 2003.
- ✓ The second annual seminar will take place in Barcelona in May 2004.
- ✓ The third annual seminar will be held in Montevideo in Autumn 2005.

Activity 6: Common projects

Objective

- ✓ The common projects seek to study issues of shared concern among the participants in further detail within the Network and to discuss the specific solutions to each issue in question.
- ✓ These projects seek to develop the exchange of experiences among the participants and to enable the start-up of good practices that offer long-term solutions adapted to each problem, susceptible to being fulfilled on site.

Expected results

- ✓ At each seminar, at least 23 common A-type projects (three per area of work) will be approved, along with 4 B-type projects in the third seminar, for presentation to the Commission for financing.
- ✓ It is sought that at least half of the projects presented will achieve financing due to their great relevance and quality.

Methods

- ✓ The implementation of common projects will follow these steps:
 - 1 Discussion and approval of the projects in the seminar group workshops in accordance with the criteria established:
 - 5 to 15 members (minimum 2 from EU countries and 3 from Latin American) will participate in each project.
 - An external member may be included for every 5 participants.
 - Seek the geographic EU/LA balance of 1/3-2/3, respectively.
 - 2 Appoint one of the members as coordinator. The same entity may not coordinate more than 3 projects.

- 3 The coordinator develops the project in consultation with the other participants (the forum system could be used) and with the technical support of the Network coordination.
- 4 The developed proposal is presented for financing by the Commission.
- 5 The project group and the Network coordination will internally monitor it.
- 6 Following its preparation, the Network coordination includes it in a catalogue of good practices, which is disseminated.

Types of common projects that can be financed by the European Commission (Always linked to the subject of the Network)

▪ **Type A**

- Seminars of information and exchange of experiences.
- Preparation of training programmes.
- Diagnosis missions.
- Feasibility studies.
- Forms of reinforcing the visibility of municipal actions.

▪ **Type B**

- Start-up of collective services and equipment.
- Transferral and adjustment of management systems open to local groups.
- Restoring of cultural assets with a common heritage value.

Means

- ✓ The participants must be devoted to the development and implementation of the project, particularly its coordinator (who will be the legal beneficiary of the subsidy and will sign the contract).
- ✓ The Network coordination will commission a person to provide technical support in the preparation of projects and to disseminate them as good practices.
- ✓ Co-financing will be required
- At least 30% will come from the members participating in the project.
- The remainder maybe subsidised by the European Commission up to the following amounts:
 - Up to 250,000 euros for type A projects
 - Up to 800,000 euros for type B projects

Schedule

- ✓ The first projects will be approved at the launching seminar in San Salvador (28th-30th April 2003).
- ✓ Their duration will be established in each case, although there will be a maximum of two years per project.

Activity 7: Preparation of the catalogue of Good Practices.

Objective

- ✓ The catalogue of good practices seeks to include the results of the links created between local European and Latin American entities and to disseminate the innovative experiments carried out within the framework of the URB-AL project.

Responsibilities assumed by the Network coordination during preparation

- ✓ Dissemination of selection criteria for Good Practices.
- ✓ Design of a model of communication of good practices among the network members that allows for their identification and flexible cataloguing based on the results obtained during the Programme.
- ✓ Monitoring of the good practices started or promoted within the framework of the Programme to distribute through the Resource Centre and over the Network website.
- ✓ Compilation of a Catalogue of Good Practices started and its dissemination to Network members and the general public.

Methods for presenting good practices and selection criteria

- ✓ For it to be presented and disseminated, each example of good practices will include the following elements⁴:
 - Who took the initiative?
 - Start date;
 - Aim of the project / plan / action;
 - Brief description of the contents;
 - Political area or areas affected;
 - Political level or levels affected;
 - Techniques and tools used;

⁴ See: European Council (1999). Gender mainstreaming. Conceptual framework, methods and presentation of good practices. Instituto de la Mujer. Madrid.

- Group or type of actor involved; responsibility in terms of monitoring and control;
- State of advance of the example (just started, underway, completed, being appraised);
- Why is the example relevant?
- Additional information (details and/or references).
 - ✓ The criteria for selecting the good practices will be:
 - The appropriate focus on the groups addressed by the programme.
 - The provision of realistic solutions to the problems concerning the lack of presence of women in the local authorities.
 - The innovative character of the measures and solutions started in relation to the objectives and lines of action approved by the Network.
 - The appropriate social, political, etc. cost-benefit ratio.
 - The impact and multiplying effects.

Means

- ✓ The Programme coordination will commission the consulting work for the monitoring of the projects underway and the preparation of the catalogue.
- ✓ Financial means will be required for editing and publishing the catalogue.

Schedule

- ✓ During the 2nd half of 2003, work will begin to monitor the approved projects.

- ✓ In July 2004, after the 2nd annual seminar, the first report on possible good practices to be included will be prepared.
- ✓ In September 2005, the Catalogue will be prepared for presentation at the 3rd annual seminar and then disseminated over the website and in a printed publication.

Activity 8: Preparation and implementation of a councillor and mayor training programme for women.

Objective

- ✓ To develop training framework programmes and model teaching material to equip women as active citizens and social and political leaders.
- ✓ To promote other training issues that may be considered important for the participation of women in local politics and management.

Components

- ✓ Preparation and updating in digital and interactive format of the teaching material prepared by Diputació de Barcelona in four modules:
 - Present and future challenges in terms of equal opportunities.
 - Assertiveness and development of self-confidence.
 - Women and politics.
 - Women and municipal politics.

The video titled “Yes. You can” will also be used.

A teaching guide will also be prepared for virtual tutoring and another for pupils.

- ✓ Design of a virtual training plan for lady councillors and mayors, the characteristics of which will be as follows:
 - Two courses will be held in 2004 and another two in 2005.
 - The estimated length of each course will be 80 hours, to be given over three consecutive months.
 - The minimum number of participants per course will be 20 and the maximum 50.
 - The courses will have the following support:
 - The use of a virtual platform.
 - A tutorial coordinator, who will communicate with pupils in Spanish and in English.
 - A lady mayor or councillor who will attend the tutorial as an expert on its contents.
 - The digital material of Diputació.
 - As motivating and communication elements, forums and chats will be held between the tutor and the pupils at previously agreed times.
 - The courses will be free of charge for the applicants proposed by Network members and giving priority by order of registration until the planned number of pupils is covered. Women will be given priority, although it is desirable for men accepting the gender viewpoint of the course to also take part.
- ✓ Preparation of a technical report and package with the Programme that will be used to generalise the training model with other contexts and situations. It will include:
 - The teaching modules in paper and digital format.

- The video: “Yes. You can”.
- The tutorial guide.
- The course guide for pupils.
- A report on the activity, including appraisal and recommendations.

Methods and organisation

- ✓ The following will form part of the virtual training:
 - On-line registration and assignment of a password to each pupil.
 - Password access to the course documentation and activities.
 - Individual study with self-learning and interactive material.
 - Communication and monitoring of the activity by the tutor.
 - Forums and chats.
 - Appraisal of the knowledge and skills acquired.
- ✓ All of the technical organisation and development will be the responsibility of the Network coordination.

Means

- ✓ The necessary means for this programme will partly be the responsibility of the project coordination, except for the courses in 2005 that will be presented for financing as common projects.
- ✓ The services of a team or consultancy must be commissioned to provide the virtual platform, digitalise

the material and organise the courses and the programme.

- ✓ The programme may be financed as a common project.
- ✓ The minimal characteristics required for the equipment available to pupils will be:
 - Pentium II with 64 MB RAM.
 - Multimedia technology (Internet, microphone, etc).
 - Explorer version 5 or above or Netscape navigator.
 - Sound card and speakers.

Schedule

- ✓ The following are proposed as preliminary dates:
 - Preparation of material and programmes: September to December 2003.
 - Course implementation:
 - 1: March-June 2004.
 - 2: October-December 2004.
 - 3: March-June 2005.
 - 4: September-November 2005.
 - Plan report and provision of final products for generalisation: December 2005.

Direct courses

Within the framework of common project preparation, the Network coordination will support the direct training courses decided by the members. Support for these programmes will be a priority for the coordination.

Activity 9: Publications

Objective

- ✓ To disseminate the most important ideas and experiments of the Network through their printing and distribution to local organisations and the general public.

Type of publication and number of copies

- ✓ In theory, five publications are to be prepared:
 - The first will include the **Initial Diagnosis and the Operational Plan**.
 - The second will be the **Catalogue of Good Practices**.
 - The third the **Training programme for lady councillors and mayors**, as described.
 - The fourth, the **Stage Document and Final Appraisal**.
 - The first, a **half-yearly magazine**.
- ✓ The number of copies of each publication will be no greater than 2,000.
- ✓ They will be disseminated through a sales distributor at the price established by the Network coordination. Each member of the Network will receive a free copy of each publication.

Means

- ✓ The necessary financial means will be required to cover edition and printing preparation costs.
- ✓ The funds will come from:
 - The Network coordination for the publication of the Initial Diagnosis, the Operational Plan, the Stage

Documents, the Final Appraisal and the half-yearly magazine.

- The Catalogue of Good Practices and the Training Programme may be co-financed as common projects.
- ✓ The network coordination will be responsible for commissioning services to prepare the edition.

Schedule

- ✓ The dates for the aforementioned publications will be:
 - Initial Diagnosis and Base Documents: April 2003, to be distributed at the launching seminar.
 - Catalogue of good practices: December 2005.
 - Training programme: December 2005.

Activity 10: Monitoring and appraisal of the programme.

Objective

- ✓ This is a question of designing and implementing a Programme monitoring and appraisal system that includes a systematic collection and analysis method for the information required by the European Commission and the Technical Coordination. With this system, Network members will learn of the level of implementation of the activities and the results and impact of the programme and will be provided with the recommendations for the future sustainability of the actions underway.

Expected results

- ✓ The Programme will be correctly implemented thanks to an appropriate monitoring system.

- ✓ As well as the baseline document, an Intermediate Appraisal Stage Document and a Final Appraisal Document have been produced.
- ✓ The deviations of the Programme have been recorded in time to be able to solve them.
- ✓ A monitoring and appraisal model has been developed for the operating and activities of this type of network.

Methods

- ✓ The monitoring and appraisal activities will be developed during the Programme, although there will be three milestones or particularly important moments:
 - **Definition of the baseline or initial appraisal.** This implies the following activities:
 - Analysis of the initial diagnosis to extract data to include in the appraisal plan.
 - Preparation of appraisal indicators for each of the activities proposed in the Operational Plan.
 - Design of the monitoring system for programme implementation, including:
 - The establishing of milestones or key moments for control of the implementation.
 - Preparation of forms to collect data that must be available to Diputació de Barcelona and, where applicable, to the European Commission.
 - Identification of procedures, terms and people responsible for supplying the data.

This activity will be carried out following approval of the Operational Plan by the Programme Coordination.

- **Intermediate appraisal**

This will be carried out during the months of June and July 2004. In this stage, the following aspects will be analysed:

- Implementation of the Programme
- Level of achievement of the objectives and activities in accordance with the planned calendar.
- Level of adaptation of the planned activity management processes based on the criteria of: planned strategy, economy, effectiveness, equality and sustainability.
 - Evaluation of:
 - Products made.
 - Partial results.
 - Position of the members in relation to the areas of work chosen.

To close the stage, a **Stage Document** is produced as described below:

This document will be a report of the situation and partial results and, in turn, will reflect the position of the Network in terms of the subjects chosen. The report will include at least the following sections:

- Programme management report, evaluating the aspects taken into account in the appraisal system: strategy used, economy, effectiveness and efficiency in the assignment of resources, focusing on the groups addressed and the opportunities and threats for the future sustainability of the project.
- Operating of the information and communication system among network members.
- Level of use of the resource centre.
- Report on the intermediate results:
 - Evaluation of the annual seminars held.
 - Common projects prepared and implemented by the Network members.
 - List of identifiable and disseminated good practices to date.
 - Contacts maintain by the Network with institutions dealing in programmes aimed at promoting women in the local authorities: politics, economy, information, culture, etc.

- Reflections on the advance made and the position of the members according to the areas of work chosen.
- Guidelines and proposals for improvement until the end of the Programme.
- Appendices with additional data: e.g. Files of common projects underway, files of identifiable good practices, statistics on the use of the resource centre and others.

To obtain the data corresponding to the report, the documentation generated by the Programme will be previously analysed: data on the resource centre, reports on the annual seminars, e-circulars and others available to the Programme coordinator. The draft of the report will be subjected to Diputació de Barcelona as the coordinating entity of the Programme for its perusal and the improvement of Programme implementation, where applicable.

⇒ **Final appraisal**

This will be carried out during the months of November and December 2005.

In accordance with the same criteria as for the intermediate appraisal, the following aspects will be appraised:

- Implementation process.
- Products developed (publications, reports, training programme, common projects, etc.).
- Results.
- Multiplying effects.
- Impacts produced on the participating entities and their population.

The final appraisal will be reflected in a final Report or Document.

This final document will include at least the following sections:

- Introduction.
- Final Appraisal of the Programme:

- Management report, evaluating the aspects listed by the stage report (strategy, economy, effectiveness, efficiency, etc.). The level of participation of the Network members will also be particularly appraised.
- Final result report:
 - ♦ Documents agreed and approved by the network members in order to promote women in local authorities.
 - ♦ Common projects underway and, amongst others, particularly Training programmes.
 - ♦ Technical support tools produced.
 - ♦ Impacts on local communities that can be attributed to the Programme.
 - ♦ Publications produced.
 - ♦ Multiplying effects of the Programme, past, present and future.
- Main conclusions of the Programme.
- Recommendations on the sustainability and transferral of common projects and good practices.
- Appendices:
 - I.- Official documents approved by the Network.
 - II.- Statistical data concerning exchanges on the Network: use of the Subject resource centre, number of publications distributed, visits to the website, etc.
 - III.- Summary files on each of the common projects underway.
 - IV.- Catalogue and brief description of the good practices identified.
 - V.- Teaching material prepared for the training programmes.
 - VI.- List of institutions to have participated in the network and responsible for the common programmes started.

The following sources will be used for the appraisal:

- Analysis and review of all existing documentation for the Programme.
- Programme appraisal meetings with everyone to have been involved in its coordination.
- The answers to an appraisal questionnaire that will be sent to all Network members by e-mail during the intermediate appraisal stage and the final stage of the Programme.

Means

- ✓ The Network coordination team will commission the implementation of the appraisal system and the reports to external consultants.

Schedule

- ✓ The baseline or initial appraisal will be defined in March 2003.
- ✓ The intermediate appraisal during June-July 2004.
- ✓ The final appraisal in November-December 2005.

V.- LIST OF PRODUCTS TO BE PREPARED FOR THE PROGRAMME

- * Initial diagnosis and Operational Plan (Publication).
- * Corporate image of the website.
- * Network website.
- * Resource centre (design of the database and management plan).
- * Periodic e-circulars.
- * Half-yearly magazine.
- * Programmes of annual seminars and reports.
- * Catalogue of good practices (Publication).
- * Training programme (Publication).
- * Other documents related to:
 - ✓ Common projects.

- ✓ Statements or other documents approved by the members.

* Appraisal documents

- ✓ Stage report (Publication).
- ✓ Final appraisal report (Publication).

APPENDIX I: LIST OF NETWORK MEMBERS

LIST OF EUROPEAN MEMBERS

FULL MEMBERS

GERMANY

1. COUNCIL OF LEIPZIG
2. COUNCIL OF CHEMNITZ

BELGIUM

3. COUNCIL OF AMBERES
4. BRUSSELS CAPITAL CITY REGION

SPAIN

5. DIPUTACIÓN DE BADAJOZ
6. DIPUTACIÓ DE CASTELLÓ
7. JUNTA DE CASTILLA-LA MANCHA
8. AYUNTAMIENTO DE IRÚN
9. DIPUTACIÓN DE CÁDIZ
10. DIPUTACIÓN DE JAÉN
11. AYUNTAMIENTO DE ÉCIJA
12. DIPUTACIÓN SEVILLA.
13. AYUNTAMIENTO DE MORÓN DE LA FRONTERA
14. MANCOMUNIDAD DE MUNICIPIOS BAJO GUADALQUIVIR
15. AYUNTAMIENTO DE GRANADA
16. AJUNTAMENT DE BARCELONA
17. AJUNTAMENT DE BADALONA
18. AJUNTAMENT DE SABADELL
19. AJUNTAMENT DE TERRASSA
20. AJUNTAMENT DE RUBI

- 21. AJUNTAMENT DE MONTBUI
- 22. AYUNTAMIENTO DE MÁLAGA
- 23. AYUNTAMIENTO DE SANTA CRUZ DE TENERIFE
- 24. AYUNTAMIENTO DE VALLADOLID
- 25. CONSELL COMARCAL DE L'ALT EMPORDÀ
- 26. AYUNTAMIENTO DE MONCADA
- 27. AYUNTAMIENTO DE ASTORGA
- 28. AYUNTAMIENTO DE DONOSTIA

FRANCE

- 29. RHÔNE-ALPES-DEFC REGION
- 30. COUNCIL OF MARSELLA
- 31. COUNCIL OF ISSY LES MOULINEAUX
- 32. COUNCIL OF PARIS

GREECE

- 33. ASSOCIATION FOR THE DEVELOPMENT OF WESTERN ATHENS

HOLLAND

- 34. GEMEENTE APELDOORN
- 35. GEMEENTE NIJMEGEN

ENGLAND

- 36. TORFAEN COUNTY BOROUGH COUNCIL
- 37. BOLTON METROPOLITAN BOROUGH COUNCIL

IRELAND

- 38. SOUTH WEST REGIONAL AUTHORITY OF IRELAND
- 39. SOUTH EAST REGIONAL AUTHORITY

ITALY

- 40. PROVINCIA DI ALESSANDRÍA
- 41. REGION OF TUSCANY

- 42. PROVINCIA DI ANCONA
- 43. COMUNE DI TORINO
- 44. PROVINCIA DI TRENTO
- 45. COUNCIL OF SAN GIORGIO A CREMANO
- 46. COUNCIL OF ERCOLANO
- 47. PROVINCIA DI VENEZIA
- 48. PROVINCIA DI TREVISO
- 49. COUNCIL OF ASTI
- 50. COMUNE DI PONZA

PORTUGAL

- 51. ASSOCIATION OF MUNICIPALITIES FROM THE DISTRICT OF SETUBAL

SWEDEN

- 52. ÖREBRO COUNTY

Total Full European Members: 52

ASSOCIATED MEMBERS

SPAIN

- 53. CENTRO IBEROAMERICANO PARA EL DESARROLLO ESTRATÉGICO URBANO (CIDEU)
- 54. UNIVERSIDAD AUTÓNOMA DE BARCELONA
- 55. ESPIRAL ENTITAT DE SERVEIS - GIRONA

ITALY

- 56. ASSOCIATION OF WOMEN FOR DEVELOPMENT. SARDINIA

BELGIUM

- 57. WOMEN IN NET

Total Associated European Members: 5

LIST OF LATIN AMERICAN MEMBERS

FULL MEMBERS

ARGENTINA

1. MUNICIPALIDAD DE ROSARIO
2. GOBIERNO DE LA PROVINCIA DE MENDOZA
3. MUNICIPALIDAD DE SAN RAMÓN DE LA NUEVA ORÁN
4. MUNICIPALIDAD DE SALTA
5. MUNICIPALIDAD DE ITUZAINGÓ

BRAZIL

6. PREFEITURA MUNICIPAL DE RÍO GRANDE DA SERRA
7. PREFEITURA MUNICIPAL DE RIBEIRAO PIRES
8. PREFEITURA MUNICIPAL DE SANTO ANDRÉ
9. PREFEITURA MUNICIPAL DE NITEROI
10. PREFEITURA MUNICIPAL DE XAPURI
11. PREFEITURA MUNICIPAL DE PELOTAS
12. PREFEITURA MUNICIPAL DE ICAPUI
13. PREFEITURA MUNICIPAL DE DIADEMA
14. PREFEITURA MUNICIPAL DE ALAGOINHAS
15. PREFEITURA MUNICIPAL DE SENHOR DO BONFIM
16. PREFEITURA MUNICIPAL DE BELÉM
17. PREFEITURA MUNICIPAL DE PIRACICABA
18. PREFEITURA MUNICIPAL DE CAMPINA GRANDE

COLOMBIA

19. MUNICIPIO DE SABANETA
20. MUNICIPIO DE CALDAS

21. MUNICIPIO DE ITAGUI

22. GOBERNACIÓN DE CUNDINAMARCA

COSTA RICA

23. MUNICIPALIDAD DE SAN CARLOS

24. MUNICIPALIDAD DE ESCAZÚ.

25. MUNICIPALIDAD VÁZQUEZ DE CORONADO

26. UNIÓN NACIONAL DE GOBIERNOS LOCALES

27. MUNICIPALIDAD DE BELÉN

CUBA

28. ASAMBLEA PROVINCIAL CIUDAD DE LA HABANA

CHILE

29. COMUNA DE VALPARAISO

30. MUNICIPALIDAD DE CONSTITUCIÓN

31. COMUNA DE PUNTA ARENAS

ECUADOR

32. MUNICIPIO DEL DTO. METROPOLITANO DE QUITO

EL SALVADOR

33. ALCALDIA DE SAN SALVADOR

34. ALCALDIA DE NUEVA SAN SALVADOR

35. ALCALDIA DE SOYAPANGO

36. ALCALDIA DE ILOPANGO

37. ALCALDIA MUNICIPAL MEJICANOS

38. ALCALDIA MUNICIPAL DE OLOCUILTA

39. ALCALDIA DE TECOLUCA

40. ALCALDIA MUNICIPAL DE APOPA

41. ALCALDIA MUNICIPAL DE SAN PEDRO NONUALCO

42. ALCALDIA MUNICIPAL DE PERQUIN

43. ALCALDIA MUNICIPAL DE AGUILARES

44. ALCALDIA DE GUAZAPA

GUATEMALA

45. MUNICIPALIDAD DE CIUDAD DE GUATEMALA

46. MUNICIPALIDAD DE SAN PEDRO SACATEPÉQUEZ, DPTO. DE GUATEMALA

47. MUNICIPALIDAD DE SANTA CLARA, DPTO. DE SOLOLÁ

48. MUNICIPALIDAD IPALA, DPTO. DE CHIQUIMULA

49. MUNICIPALIDAD DE SAN FELIPE RETALHULEU

50. MUNICIPALIDAD DE QUETZALTENANGO

51. MUNICIPALIDAD DE SAN JUAN SACATEPEQUEZ

HONDURAS

52. MUNICIPALIDAD DISTRITO CENTRAL DE TEGUCIGALPA

MEXICO

53. MUNICIPALIDAD DE ACAPULCO DE JUAREZ

54. MUNICIPALIDAD DE TEXCOCO

55. MUNICIPALIDAD DE XALAPA

56. MUNICIPALIDAD DE TLALTIZAPAN

57. MUNICIPALIDAD DE MONTERREY

NICARAGUA

58. ALCALDIA MUNICIPAL DE LEÓN

59. ALCALDIA MUNICIPAL DE BLUEFIELDS

60. ALCALDIA MUNICIPAL DE EL SAUCE

61. ALCALDIA MUNICIPAL DE BOACO

62. ALCALDIA MUNICIPAL DE CONDEGA

63. ALCALDIA MUNICIPAL DE MANAGUA

64. ALCALDIA MUNICIPAL DE LA CONCEPCIÓN

PANAMA

65. ALCALDIA DE CIUDAD DE PANAMÁ

PARAGUAY

66. JUNTA MUNICIPAL DE ASUNCIÓN

PERU

- 67. MUNICIPALIDAD DE LIMA
- 68. MUNICIPALIDAD PROVINCIAL DE BARRANCA (LIMA)
- 69. MUNICIPALIDAD DE LAMAS
- 70. MUNICIPALIDAD DISTRITAL DE SAN LUIS (LIMA)
- 71. MUNICIPALIDAD DISTRITAL DE IPARIA
- 72. MUNICIPALIDAD DISTRITAL DE PAITA
- 73. MUNICIPALIDAD DISTRITAL DEL RÍMAC
- 74. MUNICIPALIDAD PROVINCIAL DE RIOJA
- 75. MUNICIPALIDAD DISTRITAL DE SAN LUIS
- 76. MUNICIPALIDAD DISTRITAL DE JANGAS
- 77. MUNICIPALIDAD DISTRITAL DE INDEPENDENCIA
- 78. MUNICIPALIDAD DISTRITAL DE PUEBLO LIBRE
- 79. MUNICIPALIDAD DISTRITAL DE CHORRILLOS
- 80. MUNICIPALIDAD DISTRITAL DE SANTA CRUZ
- 81. MUNICIPALIDAD DISTRITAL DE ATE

URUGUAY

82. MUNICIPALIDAD DE MONTEVIDEO

Total Full Latin American Members: 82

ASSOCIATED MEMBERS

ARGENTINA

83. FUNDACIÓN PALLAY

BOLIVIA

84. CENTRO DE EDUCACIÓN POPULAR QHANA

BRAZIL

85. OFICINA DE PROJETOS E ESTUDOS DA CIDADE (URBIS)

86. ORGANIZAÇÃO DE ASSESSORIA E INVESTIGAÇÃO SOCIAL DE BAHIA
(OASIS)

CHILE

87. SUR CORPORACIÓN DE ESTUDIOS SOCIALES Y EDUCACIÓN

COLOMBIA

88. CORPORACIÓN RAÍCES DE LA RAZA

COSTA RICA

89. FUNDACIÓN DEL SERVICIO EXTERIOR PARA LA PAZ Y LA DEMOCRACIA
(FUNPADEM)

90. ASOCIACIÓN LATINOAMERICANA DE ORGANIZACIONES DE PROMOCIÓN
(ALOP)

EL SALVADOR

91. FUNDACIÓN NACIONAL PARA EL DESARROLLO (FUNDE)

92. COMISIÓN NACIONAL DE DESARROLLO

93. CORPORACIÓN DE MUNICIPALIDADES (COMURES)

94. ASOCIACIÓN DE MUJERES RURALES OLGA ESTELA MORENO (ASMUR)

GUATEMALA

95. ASOCIACIÓN MUNICIPAL DE MUNICIPIOS (ANAM)

MEXICO

96. MUJERES PARA EL DIÁLOGO A. C.

NICARAGUA

97. ASOCIACIÓN DE MUNICIPIOS DE NICARAGUA (AMUNIC)

98. FUNDACIÓN AUGUSTO C. SANDINO

PARAGUAY

99. BASE EDUCACIÓN, COMUNICACIÓN, TECNOLOGÍA ALTERNATIVA (BASE ECTA)

100. RED DE SECRETARIAS DE LA MUJER DEL PARAGUAY

101. ASOCIACIÓN DE MUJERES EMPRENDEDORAS DE LA CIUDAD DE CAAGUAZÚ

PERU

102. CENTRO PERUANO DE ESTUDIOS SOCIALES

VENEZUELA

103. ASOCIACIÓN CIVIL PORTACHUELO

Total Associated Latin American Members: 21

SCHEDULE OF ACTIVITIES