



PARKS for ALL

Suggestions for
implementing urban parks
with a gender perspective





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Preface and Acknowledgements



Preface and Acknowledgements



Find the definition of the expressions highlighted in the section Basic Concepts (page 66)

Parks for All is a tool to inspire the construction of more diverse spaces from the inclusion of a gender perspective in urban parks, whether in their implementation or management. In this material, we seek to show that gender-aware urban infrastructure tends to promote more wellbeing and spaces with higher quality, without necessarily increasing costs. Here you can find guidelines, suggestions and ideas to start thinking about parks that consider everyone's needs.

This publication is intended for the management teams of public authorities. It is an introductory material that intends to initiate the debate on gender in public spaces, a topic that has gained more and more space in the public sphere and has a lot of potential to be explored in Brazil.

This material adds to this debate and was produced jointly by the United Nations Office for Project Services (UNOPS) and the Semeia Institute, in the context of a technical cooperation with the Municipality of Porto Alegre (PMPA), conceived with the objective of structuring a sustainable operation model for Orla do Guaíba Urban Park. Here, we bring the main lessons learned during the process of including a gender perspective in the implementation of this space, as well as new ideas. This work was carried out from May to November 2019.

UNOPS is a United Nations agency whose mission is to help people improve their living conditions and countries to achieve peace and sustainable development, in line with the objectives of the 2030 Agenda. The Semeia Institute is a nonprofit organization whose mission is to turn protected areas into a source of pride for Brazilians. In this context, it fosters partnerships between the public sector, the private sector and civil society for the development of actions aimed at innovating the management models of natural and urban parks, so that this results in society having spaces that are better prepared for the public.

Parks for All also received technical contributions from the United Nations Entity dedicated to gender equality and the empowerment of women - UN Women, and was reviewed by the Joint United Nations Program on HIV/AIDS (UNAIDS), which leads and inspires the world to achieve its shared vision of zero new HIV infection, zero discrimination and zero AIDS-related deaths.

The publication is divided into four structuring sections: **Gender Perspective** explains the concepts that guided its construction; **Recommendations for Urban Parks** brings suggestions for implementing the gender perspective; **Recommendations for Partnership with the Private Sector** presents recommen-

Preface and Acknowledgements

dations for parks structured in these models; and **Basic Concepts** presents definitions that can be useful for reading the document. Some cases in the scope of public administration around the world are also presented, such as in Austria and Colombia, and the example in Section 2 of the Orla do Guaíba Urban Park, in Porto Alegre.

Have a good reading!



Introduction



Introduction

“ — How to design a good public space? For who?

— For people.

— What kind of people?

Well, here is a glance for you to start getting interested in the gender issue.”

Eva Kail Specialist in planning with gender perspective in Vienna

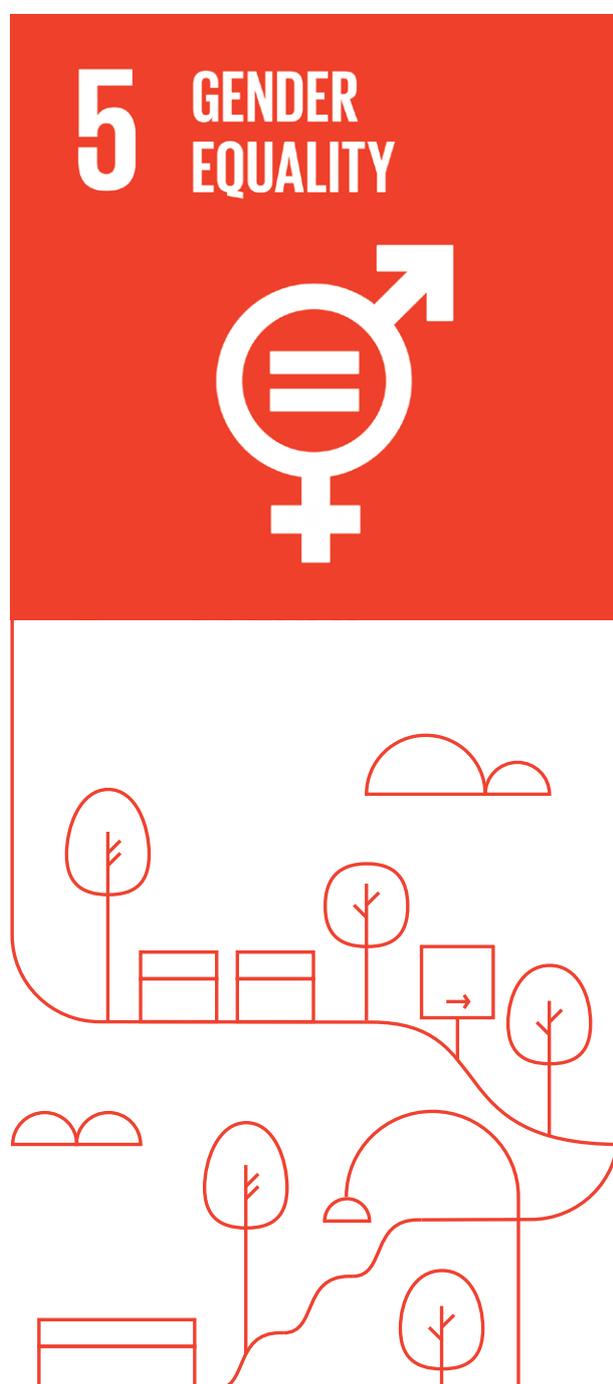
Urban parks play an important role in the lives of people in the city. In them, we can find nature, resting places, space for leisure and a chance to take a break from the busy routine of urban centers. They are also a workplace for people who work as street vendors, with recyclable materials, public security or perform other types of professions. In addition, they have tourism and investment potential.

Parks are important elements for guaranteeing people's quality of life and for preserving the planet's natural resources. In this sense, they are part of a broader strategy for building a sustainable path for the world. The existence of these spaces contributes to achieving the goals of the 2030 Agenda for Sustainable Development, which encompasses 17 Sustainable Development Goals (SDGs) — two of them directly related to this publication: the Goals 5 - Gender Equality, and 11 - Sustainable Cities and Communities.



Gender Equality

Achieve gender equality and empower all women and girls



Gender equality is not just a fundamental human right, but also the necessary foundation for building a peaceful, prosperous and sustainable world. The effort to achieve SDG 5 cuts across the entire 2030 Agenda and reflects growing evidence that gender equality has multiplier effects on sustainable development.

Many advances in terms of ensuring better living conditions for women and girls are an important legacy of the Millennium Goals (MDGs). The Sustainable Development Goals aim to intensify these achievements, not only in the areas of health, education and work, but especially in combating discrimination and gender-based violence and promoting the empowerment of women and girls so that they can act emphatically in promoting sustainable development, through participation in politics, economy, and in various decision-making areas.

Sustainable development will not be achieved if the tangible and intangible barriers that prevent the full development and exercise of the abilities of half the population are not eliminated.

¹ Source: <http://www.agenda2030.com.br/>.

Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



▼

In 2014, 54% of the world's population lived in urban areas, with a projected growth to 66% in 2050. In 2030, there is an estimate of 41 megalopolises with more than 10 million inhabitants. Considering that extreme poverty is often concentrated in these urban spaces, social inequalities end up being more accentuated and violence becomes a consequence of discrepancies in full access to the city. Significantly transforming the construction and management of urban spaces is essential for sustainable development to be achieved. Subjects intrinsically related to urbanization, such as mobility, solid waste management and sanitation are included in the goals of SDG 11, as well as planning and increasing the resilience of human settlements, taking into account the differentiated needs of rural, peri-urban and urban areas. Goal 11 is in line with the New Urban Agenda, agreed in October 2016, during the III United Nations Conference on Housing and Sustainable Urban Development.

² Source: <http://www.agenda2030.com.br/>.

Introduction

When we talk about urban parks, goal 11.7, linked to SDG 11, brings out the perspective of green public spaces. It predicts: “By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.” This approach shows that issues such as safety, inclusion and accessibility become more complex when we consider the population from cut-offs such as **gender**, age and disability.

In view of this context, the implementation and management of urban parks should have as its main objective to improve the quality of life of people in cities, promoting leisure, enabling rest and contact with nature, among other positive results. But when we think about people, who are we talking about? How do we imagine them? There is a diversity in people visiting public parks, with varied needs that should be met.

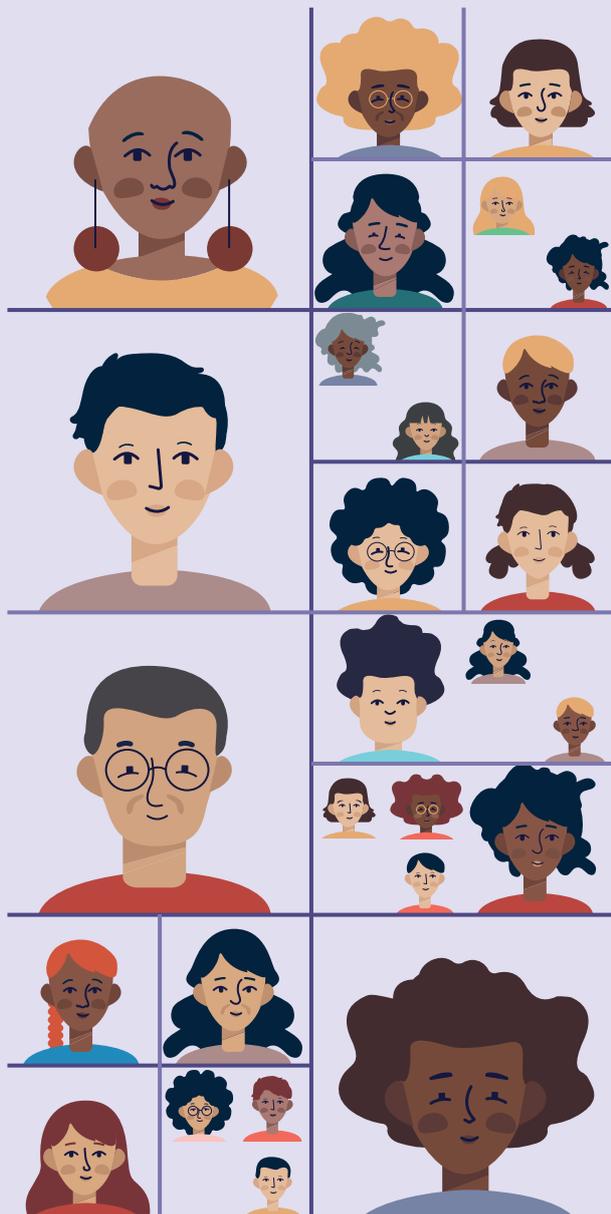
Parks for All is a production that seeks to encourage reflection on how we can deal with **diversity**, contributing to the autonomy and wellbeing of all. We adopt the gender approach as a possible and powerful approach to reflect on the diversity in urban spaces. Therefore, this publication aims at giving a

glance at the construction and management of parks from the different uses and concerns of park regulars, technical staff linked to municipal authorities and specialists in the debate on gender and the city.

This is a very important discussion, as it takes into account the relationship between people and the place in which they live. When we think about an urban infrastructure project, we often relate its execution only to a rationality based on numbers and norms. Soil permeability, occupancy rate, standards of the Brazilian Association of Technical Standards (ABNT), volumes, heights, designed areas, urban legislation — all of this gives us a false sense that we are planning our cities rationally and that, therefore, the final product will be good for everyone.

Norms and rules are relevant and, unquestionably, help in the construction of spaces, but it is necessary to remember that human needs may not be fully covered by these rules, and it is important to consider social relations and interactions between people. It is in this context that this publication presents a gender perspective, considering how different types of people use parks.

Why a gender perspective?



The concept of gender refers to the different roles, responsibilities, social opportunities associated with being male and female, and the relationships between women and men, girls and boys, as well as relationships between women and relationships between men. In most societies, there are differences and inequalities between women and men in assigned responsibilities, activities performed, access to and control of resources, as well as decision-making opportunities.

Diversity

Expression

Participation

Rights Parity

Gender attributes, opportunities and relationships are socially constructed, learned through socialization processes and reproduce stereotypes that limit people's possibilities for full achievement. They are specific to each context and time and, in this sense, can change, above all, based on a society's commitment to advance in the promotion of equality. The social limits imposed by gender often translate into the way in which public spaces, cities and territories in which we live are configured.

Urbanism is the discipline that plans and builds our cities, covering a huge variety of spaces, such as house, public spaces, equipment, transport and surroundings.³All these elements physically support our daily lives and the way they are designed and produced directly influences our quality of life.

Historically, urbanism was considered a neutral discipline and, therefore, it was believed that the way in which different spaces were designed did not benefit or affect any particular person or group. However, above all, from the 1970s onwards, this approach has

been questioned, demonstrating that the fact that we live in an unequal society, which distributes different opportunities based on gender, is reflected in the way in which spaces are built.⁴

Cities were historically designed to reinforce gender roles. Just think about the division between public space (the street, public facilities and buildings, among others) and private space (the house). This division gives men the public space, where public activities take place, such as paid work, leisure and political life, that is, activities that have visibility; and for women, the private space, where domestic work and care activities are carried out, that is, activities without visibility.⁵

³ Casanovas et al. *Mujeres trabajando. Guía de reconocimiento urbano con perspectiva de género*. Col.lectiu Punt 6. 2014, pg 26.

⁴ Muxí, Zaida. *Reflexiones en torno a las mujeres y el derecho a la vivienda desde una realidad con espejismos*, 2009.

⁵ Muxí, Zaida. *Reflexiones en torno a las mujeres y el derecho a la vivienda desde una realidad con espejismos*, 2009 e Falú, Ana; Segovia, Olga (edits.). *Living Together: Cities free from violence against women (Building proposals through discussion)*. United Nations Development Fund for Women (UNIFEM). 2008.

Gender perspective

RATIO OF THE POPULATION OF 10 YEARS OF AGE OR OLDER RESPONSIBLE FOR HOUSEHOLD TASKS, BY SEX
– BRAZIL, 2015

	TOTAL
Man	51,5
Woman	88,0

AVERAGE WEEKLY HOURS DEDICATED TO HOUSEHOLD TASKS BY PEOPLE WITH 16 YEARS OF AGE OR OLDER, BY SEX, BY RACE/ETHNICITY AND HOUSEHOLD LOCATION
– BRAZIL AND REGIONS, 2001 TO 2015

	WHITE	BLACK	TOTAL
Man	10,6	11,0	10,8
Woman	24,0	24,9	24,4

SOURCE IPEA, PNAD 2015.
PREPARATION IPEA.⁷

Data show that women continue to be the main responsible for caring for children, people with disabilities and elderly people, whether paid or not. Most women have informal work, acting, for example, as street vendors or recyclable material scavengers⁶. Women are also the majority of users of public transport and their use of urban space is impacted by the risk of violence and harassment.

These groups have reported fear and episodes of violence suffered by them in public spaces, in addition to official data, making it necessary to adopt strategies such as careful examination of arrival and departure routes, giving up moving around certain spaces, choosing paying attention to their clothes to try to prevent harassment, forming larger groups to move around more safely. Providing universal access to safe, inclusive, accessible and green public spaces means considering this scenario and seeking innovations that eliminate physical and symbolic barriers⁸. This means incorporating the inclusion of a gender perspective in discussions about cities.

⁶ Data on accountability for care activities and insertion in the labor market are in the PNAD – National Household Sample Survey, 2015.

⁷ Available at: http://www.ipea.gov.br/retrato/indicadores_uso_tempo.html.

⁸ About women and public transport, see more at: <http://www.generonumero.media/maioria-no-transporte-publico-mulheres--estao-a-margem-das-politicas-de-mobilidade/>.

Gender perspective



Among the internationally approved consensuses, the inclusion of the gender perspective was expressed in urban agendas, seeking to enforce, above all, women's rights to the city in their diversity of experiences. These formulations are oriented, in general, to guarantee the free use and enjoyment of the city, the protection of women's lives in the urban context, as well as the participation in decision-making, from the scope of planning to its evaluation.

In this sense, it is worth highlighting some milestones, such as the *European Charter for Women in the City*, from 1995; the proposal on the right to the city presented at the 5th World Social Forum in 2005; the review of documents at the United Nations Conferences on Housing and Sustainable Urban Development *Habitat I* (Vancouver, 1976) and *Habitat II* (Istanbul, 1996) and the Charter for the Rights of Women to the City, drawn up within the framework of the World Forum for Women at the celebration

of the Universal Forum of Cultures (Barcelona, 2004). The *Habitat III* Conference (Quito, 2016) approved in an unprecedented way the right of women to the city as a transversal axis to the subjects of the urban agenda.⁹

Thus, the inclusion of a gender perspective in the discussion of cities and urbanism seeks to provide a broader view of social relations, emphasizing that people experience space in different ways. Applied to the implementation of parks, this perspective reflects on the diversity of uses, coexistence, work, the creation of safe spaces that enable the distribution of care activities. For this reason, we propose here ideas for mainstreaming the gender perspective in urban parks.

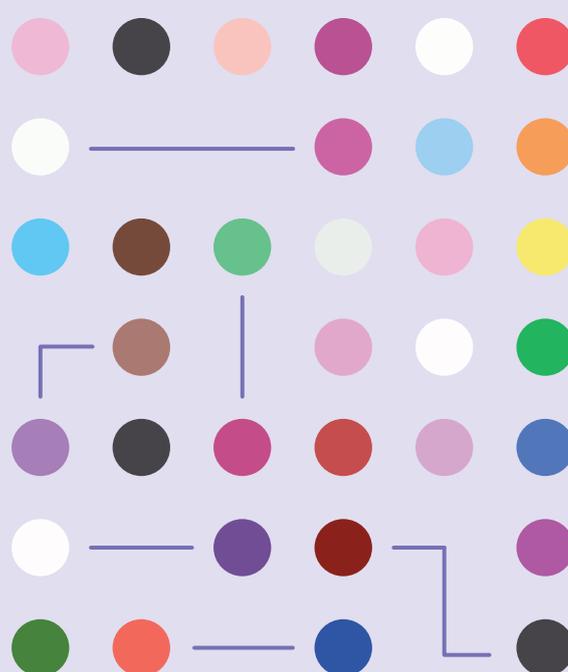
⁹ Falú, Ana. ¿Quo vadis nueva agenda urbana?: acerca del proceso y los contenidos. Revista VIVIENDA & CIUDAD, Vol. 3: 97-100, 2016

Intersectionality

In academic studies and in the formulation of public policies, a consensus has been formed that the gender perspective should incorporate other social markers that influence the way people live and experience the world, such as race/ethnicity, social class, age, among others, in an approach called **intersectionality**. Intersectionality draws attention to the complexity of relationships that create inequalities and vulnerabilities between people and that must be observed in the construction of a democratic urban space, which must include all experiences.

For this reason, at times, this publication will deal with subjects that cover age and socio-economic status, for example, in addition to, as far as possible, raising issues related to race. However, the bibliographical production and the report of experiences that allow us to present practical guidelines on the implementation of the gender perspective in a broader approach is still quite scarce and is often limited to the male/female relationship.

Thus, insights into park production and its impacts on the lives of **lesbians**, **gays**, **transsexuals** and **transvestites** and of different racial groups are limited and must be addressed in future proposals. At the same time, social barriers generated by racism and impediments to the free expression of



sexual rights are recognized, which impose on individuals and groups of black people and with different gender identities numerous barriers to their free social movement.

Furthermore, this material does not directly address issues of infrastructure for people with disabilities, although it recognizes that this is another issue encompassed by the concept of intersectionality. This choice was made because in Brazil the ABNT 9050/2015 Standard for Accessibility to buildings, furniture, spaces and urban equipment is established, which already includes specification for parks.

Experience

Gender-sensitive urban planning

VIENNA, AUSTRIA

Considering that urban parks are inserted in the context of cities, we present below an example of the inclusion of a gender perspective in the city of Vienna, Austria. It is interesting to mention that there are few examples of the inclusion of a gender perspective in parks, specifically, in the literature. Furthermore, it is understood that this discussion must be inserted in the debate on cities and urban spaces in general and on public management.

Between 2009 and 2012, the Vienna municipal administration carried out a strategic plan to include a gender perspective in the city's urban planning as a guide for incorporating equality into people's daily lives. Firstly, the profiles of users of public services and their different expectations were identified. This diagnosis helped the administration to design projects and policies tailored to the needs, according to gender, ensuring the quality of services.

The plan resulted in several successful initiatives. In 2010, the municipal government of Vienna determined that, in bidding processes for contracts worth more than €40,000 and an execution pe-

riod longer than six months, the companies implemented — according to their size and specialty — measures to promote women. With this initiative, gender equality became qualitative criterion when choosing service providers and public administration providers.



Area for people at mumok, Museum of Modern Art, Vienna.

PHOTO TASFOTONL / ISTOCK.COM

The principles of promoting women and combating discrimination also guide other public administration decisions, such as funding research and installing badminton and volleyball courts in parks where the presence of girls over 9 years old was much smaller than that of boys. Since the redesign of parks began, the balance in the ratio of boys and girls who visit these sites has increased.

The City of Vienna also provides information to businesses and citizens on the topic, as well as measures to eradicate inequality. To encourage all public management to adopt similar practices, the Vienna administration has made an online manual available for consultation. The manual “Gender integration: practical advice for achieving more gender equality in Vienna’s municipal administration” addresses the issue broadly, considering men, women and LGBTI+.¹⁰

The proposal is to create a society without stereotyped roles, raise gender aware-

ness and propose practical actions, especially in the workplace. A gender equality monitoring report is prepared by the city every three months, providing a basis for continuous monitoring of the situation of women and men. The results can be used to develop new approaches and measures to achieve equality. The areas selected by the report are: representation and political participation; employment; education; paid and unpaid work; free time; art and media; income, poverty and social security; housing; public space; mobility and violence. Vienna’s gender equality policy includes various levels, such as politics, business, labor market, public health, housing, education, mobility and protection against gender violence, public or domestic.

¹⁰ The original title of the publication is *Gender mainstreaming made easy. Practical advice for more gender equality in the Vienna City Administration.*



Boys and girls play soccer at a Vienna park. The city should be for people of all ages.
PHOTO FIGHTBEGIN / ISTOCK.COM

THE POLICY OF GENDER INTEGRATION IN THE CITY COVERS FIVE PRINCIPLES:

1) Appropriate language in texts and materials (forms and documents), as well as in images, making women and men equally contemplated and visible;

2) The collection, analysis and presentation of data should include the **sex** of the people surveyed, in addition to age, ethnicity, income and level of education. Gender-specific analysis should provide the basis for all decisions;

3) Equal access and use of services should be assessed for their different effects on women and men. It is essential to identify who uses the services, who belongs to the target audience, what are the different needs between women and men, if both sexes were contemplated when planning and designing the service

and whether the offices providing the service are structurally suitable for all genders (lighting, waiting room, signage, among others);

4) Equal involvement in decision-making, with measures and strategies focused on a gender-balanced ratio, which includes working groups, project teams, committees and advisory councils, as well as the organization of events;

5) Equality and integration in management processes and budget definition, i.e., for decision-making of public policies, gender-specific evaluation should be included, aiming at the development and implementation of new goals, strategies and measures.



Signage on the Vienna metro in 2018 reinforces the goal of creating a society without stereotyped roles.
PHOTO ALENA KRAVCHENKO / ISTOCK.COM

Experience Gender-sensitive urban planning

The city of Vienna subsidizes cultural, research, sports and other projects applied to gender integration and women's promotion, such as the granting of bonuses for projects led by women; financial subsidy with the purpose of expanding gender equality; research and investigative projects that impact on the gender difference in the use of services, communication and information, as well as on the development and implementation of products and services. The *Gender Equality Monitoring Report* is prepared based on equality goals and evaluates 119 different indicators.

The Municipal Department of Gender Integration has established a Fund for The Promotion of Employment, which contributes, through advice, information and financial support, to the advancement of the following points related to the expansion of opportunities for women: professional career, continuing education, return to work after maternity leave, promotion of innovative companies, etc. Furthermore, the Vienna Business Agency offers additional awards to research and technology projects in small and medium sized enterprises run by women or with substantial female participation.



The population of Vienna enjoys the city, the Stadtpark on a sunny day welcomes men and women of different age groups. PHOTO SLAVKOSEREDA / ISTOCK.COM

SOURCE Vienna City Hall Gender Integration Department Website:
<https://www.wien.gv.at/english/administration/gendermainstreaming/>.

Experience

Public plans and budgets with a gender approach

VILLAVICENCIO, COLOMBIA

As mentioned in the presentation of the previous case, it is understood that the inclusion of the gender perspective should be treated widely in the context of public policies. Thus, the experience of the Colombian city of Villavicencio in public management with a focus on gender issues is presented.

The municipal administration of Villavicencio, from the beginning of the second half of 2016, has implemented a more efficient public management mechanism through planning and public budget with a gender focus, so that the municipal departments turn their attention to projects that seek to support and make it visible with this perspective. Currently, Villavicencio has decrees implementing the 2017 and 2018 budgets with 252 items and budget projects marked as labeled for women. As a result, in 2018, 70% of the municipal administration departments (15) have implemented concrete actions for the benefit of women that contribute to reducing gender differences.

SOME ACHIEVEMENTS OF THE MUNICIPALITY OF VILLAVICENCIO

TRANSPORT TERMINAL

- VIP room for women with 40 m² with air conditioning, surveillance cameras, private bathroom, shower, space for changing diapers;
- Breastfeeding room;
- Priority for women with children on buses;
- Free route for rapid departure of women victims of violence.

MOBILITY DEPARTMENT

- Panic button for women in mobile app: Villamov.

CLEANING COMPANY

- Care and protection program for women recyclers;
- Solid Waste Transformation Program for Women who are Head of the Family;
- Gender focus on maintaining green areas.

STATE SOCIAL ENTERPRISE

- Pink clinics for women assistance;
- Extension of schedules in health centers for gynecology;
- Mental healthcare for women victims of violence.

SEE BELOW SOME RESULTS OBTAINED.

AFTER ALMOST TWO YEARS OF PROJECT, IN 2018, THE MUNICIPALITY OF VILLAVICENCIO COUNTED ON:

Budget items to guarantee women's rights. There were 43 investment projects in 2017 and 203 in 2018 in which municipal investment was performed and made visible by ensuring women's rights and gender equality, and for which the municipality was responsible;

By 2018, there were 203 investment projects aimed at the full guarantee of women's rights in Villavicencio, in the sectors of: health, education, security, infrastructure, agriculture and business, risk management, communication, mobility, social management, sport and recreation, insti-

tutional development and women's department, which reflects the political will and commitment to the women of our territory, in the search for an egalitarian, equitable and inclusive city;

Special chapter on accountability reporting on investments in ensuring women's rights, goals, results and impacts;

International Good Practice Award, focusing on gender in the category "transversality in local public policies", granted by the Ibero-American Union of Municipalities (UIM), 2018.

KEY DATA IN VILLAVICENCIO

2017
43 projects
investment lines with gender subject in the Villavicencio Budget

2018
203 projects
investment lines with gender subject

2019
217 projects
investment lines with gender subject

NUMBER OF ENTITIES LINKED TO BUDGETS WITH GENDER APPROACH (FROM 21 ENTITIES)

2017
6 entities

2018
13 entities

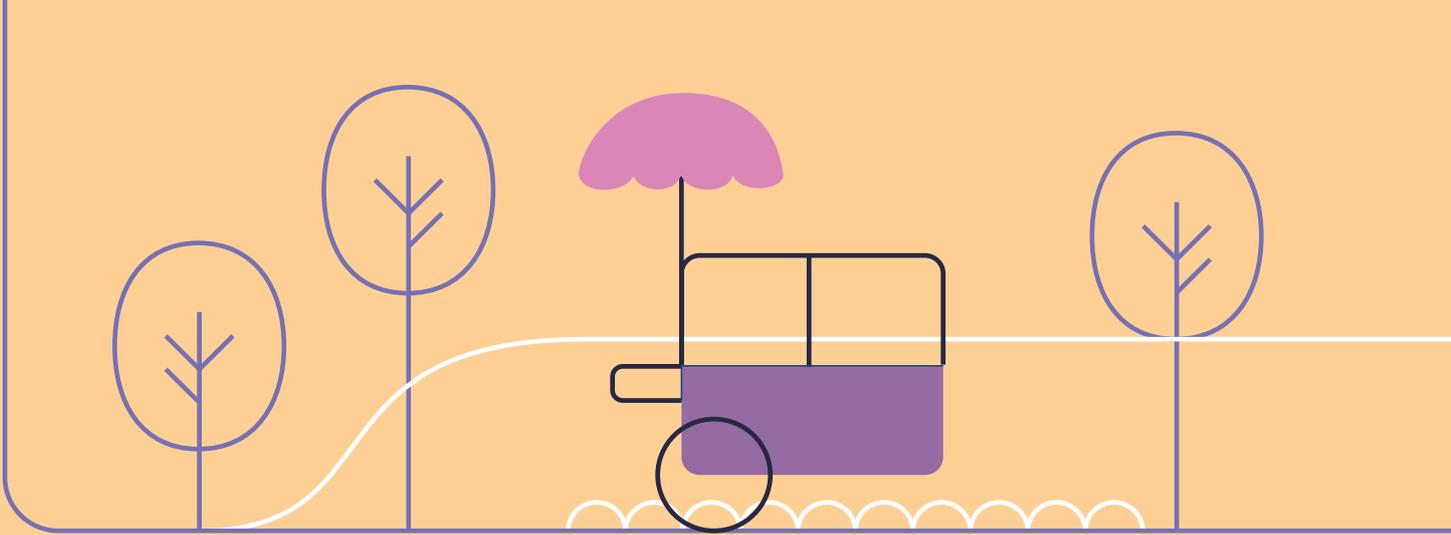
2019
15 entities
including decentralized entities

SOURCE: UN Women's Office.

Recommendations for Urban Parks

INCLUSION OF GENDER PERSPECTIVE
IN PARKS IMPLEMENTATION
AND/OR MANAGEMENT

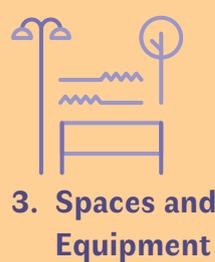




The development of gender guidelines for the implementation and management of urban parks is a challenge. Urban parks are complex and involve a wide range of issues. In order to bring some guidelines to the subject, we gathered some general aspects addressed by the literature and informed by the fieldwork developed and by the preparation of gender guidelines for the implementation of Section 2 of the Orla do Guaíba Urban Park, in Porto Alegre (RS). The guidelines aim to stimulate gender mainstreaming at parks implementation moments (project elaboration, execution and evaluation), as well as to contemplate dimensions related to physical structure, services and urban issues such as mobility and safety.

The guidelines are based on dialogues with regulars of the Orla do Guaíba Urban Park, meetings with technical staff from local public administration and organized civil society, as well as the bibliography related to the subject. The experiences gathered in reference materials were very important, such as the Urban Diagnosis with Gender Perspective (developed by the cooperative Col·lectiu Punt 6, formed by architects, sociologists and urban planners from Barcelona), the Vienna experiences recorded by the Vienna City Hall Department of Gender Integration and the urban experiences gathered from the 2030 Agenda.

The publication allowed the elaboration of eight thematic dimensions that are broke down in the following guidelines and suggestions, which are detailed below:



1. Participation

The process of developing infrastructure projects should include the equitable participation of all groups in development processes and decision-making. In addition to carrying out the consultation processes provided for by law, listening to people and their demands is essential so the incorporation of these subjects is contemplated from the beginning. When people participate, they become co-responsible for the supervision and maintenance of spaces.

The goal of gender-sensitive planning is to enable all groups to have a voice in decision-making and ensure maximum equal opportunities to participate in planning processes. For this, meetings should be widely convened in spaces close to the future park, based on the current situation of the surroundings and the possible uses for the park. The conducting of meetings should value the speech of people who contribute with points of view on their daily reality, observing the diversity of gender identities, sexual orientation, race/ethnicity, social and cultural origins (e.g.: caregivers, people with low income, different educational levels, elderly, children and adolescents).

Participation should also take place in the monitoring and evaluation of experiences. Many of the inclusion measures are innovative and the results need to be followed up to promote a broad debate and see if the expected effects are being achieved. Participation helps identify problems and develop new solutions.



“After several meetings in schools around the park, with the question: Why don't girls seize the space?, we found that 70% of girls (and 44% of boys) believe that it is not prudent to try to share spaces already occupied by older boys, preventing any attempt to participate. 82% of girls (and 47% of boys) who made relevant attempts were refused. In the case of girls, acts of rejection were often accompanied by sexual insults, as well as threatened or actual sexual assault.”

Reports on gender-based planning implementation, Vienna City Hall

What to do?

- Promote meetings with park neighbors or the place where the park will be built to discuss its different uses;
- Suggestions for topics for consultations and meetings:
 - Who uses/will use the spaces and services, thinking about the genders?
 - Do all target audiences have access to the same sources of information?
 - Which groups would suffer the most if some space or service was no longer available? What would be the consequences?

1. Participation

- Hold meetings with civil society organizations that act in the places where the parks are or will be built to meet their expectations and interests;
- Provide information in public authorities' channels and around the park (or the future park) about the decisions, projects and stages of park construction and about the services that are/will be available, ensuring transparency and stimulating citizen supervision;
- Keep contact channels open to the population, such as email, telephone, contact forms;
- Encourage the existence of monitoring committees for park implementation composed of civil society members.

2. Work and Leadership

Building an infrastructure can be an important driver for increasing the employability of women, black people, people with disabilities, LGBTI+ people and other socially excluded groups and disrupting the reproduction of the sexual and racial division of work, in which black people and women take positions with the lowest pay and recognition. It is possible to develop actions that stimulate the first employment of young people and promote the incorporation of people whose advanced age is a hindrance to their incorporation into the labor market. For this, it is necessary that the hiring of employees is carried out with attention to these dynamics; in addition, it is also important to encourage leadership and management positions to be held by members of these populations, reducing inequalities.

Brazilian women earn on average 20.5% less than men in all occupations.

According to the Panorama Mulher 2019 survey, in Brazil, on average 19% of women are in a leadership position, considering the 532 companies participating in the study. The same survey shows that of the 415 companies with the office of president, only 13% of them are occupied by women¹¹.

¹¹ <http://online.fliphtml5.com/gbcm/bczq/#p=29>.



“

The Vienna Business Agency offers additional awards to research and technology projects in small and medium-sized enterprises run by women or made up substantially of women. Decision-making committees are made up of men and women in equal numbers. Projects at different funding levels are evaluated for their gender-related characteristics and to the extent that they are integrated into planning.

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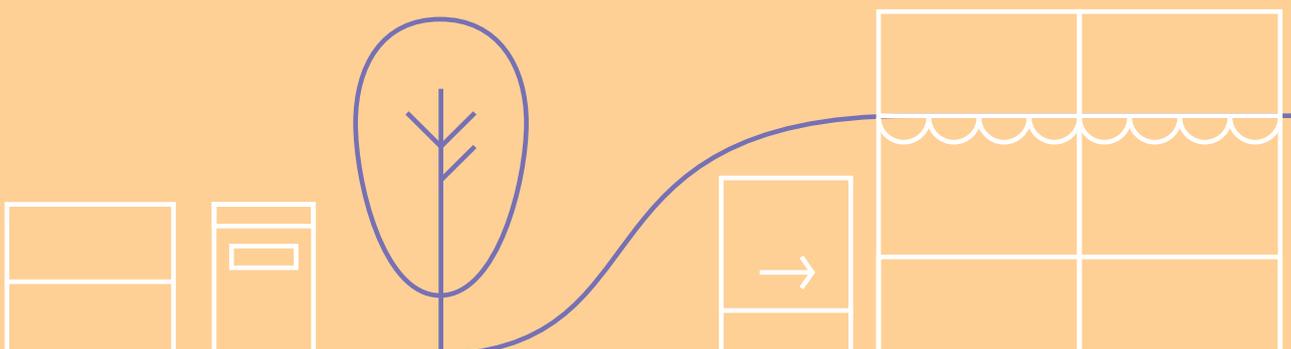
Reports on gender-based planning implementation, Vienna City Hall

What to do?

- Promote the contracting of companies that have achieved gender parity in their management and show to have a diverse technical staff;
- Encourage the application of women, black people, people with disabilities, LGBTI+ people and other socially excluded groups to possible job vacancies and public tenders;

2. Work and Leadership

- Promote gender parity in park management positions;
- Promote the participation of small businesses led by women, black people, people with disabilities, LGBTI+ people in activities held in the park space, such as craft fairs, food festivals, etc.



3. Spaces and Equipment

The spaces should be planned in order to favor autonomy and socialization, contributing to meet the needs of different groups of people who visit and work in the park. These spaces must be inclusive, that is, they must be designed for all ages and types of people who will use them. It is important to build spaces that have a variety of uses, such as places for reading and practicing sports, for example, as well as free access to bathrooms and drinking water. The elements present in the space should facilitate the use, displacement and active participation of people in cleaning: benches, tables, waste bins, bike racks, in addition to the distribution of sun and shade sites.

The integration of the gender perspective carefully analyzes the behavior and needs of society, reorganizes the space and improves its use. The focus here is not aesthetic, but rather, focuses on optimizing functions.





These are spaces for leisure, games and meetings that allow people in a community to live, get to know each other and learn with the diversity that each one brings to society.



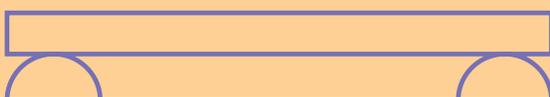
Working Women: urban recognition guide with a gender perspective, Barcelona.

What to do?

- Build playgrounds and multi-sports courts that include different ages and have different uses, for example, without markings and structures for just one specific sporting practice, allowing for unexpected, diverse use by all genders;
- Build spaces for persons accompanying children, with benches and shade;
- Provide equipment to encourage physical routines for elderly people in the project;
- Install public restrooms accessible to everyone and free of charge, with spaces for changing diapers in easily located areas in the park;

3. Spaces and Equipment

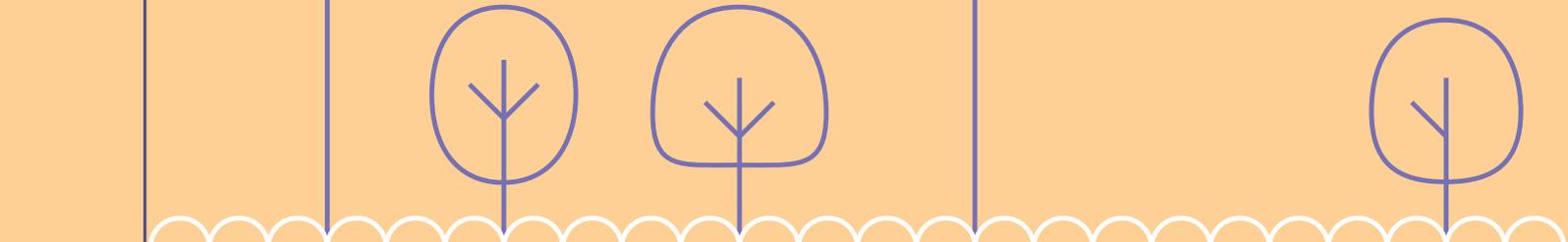
- Install family bathrooms with structures adapted for children;
- Install a waste collection system, considering the different types of visitors (location, ergonomics, height, distances between containers, etc.). Ensure the installation of bicycle racks;
- Provide work infrastructure, with water points, storage spaces for belongings, shade and easily accessible dumps;
- Provide spaces that allow the gathering of small groups of people, such as lawns with a variety of uses, such as holding picnics.



4. Services

Commerce and services support everyday life and complement social interaction actions linked to leisure and relaxation. It is necessary to leverage them and encourage their integrated offer to other spaces in the park in order to avoid unnecessary large displacements between activities. In case there is an offer of paid services, such as food and beverage, convenience stores, exhibits and similar facilities must serve audiences of different income groups. It is possible to establish criteria in which the occupation of part of the commercial spaces prioritizes small and medium enterprises managed by women or composed substantially of them. Supporting itinerant activities, such as fairs, artistic presentations and festivals, in addition to attracting visitors, can provide sources of income for different groups.

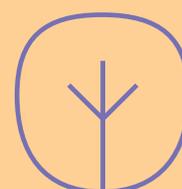
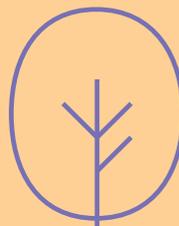
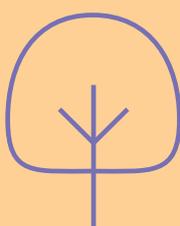
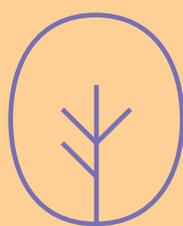




What to do?

4. Services

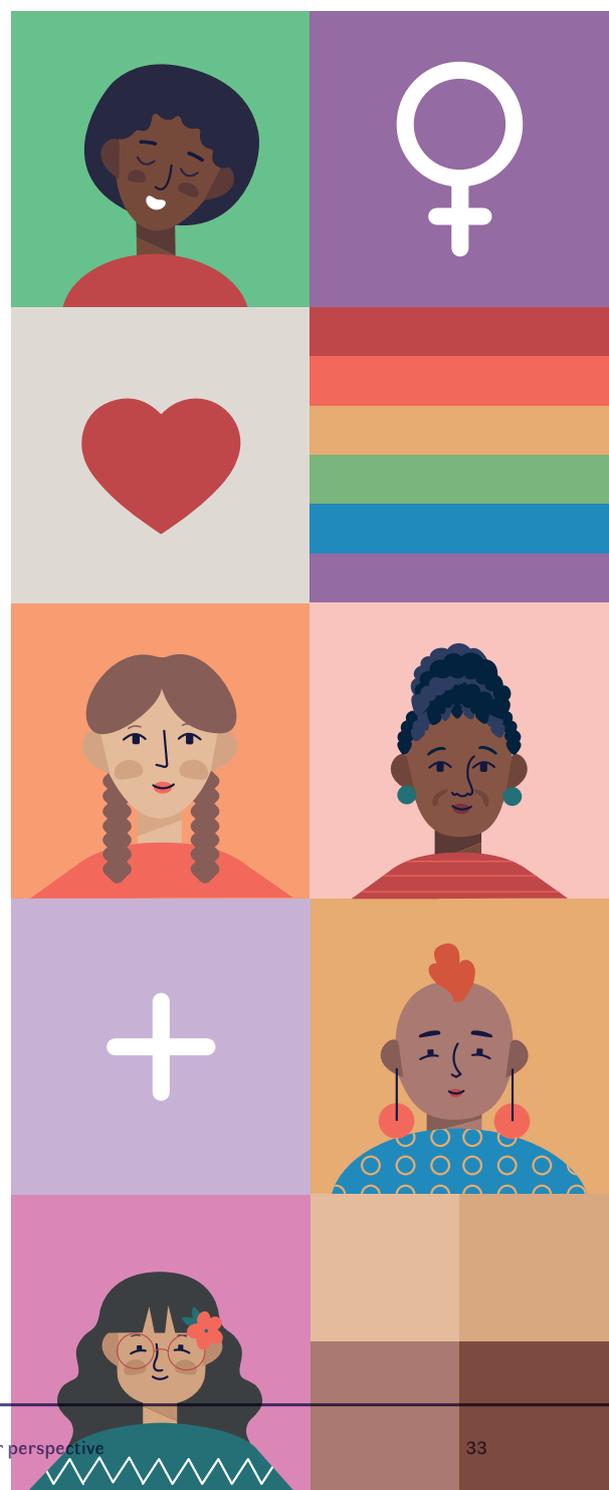
- Encourage a variety of prices for paid services at the park so that they meet different income groups according to the local reality. This information must be included in the contractual instruments that govern the occupation of these spaces;
- Establish criteria for the occupation of commercial spaces that encourage small and medium-sized enterprises managed by women or made up substantially of them, stimulating their economic empowerment and moving the local economy;
- Ensure support infrastructure for small and medium-sized enterprises, in order to facilitate the movement and storage of goods and equipment.



5. Language and Symbolic Representation

Campaign texts, guidelines, forms, documents, telephone directories, intranet and internet texts, event advertising, folders, posters must be aware of a non-sexist use of language, making visible the diversity of people that make up society. Example: if the local language has a masculine word for plural, such as the Portuguese word for citizens (cidadãos), it could be replaced by other neutral forms like citizenship (cidadania) or words for both male and female citizens (cidadãos e cidadãs).

Symbolic representation should promote recognition of the memory of communities made invisible, such as women, black people, people with disabilities, LGBTI+ people. The signs of public spaces, equipment and services must represent different subjects on equal terms.





It is important to make visible in the public space the contributions of women to society: one of the most immediate mechanisms is to name them in the feminine, that is, to name the parks, squares and streets after women and to explain what their contribution has been to the community. Furthermore, it is necessary to work on urban signage to make visible the equality of men and women in the right to the city and public spaces.



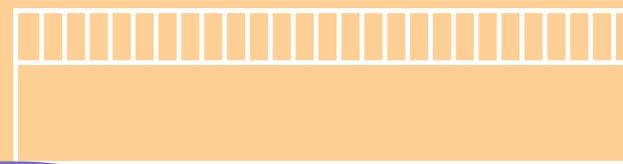
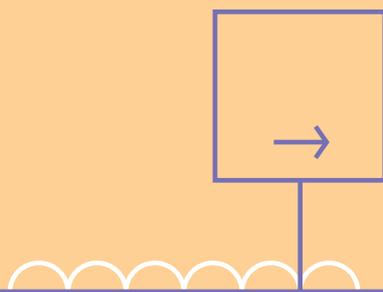
Working Women: urban recognition guide with a gender perspective, Barcelona.

What to do?

- Conduct periodic training with teams responsible for communication and with the administrative bodies involved in the construction and administration of the park.
- Ensure that the iconographies used to guide the location of spaces encompass different female and male representations, with different ethnic-racial characteristics and that reflect the municipality's diversity;

5. Language and Symbolic Representation

- Reserve spaces for posting campaigns against discrimination and violence against women, LGBTI+, black people, among other actions;
- Name public places and squares guaranteeing the diversity of the people being honored, and making available information about their biography in that public space.



Experience

Traffic lights celebrate diversity

MADRID, SPAIN

To illustrate Dimension 5, the case of signage in Madrid, Spain, where traffic lights in the city were modified in order to guarantee the representation of different groups of people, is presented below.

In 2017, the city of Madrid, Spain, carried out a permanent transformation in the city's signage due to the World Pride (world festival of LGBTQ pride), a world event to promote the struggle for equality of LGBTI+ groups: pedestrian traffic lights with inclusive designs. Management felt that the illustrations on the signs needed more representation, so 72 intersections across the city had their lenses modified. Some of the traditional figures showing a man were replaced by versions with couples formed by two men and two women.

There are also versions with heterosexual couples and others with only one woman, representing equality in relation to the traditional man alone. "These lights, which are designed to take care of people, had to reflect the diversity of the city", said Manuela Carmena, city mayor at the time.

Other European cities, such as London and Vienna, have also adopted similar measures recently. In addition to changing Madrid's lights, there is a project by the Spanish Federation of LGBTQI+ Collectives to install rainbow-colored crosswalks, a famous symbol of the struggle of gays, lesbians and transsexuals.



In Madrid, there are 72 inclusive traffic lights with couples made up of two men or two women, heterosexual couples and others with a single woman.

PHOTO PEDRO SILVA

SOURCE **El Mundo Newspaper**

<https://www.elmundo.es/madrid/2017/06/05/59344cee268e3e765f8b45a5.html>.

6. Mobility

“If you want to do something for women, do something for pedestrians.”

Eva Kail

Specialist in Planning with gender perspective in Vienna

It is important to allow the maximum variety of mobility modes, favoring **active mobility**. Integration with public transport should provide access to the different regions of the city with equal opportunities. Mobility must be conceived in the sense of meeting diversity and security in all aspects. While the demands of private transport must be met, it must be remembered, for example, that women use public transport more and are less often owners of private vehicles. Furthermore, active mobility contributes to the production of safer environments.

It is also important to consider that, as they more frequently reconcile care tasks and professional activities, women travel with numerous stops. In general, their routes include walking or using public transport to schools, health facilities, supermarkets and workplaces, both at peak times and at other times of the day. They often transit or wait in unsafe places, susceptible to violence and harassment. Active mobility, designed to address different needs, contributes to the production of safer environments and allows the performance of multiple social roles (UNWOMEN, 2016).



“

Women (28%) use the bus more than men (19%) for daily commuting. Women also walk more than men do: 26% of pedestrians are women, compared to 17% of men. When the transport mode is a bicycle, the proportion is inverted: 9% of men choose to ride on a daily basis, compared to 4% of women cyclists. The same applies to the motorcycle (13% men and 7% women) and the car (23% men and 16% women).

”

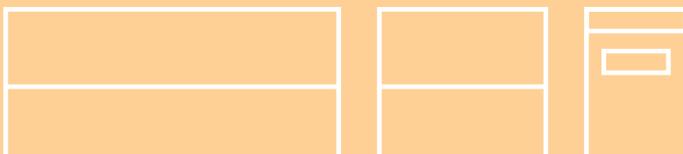
National survey commissioned by the National Confederation of Industry, 2015.

What to do?

- Build sidewalks with minimum widths that allow the simultaneous passage of pedestrians, wheelchairs and people with baby or shopping carts. Implement access ramps, benches and seats along the way;
- Promote park integration with public transport stations, such as buses and subways, with wider stops that ensure the possibility of seeing and being seen, surrounded with lighting;
- Keep a safe and lighted bicycle racks along the paths;
- Install signage for all access routes, equipment and services;

6. Mobility

- Insert barriers or control systems that prevent cars and motorcycles from trespassing the pedestrian areas;
- Make sure that street furniture and urban elements (tree supports, lighting, boxes, etc.) are not located in a way that makes it difficult for pedestrians to pass;
- Provide visible and easy-to-understand information for everyone about public transport lines, times and frequencies.



7. Safety

The perception of safety is linked to people's ability to appropriate the space, feeling free to move around and be part of the environment of urban parks. Among the spatial factors that contribute to the perception of safety are visibility (seeing and be seen), clarity and alternative routes, elimination of blind and poorly lit spots (anxiety zones), variety of uses and the presence of different people. The passage or permanence in a space will depend on the sensations it provokes, whether they are pleasant or unpleasant.

In this sense, a space can become unattractive for certain people or groups due to the negative perception or insecurity it generates. The contribution to security depends on preventive patrolling, with the performance of duly qualified agents to prevent and remedy attitudes of discrimination, criminality and violence against certain groups. This means that those responsible for security and patrolling must be aligned with the gender and diversity guidelines of the space in which they operate.

For this, it is suggested that security teams undergo training not to act reproducing social stereotypes, such as: stereotypes that relate the black population and trans people to criminality, which relativize and cast doubt on reports of violence made by women, LGBTI+ and black people, that naturalize gender-based violence in society, among others.





The fear that women feel in public spaces is diffuse and difficult to define. And nothing has to happen to you directly for you to be afraid. If you know that something has happened to a woman on a route, a square or a bus stop, you will already avoid it.



Paula Soto, professor at the Autonomous University of Mexico.

What to do?

- Install efficient lighting technology that ensures everyone's needs are met, especially those using public or active transport. Public lighting with gender equality means expanding lighting, going beyond traffic lanes and including footpaths and sidewalks in the park and surroundings;
- Ensure that pedestrian routes are sufficiently lit at night;
- Ensure periodic maintenance of street areas, preventing the growth of vegetation from creating blind spots and unsafe areas;
- Avoid the elements of street furniture from preventing visual control of the space, allowing people to see and be seen;
- Promote different uses of the park that favor continuous activities, so that the control and security of the space are guaranteed by the presence of people attracted by the activities during all day and night hours;

7. Safety

- Map empty lots, abandoned areas and other places that could be a source of insecurity around the park;
- Include the debate on gender and diversity in the formation of the team responsible for patrolling the park, raising awareness about the right to come and go and leisure for everyone;
- Encourage the teams responsible for patrolling to be made up of different types of people (including men, women, white and black people, people of different sexual orientations);
- Create ombudsmen and reception centers for users, with professionals capable of welcoming and providing guidance in cases of gender violence.

Experience

Safe Cities for Women

ROSARIO, ARGENTINA

In order to reverse the feeling of insecurity among women, in 2006, the Municipal Government of the City of Rosario, Argentina, implemented the Safe Cities Program: Violence against Women and Public Policies. Through a partnership between the municipal government, the United Nations (UN) and the Spanish Agency for International Cooperation, several actions were put into practice, involving the entire community. The actions aimed to increase respect, security and autonomy of women.

Among the countless actions carried out since the beginning of the program, the inclusion of the topic “gender violence” on the public agenda, in local security policies and in the City’s Participatory Budget, stands out.

In addition to that, the following laws were created and regulated: Law on Integral Protection to Women, Municipal Law on Integral Protection to Prevent, Sanction and Eradicate Violence against Women and Decree 2,621/2008, which provides for the metropolitan civil guard and its actions in cases of violence against women (Action Protocol by the Municipal Urban Guard).



In Rosario, the city government works to reverse the feeling of insecurity among women.

PHOTO ROSARIO.GOB.AR

EXAMPLES OF INITIATIVES ADOPTED IN THE CITY OF ROSARIO, ARGENTINA

The “Cities Without Violence against Women, Safe Cities for All” program, carried out in 2004, is the forerunner of the current program: “Safe Cities: Violence against Women and Public Policies”, which began in 2006;

Women’s groups were organized to identify the most unsafe places in the city;

In addition to the formation of identification groups, other working groups were formed to jointly prepare proposals for inclusion and protection of women, so that they would be part and enjoy urban spaces;

The city of Rosario is being recognized internationally for its efforts to introduce a gender focus into local policies, developing a systematized and evaluated model of social and territorial intervention, with the possibility of being replicated in other areas of the city as well as other municipalities. This was possible thanks to the inclusion of the “gender violence” subject on the public agenda, in local security policies and in public policies in general, in addition to the inclusion of the subject in the City’s Participatory Budget.

Various activities are carried out for women to be part of these spaces, in addition to awareness campaigns throughout the city and in different media, training workshops, seminars and conferences;

The Municipal Institute of Women, an agency of the Municipality of Rosario organizes these activities. The Institute is coordinated with several other national and international networks that deal with this subject, for the engagement and development of actions.



The organization of women’s groups helps them to be part and enjoy urban spaces.

PHOTO ROSARIO.GOB.AR

SOURCE Sustainable Cities — Best Practices. <https://www.cidadessustentaveis.org.br/boaspraticas/detalhes/239>.

8. Evaluation

Public authorities need to build channels and tools to listen to the population's impressions in their diversity, with a view to correcting and improving the management and construction of spaces. Surveys with male and female users, surveys for public use and the like can be important sources of data to assess the profile of users, which becomes a powerful tool for evaluating and improving diversity and inclusion. Identifying male and female users of public services and their different expectations increases the chances that management will actually address people's concerns. This makes it possible to reconcile public services and projects with the needs of citizens, while increasing the precision of planning, the quality and success of services.



What to do?

- Collect and analyze information about **gender identity** and the ethnic-racial belonging of the people who visit the park, in order to outline the profile of the park's audience and identify possible concerning issues (example: only 10% of the park users are women);
- Include as a criterion for hiring research companies their expertise in **working with the ethnic-racial gender category** and providing data separated by gender and race;

8. Evaluation

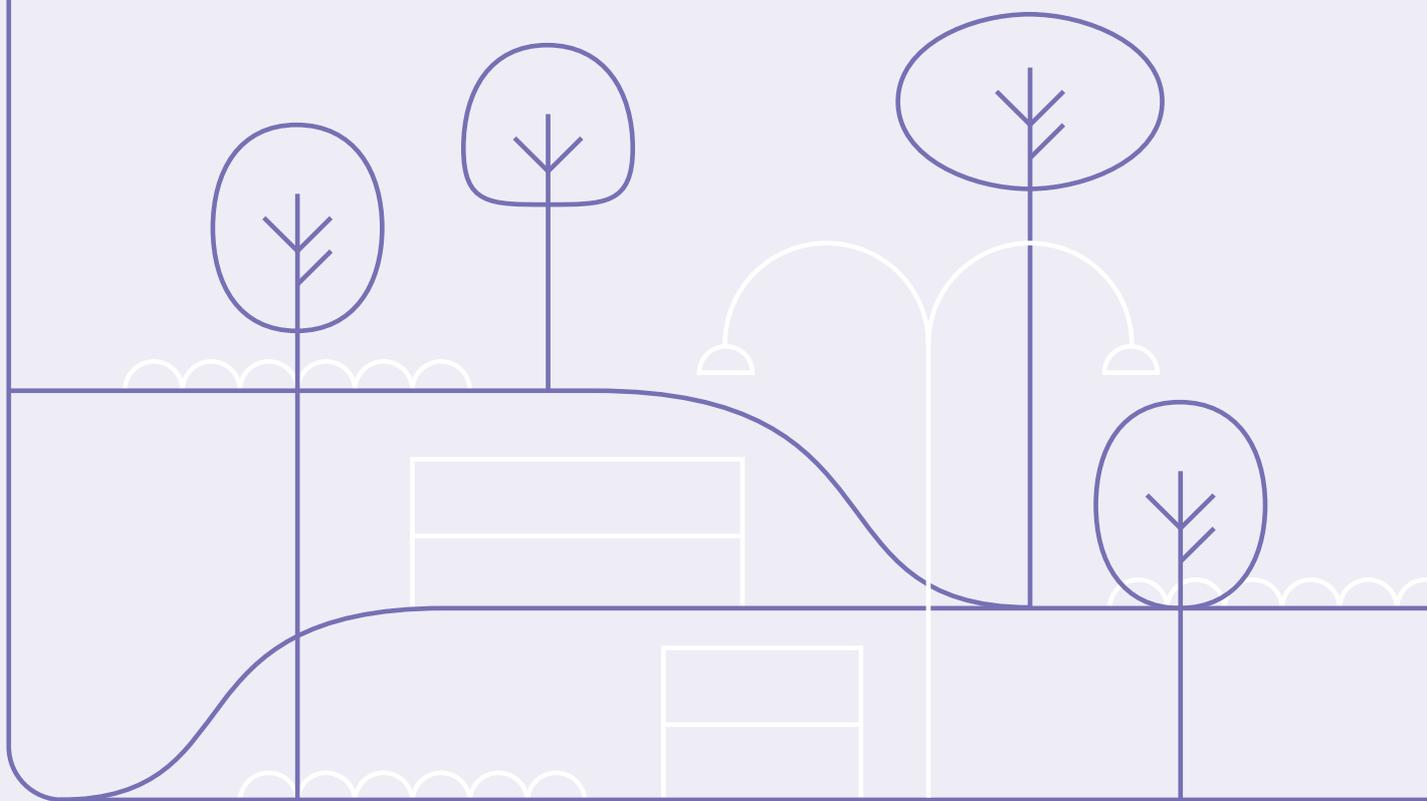
- Conduct periodic evaluation of information and complaints sent by the park's audience through electronic or on-site channels reserved for suggestions;
- Promote meetings with people who visit the park to produce collective assessments of its facilities and services.¹²

¹² There are very interesting insights on mechanisms for evaluating urban spaces with a gender perspective in the material: *Espacios para la vida cotidiana. Auditoría de Calidad Urbana con perspectiva de Género.*

Recommendations for Partnership with the Private Sector

INCLUSION OF GENDER PERSPECTIVE
WHEN STRUCTURING PARTNERSHIPS
WITH THE PRIVATE SECTOR FOR
IMPLEMENTATION AND/OR
MANAGEMENT OF PARKS





In recent years, the number of Brazilian federal, state and local governments interested in establishing partnerships with the private sector for the implementation and/or management of their parks has grown. A survey by the Semeia Institute points out that, until October 2019, there were more than 90 parks with studies on this type of alliance, 38 of which were urban parks¹³. The increase in the number of such initiatives creates an opportunity for debate on how to make these public spaces more inclusive.

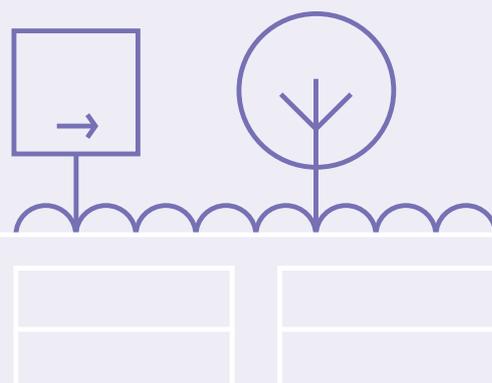
For a better understanding of how this topic can be approached in the structuring of partnerships projects, we present, in general terms, what partnerships with the private sector are, how they are structured and what are the possible opportunities that public managers and other participants in the for-

mulation of these processes have to promote actions to include a gender perspective. We also present the history of the gender subject and some of the results achieved within the scope of the partnership project for Section 2 of the Orla do Guaíba Urban Park, in Porto Alegre, Brazil.

The inclusion of a gender perspective in structuring this type of partnership is innovative, so this section will not be exhaustive. It is likely that this document includes other opportunities not yet identified, so it is important that those involved in similar projects are aware of them. In the future, new systematizations will allow this debate to be enriched and partnerships with the private sector to be drivers to expand gender equality in public spaces.

¹³ Source: Instituto Semeia. Data from October 2019.

PARTNERSHIPS WITH THE PRIVATE SECTOR

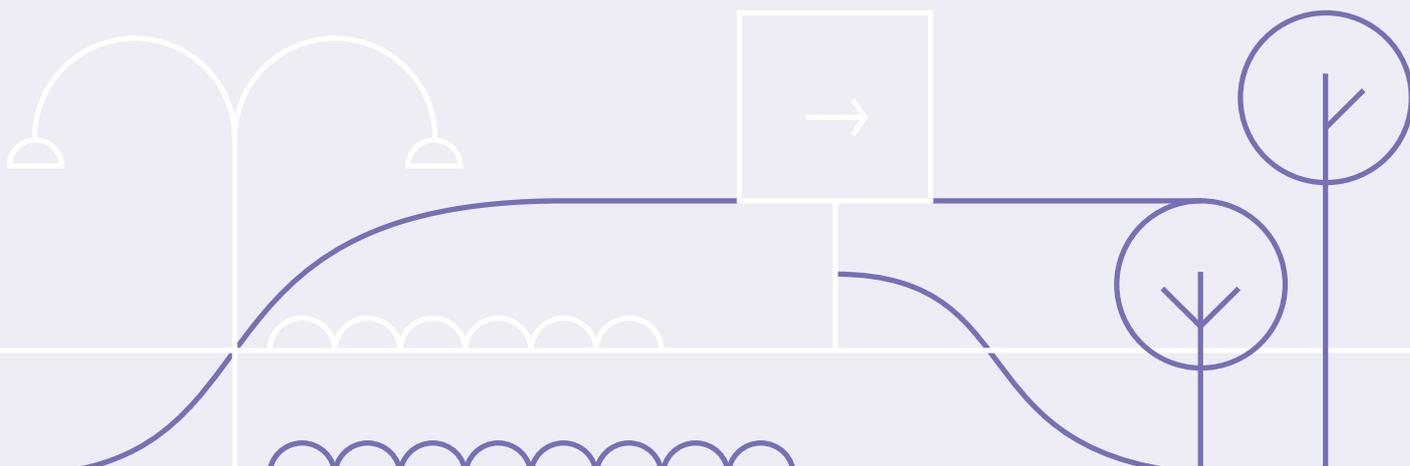


Partnerships with the private sector are models through which the public authorities and private organizations join forces to achieve common goals. In general, the government uses them to offer a better public service to the population and, for this, it transfers to a private organization the responsibility of building, renovating and/or managing public equipment for a certain period of time, subjecting the private partner to a contract that determines, among other coexistence rules, the public policies to be implemented.

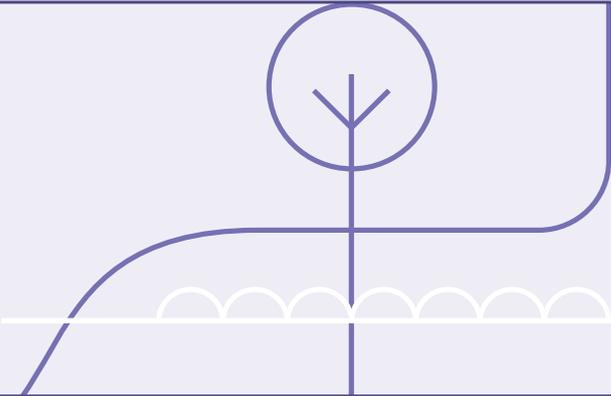
In Brazil, there are several legal models for establishing these partnerships. There are longterm contracts, in which large investments are delegated together with the development of certain services of public interest in the whole area of the park (Concessions when there is no transfer of public resources to the private sphere, and Public-Private Partnerships – PPPs – when there is). There are also those that, in

general, are more focused on the operation and need little or no investment, with a shorter duration (such as partnerships with not-for-profit organizations, among others).

Several urban parks have been the object of partnerships with the private sector in Brazil. Cities of different sizes have used these instruments to implement improvements in their public spaces. For example, since 2012, the city of Curitiba, in the state of Paraná, has had the concession of the Pedreiras Park and the city of São José dos Campos maintains a partnership with a not-for-profit organization for the management of the Park Vicentina Aranha. There are also several iconic parks whose partnerships are being structured, such as Section 2 of the Orla do Guaíba Urban Park, under study by the Municipality of Porto Alegre, and Ibirapuera Park, symbol of the city of São Paulo, which is visited by 14 million people every year.



OPPORTUNITIES



In the life cycle of a partnership project in parks, opportunities arise at different times to include the subject of gender inclusion. In general, projects of this type can be divided into four broad stages.

See below what each one is about in a brief presentation, followed by examples of opportunities that can be used to include this subject.



1. Pre-Evaluation



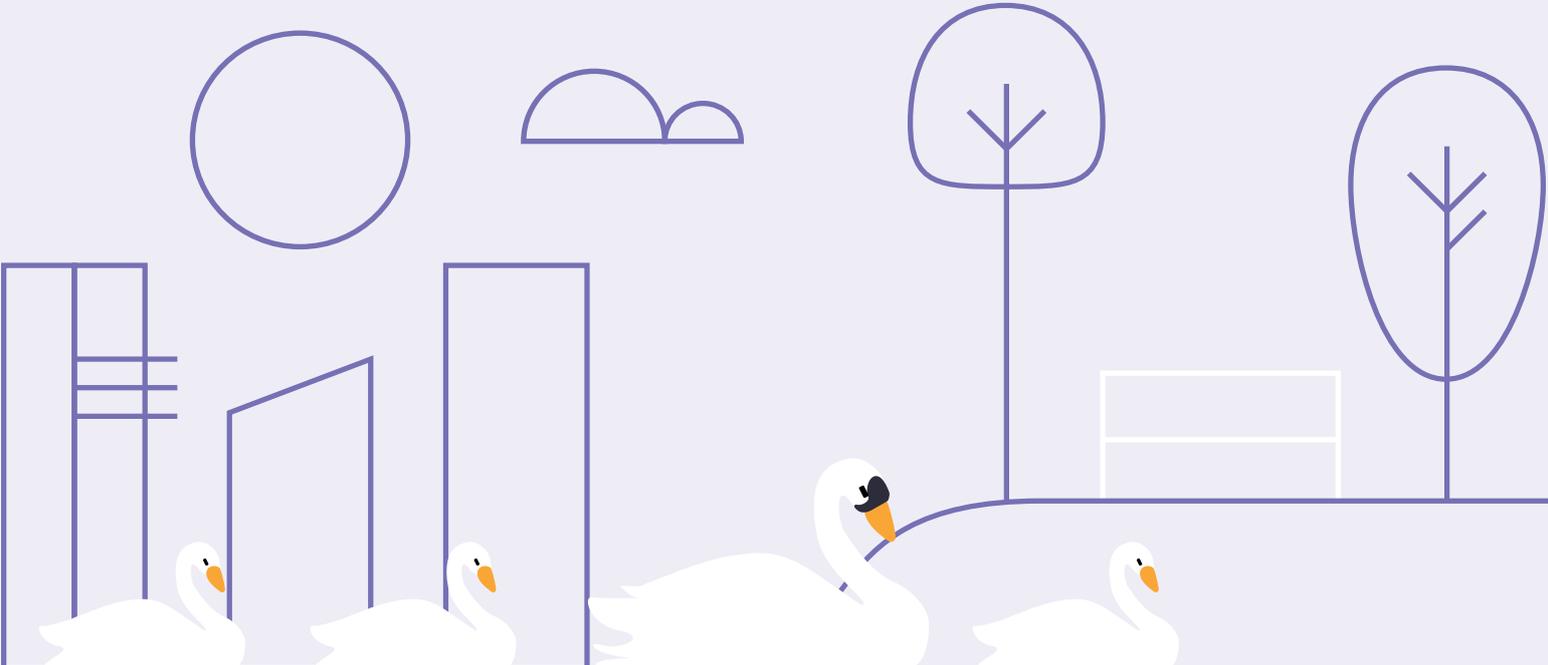
2. Structuring



3. Bidding



4. Contract Management

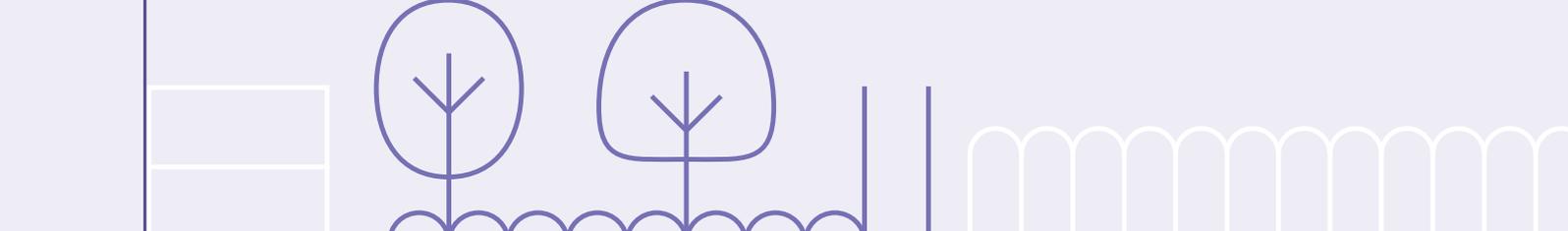


1. Pre-Evaluation

In the first stage, the Pre-Evaluation, an initial diagnosis of the technical and regulatory limits of the initiative to be implemented is carried out. Thus, it is intended to understand, in a preliminary way, the feasibility of the project before investing more resources in it.

The main types of opportunities presented are related to raising awareness of the working group members that will be responsible for structuring the project and carrying out an initial mapping of activists, NGOs and other agents working on this subject in the region of the park.



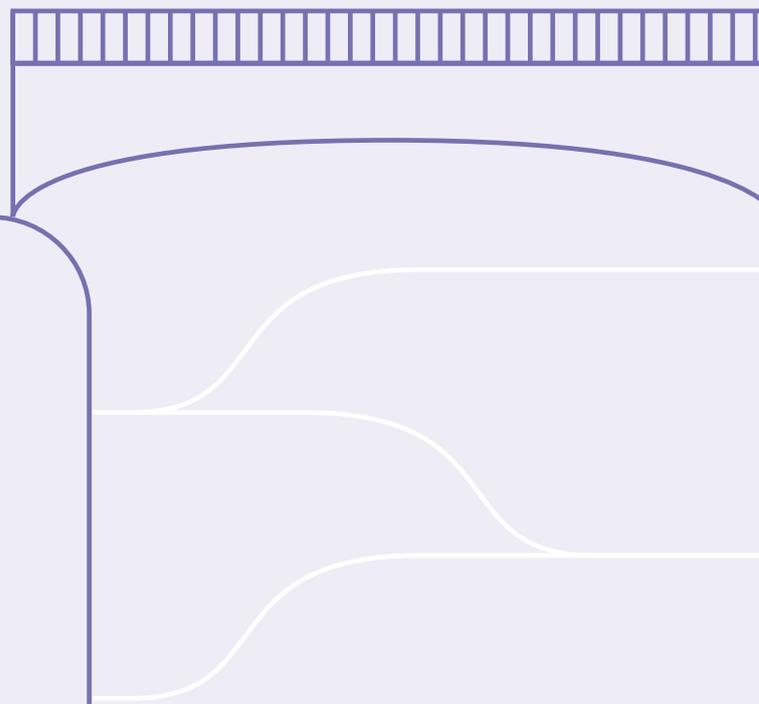
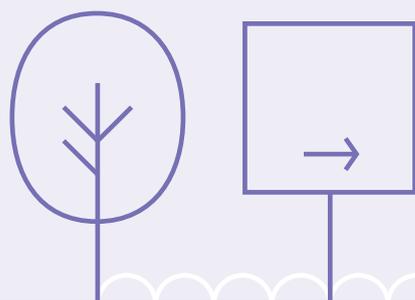


What to do?

- Carry out workshops and meetings with projects structuring working group members to raise awareness of the importance of gender issues;
- Map the main stakeholders (activists, NGOs and others) who work on this subject in the region of the park object of the partnership;

1. Pre-Evaluation

- Ensure that the team responsible for the prior analysis has gender representation and parity among members.



2. Structuring

In the second stage, Structuring, technical, legal and economic feasibility studies are prepared so that they will allow public authorities to define the guidelines and public policies involved in the future partner's activities. At this moment, the documents that will regulate its performance are also prepared.

This stage is the one that presents the most possibilities for insertion of the gender subject, both because it is the one in which the partnership project is actually structured and because it is where the obligations and rules of the relationship with the private partner are determined.



What to do?

- Hold meetings with people committed to the subject of gender, race, ethnicity and the rights of children and elderly people who have been mapped, to gather their impressions and suggestions on how the park can improve with regard to gender inclusion;
- Hold discussions, workshops or other regular meetings with the working group to raise awareness of gender issues;
- Search parks or other public spaces that are a gender inclusion reference to identify good practices that can be incorporated into the project;
- Make sure that studies related to gender issues are included. If a consultancy is hired to carry out the studies that will serve as a basis for structuring the project, provide that it will carry out studies related to the gender subject;

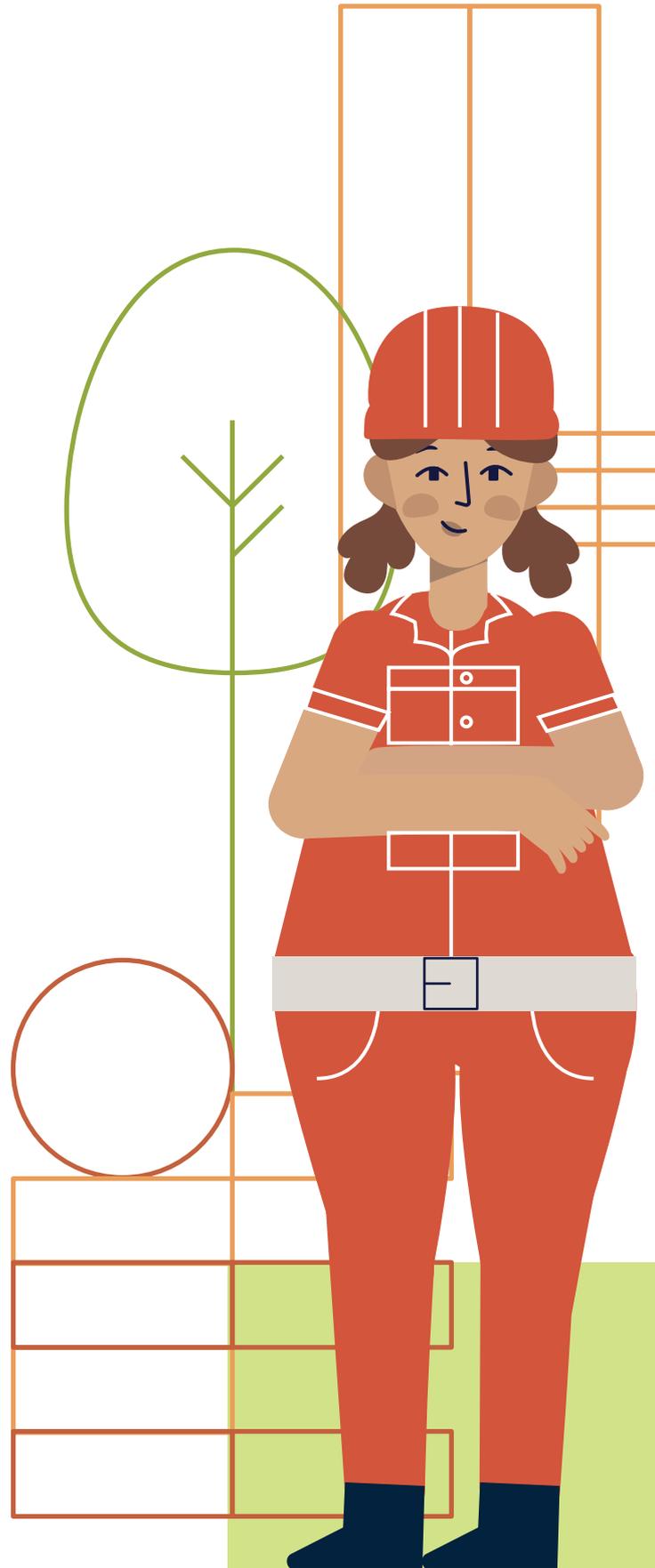
2. Structuring

- Among the obligations to be assumed by the private partner include:
 - Developing a gender inclusion policy that considers aspects related to the use of the park, its infrastructure, relationship with people who use the park, among others;
 - Conducting regular training on the subject with teams, especially those who work directly with the public;
 - Conducting periodic surveys with people who visit the park to identify potential problems related to gender issues and act on the identified points;
 - Promoting events and campaigns that raise awareness in relation to gender and other anti-discrimination subjects;
 - Not using sexist language in its communications with the public.
- Assess the inclusion of indicators related to gender issues in the private partner's performance measurement system.

3. Bidding

In the Bidding stage, the choice of who will execute the object of the partnership is made. It starts with public consultation and hearings, followed by the publication of procurement documents for the public bid, and ending with the signing of the partnership contract.

At this stage, opportunities are related to participation in consultation procedures and critical analysis and incorporation of suggestions in the final documents.



What to do?

→ Promote the participation of gender-related groups in the consultation and public hearing, so that they can give their opinions on the documents made available and suggestions on how to improve them;

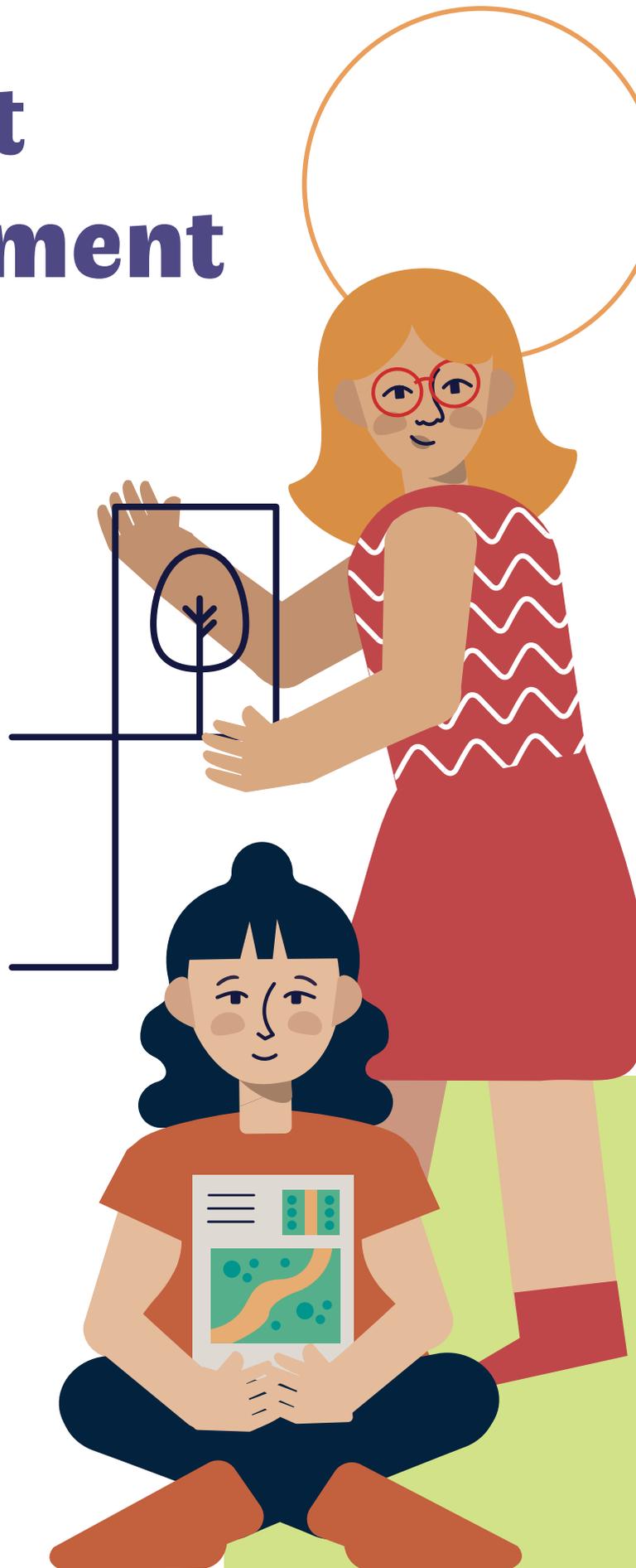
3. Bidding

→ Carry out a critical analysis of the gender inclusion suggestions received, to define those that can be incorporated into the final documents.

4. Contract Management

Finally, the Contract Management stage is the one in which the interventions provided for in the project are implemented, such as renovations or new facilities, as well as the execution of the services provided for in the contract. Therefore, it also tends to be the longest stage.

During this stage, the opportunities are related to monitoring the execution of what was agreed upon.



What to do?

- Oversee the compliance with contractual obligations related to gender inclusion assumed by the private partner;
- Conduct regular meetings related to gender issues with stakeholders who work in the park area to gather their impressions on this topic;

4. Contract management

- If there is a civil society committee involved in monitoring the partnership, ensure that there is gender equity.

Experience

Gender perspective in the concession project for Section 2 of Orla do Guaíba Urban Park

PORTO ALEGRE, RIO GRANDE DO SUL, BRAZIL

From April 2018 to November 2019, the Municipality of Porto Alegre, in partnership with UNOPS (United Nations Office for Project Services) and with technical support from the Semeia Institute, carried out the structuring works for concession of the Orla do Guaíba Urban Park. This work prioritized Section 2, which has 134,450 m² and 850 m in length and is adjacent to Section 1, opened in 2018, which receives an average of 50 thousand visitors per weekend, with a record of 150 thousand people.

One of the subjects addressed when structuring this partnership was the inclusion of gender in the Park, something that is still uncommon in projects of this nature. Although great advances are still required for public parks to be more inclusive, this project contributes by taking an important step so that this subject can be further developed in other projects.



Section 1 of the Orla do Guaíba Urban Park, in Porto Alegre, was inaugurated in 2018 and receives an average of 50 thousand visitors per weekend.

PHOTO JEFFERSON BERNARDES/PMPA

BRIEF HISTORY OF THE GENDER PERSPECTIVE DEVELOPMENT IN THE PROJECT

Between May and November 2019, UNOPS and the Municipality of Porto Alegre drew up guidelines for the incorporation of gender and diversity in the project for the implementation and operation of Section 2 of the Orla do Guaíba Urban Park. This work was developed by a gender specialist, hired by UNOPS as part of the technical cooperation project that supported the structuring of a partnership model between the public authorities and the private sector (concession) for this space.

The methodology developed for the work has combined: a bibliographical review of the interlocations between gender, urban space and infrastructure; fieldwork in the Orla do Guaíba Urban Park implemented section; and the holding of meetings with municipal departments and with collectives, NGOs and activists working on gender and diversity issues.

The bibliographical review aimed to understand the state of the art in the discussion of gender and urban space and the main challenges for this interlocation at an international and national level. The execution of this stage sought to establish the starting points and foundations for the debate. Although consulting a considerable number of documents, it was possible to highlight the lack of materials on the implementation of urban and gender

infrastructure in Brazil and other countries in Latin America, and few documents focused on parks.

The fieldwork was carried out in Section 1 of the Orla do Guaíba Urban Park, which is in operation and has a large flow of people. During the fieldwork, the specialist walked through the park and talked to visitors and people who worked at the site. She used a previously prepared guide for the fieldwork, which included questions about the uses of the park, based on the axes included in this material. Impressions were recorded in a field notebook. Photographic records of the visit were taken to help systematize the opinions.

The meetings with the departments, on the other hand, aimed to understand: 1) How the departments understood the gender and diversity dimensions; 2) What actions were developed in this regard; and 3) What challenges had to be faced in order to implement a diverse and inclusive park. Invariably, the debate raised more specific questions related to the area of activity of each department and their relationship with the Park. The meetings involved the Departments for Strategic Partnerships (SMPE), Environment and Sustainability (SMAM), the General Office of Human Rights (DGDH), in addition to representatives of the Pub-

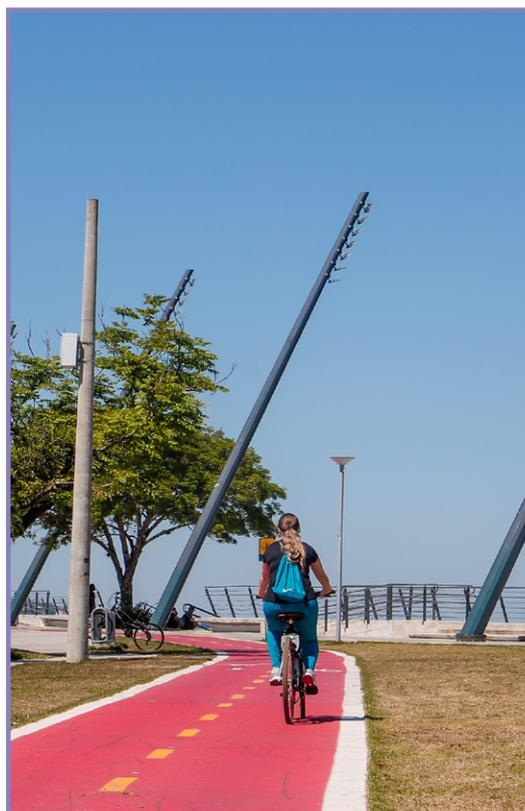
lic Transport and Circulation Company (EPTC) and the Municipal Guard.

The meetings with the departments allowed the specialist a better understanding of the inner workings of the city hall and municipal bodies. The Department for Strategic Partnerships (SMPE) is responsible for developing partnerships and supported the structuring of the partnership for implementation and management of the Park. In this sense, we obtained project updates at the meetings. SMPE participated in all meetings with the departments. Regarding the Department for Environment and Sustainability (SMAM), we discussed the maintenance of spaces and vegetation. Based on this debate, we highlighted the importance of a wide range of public restrooms and restrooms adapted for children, and organizing access to the courts in order to ensure that groups of girls and boys of different ages can use these spaces, in addition to carrying out periodic pruning in vegetation, so that they do not become an obstacle to visibility and mobility.

From the debate with the General Office of Human Rights (DGDH), we were able to map important information regarding the guarantee of diversity in the park: the claim sent by indigenous people to exhibit and sell their handicrafts, the interest of the LGBTI+ audience in commercial establishments that affirm diversity and serve as meeting points, the need for attention so that the police approach to young black people considers human rights, and the

reinforcement of lighting in the arrival and departure routes in the park.

The meeting with the Public Transport and Circulation Company (EPTC) was mainly focused on the importance of prioritizing active mobility and implementing bicycle racks for the safe storage of bicycles. We could also get to know the bus lines that reach the park and the problems related to traffic in the area. The Municipal Guard explained how their action protocols work, showing interest in developing debates and information on the gender issue.



Active mobility systems are mainly used by women. PHOTO JEFFERSON BERNARDES/PMPA



The Park allows for different uses, such as sports, contemplation, contact with nature and rest.
PHOTO ALEX ROCHA/PMPA

The establishment of a gender and diversity perspective translates into an intersectoral effort. Enabling the opportunity for the meeting between departments was an important contribution of the work. The intersectoral dialogue allowed for a broader elaboration of the challenges of building and managing an infrastructure that is not isolated from the rest of the city. Reflecting on gender and diversity dimensions is also thinking about flows and environments.

The meetings with collectives, activists and NGOs had the following objectives: 1) Knowing the collectives' performance; 2) Mapping possible controversies and claims regarding the Park's implementation; and 3) Raising a discussion on the relationship between gender, diversity and the implementation of infrastructure works.

Understanding the work developed by feminist groups, black women's organizations, NGOs related to homeless people and col-

lectives organized for the defense of land and territory in Porto Alegre broadened the vision of the working group involved in structuring the project on obstacles and perspectives and the role of infrastructure in promoting coexistence or making it more difficult.

The study of the concrete case revealed seven axes related to gender, which guided the research activity for the implementation of Section 2 of the Orla do Guaíba Urban Park, and inspired the production of guidelines in accordance with the reality of the municipality, the type of enterprise and the available resources.

The general axes are: 1) Work and Leadership; 2) Spaces and Equipment; 3) Services; 4) Language and Symbolic Representation; 5) Mobility; 6) Safety; 7) Research and Evaluation. Regarding this material, the Participation axis was the only one that could not be considered, as the specialist's activity started after this stage of consultation and dialogue.

RESULTS ACHIEVED

The first result of the Municipality of Porto Alegre with this initiative was to include the gender issue in the structuring of partnerships for the management of urban parks. With this experience, other governments have an important starting point in relation to how this subject can be inserted, from which they can build and develop new contributions.

The second result can be found in the documents placed in Public Consultation from August 12, 2019 to September 11, 2019 and whose bidding process started on January 14, 2020. It is possible to observe in these documents aspects that aim to build a park that meets the needs of different types of users.

The concessionaire's responsibilities regarding space are: spaces with shade, parks for children, bicycle racks, family restrooms, drinking fountains, being forbidden to charge for the use of restrooms or drinking fountains. The company winning the bid is also obliged to: encourage

recycling; offer varied services, in different economic categories; visual communication and signage attentive to the use of non-sexist language; comply with labor legislation; train security personnel on gender and diversity issues, on the rights of social minorities and vulnerable social groups; maintain a virtual platform with information such as: public transport lines to access the park, campaigns that promote the values of diversity and gender equality, an area for submitting questions, criticisms, suggestions and complaints.

Furthermore, this subject is explained in the guidelines included in the Contract Specifications, an annexed document to the actual Contract.¹⁴ Among the examples of concessionaire's responsibilities, we may find, for example, the obligation to prepare an Inclusion Policy that must be approved by the City Hall and must contain aspects related to the uses of the park, employability, infrastructure, services and commercial activities, as well as awareness campaigns. The guidelines of this policy are highlighted in the table below, which can serve as an initial reference for public managers and others involved in initiatives of this nature.



A park that considers everyone's needs allows more visitors. PHOTO ALEX ROCHA/PMPA

¹⁴ The documents mentioned here refer to the bidding process launched on January 15, 2020 and revoked on March 19 of the same year. Any changes in the new bidding process may occur and are the exclusive responsibility of the Municipality of Porto Alegre.

INCLUSION POLICY IN THE CONTRACT SPECIFICATIONS FOR CONCESSION OF SECTION 2 OF ORLA DO GUAÍBA URBAN PARK, IN PORTO ALEGRE

Listed below are some items determined by the Municipality of Porto Alegre in the Contract Specifications as obligations of the eventual concessionaire company to be contracted to implement and manage Section 2 of the Orla do Guaíba Urban Park.

5.10. Inclusion Policy

5.10.1. CONCESSIONAIRE shall develop and implement a consistent inclusion policy, encouraging gender equality and respect for diversity.

5.10.2. The aforementioned gender and diversity policy should propose hiring and retention strategies that provide better employment conditions for women and other vulnerable groups.

5.10.3. CONCESSIONAIRE must guarantee the minimum infrastructure to encourage the employability of women, such as the implementation of separate toilets for men and women in the workplace, including the construction site.

5.10.4. Information on the inclusion policy must be included in the Operational Plan, in the Semi-Annual Activity Report and in the Annual Activity Report to be delivered to the GRANTING AUTHORITY.

5.10.5. All services and commercial activities explored by the CONCESSIONAIRE shall promote, whenever possible, inclusion and development policies for social minorities.

5.10.6. CONCESSIONAIRE shall carry out awareness campaigns, awareness raising, dissemination of good practices and guidance to USERS and employees, encouraging gender equality and respect for diversity, as well as a permanent campaign of zero tolerance to sexual harassment in the workplace and in the public space.

PERFORMANCE MEASUREMENT SYSTEM

7. Incentive for Incorporation of Inclusion Policies.

7.1. The “Incentive for the Incorporation of Inclusion Policies” dimension is made up of the Inclusion Policies indicator, which measures the quality of service provided in the CONCESSION AREA to men, women, children, young, elderly, Afro-descendants, LGBTQI and indigenous people, guided by equity and non-discrimination. This indicator will be measured in accordance with Table 9 below.

ITEM	DESCRIPTION	RATING		GUIDANCE
		A	B	
INC 01	Incentive for equality between men and women in management positions, with a racial focus	1	0	Are there women or Afro-descendants in the CONCESSIONAIRE'S administration management positions?
INC 02	Attention to the safety of park USERS	1	0	Are there women working in the park's property security position?
INC 03	Incentive for employability of the elderly, and the first job of young people	1	0	Are there first job programs for young people? Are there employability actions for the elderly?
INC 04	Educational campaigns to combat discrimination	1	0	Are there ongoing campaigns against sexual harassment in the public space, against racism and LGBTphobia?
INC 05	Use of non-sexist and non-racist language	1	0	Are the information contained in the park attentive to the use of non-sexist and non-racist language?
INC 06	Fostering inclusive and empowering economic activities	1	0	Are there actions to promote income generation in the CONCESSION AREA aimed at groups of women, Afro-descendants, indigenous people and LGBTQI?
INC 07	Fostering inclusion - KEY ATTRACTIONS	1	0	Are there actions to include different income segments in relation to KEY ATTRACTIONS, such as gratuities and discounts?
INC 08	Fostering inclusion - Events	1	0	Are there actions to access different income segments in relation to events, such as gratuities and discounts?

A Positive or normal situation

B Negative or irregular situation

Final considerations



Final considerations

Parks for All seeks to provide an overview of the debate on gender perspective applied to urban space in general and to parks in particular. We show that the adoption of this perspective does not result in greater expenditure on resources, but represents a guidance to public authorities and private agents to promote spaces with a higher quality, that are attentive to the needs of different people and that promote coexistence, without reproducing discriminations.

This is not an exhaustive publication, as explained above. We would like this initiative

to encourage different agents to analyze and contribute to other urban experiences that have gender as a central axis and can offer more concrete and successful examples. Finally, we indicate some readings that can guide the further development of the subjects presented here.

We appreciate your reading and hope that you can apply the suggestions presented here in the parks of your city. We also hope that soon other parks become examples of a gender perspective inclusion, and that we will have better parks for everyone in Brazil.



Institutions



United Nations Office for Project Services

The United Nations Office for Project Services (UNOPS) is part of the United Nations. Around the world, it offers the UN system, their partners and governments solutions in humanitarian assistance, development, peace and security areas. Their mission is to help people improve their living conditions and countries to achieve peace and sustainable development, in line with the objectives of the 2030 Agenda.



The Semeia Institute's mission is to turn protected areas into a source of pride for Brazilians. In this context, it fosters partnerships that allow joint efforts between the public sector, the private sector and civil society. Its role is specific: the Institute works with the federal, state or municipal governments to support the development of projects aimed at innovating management models for natural and urban parks, so that society may enjoy spaces that are better prepared for the public.



UN Women is the United Nations entity dedicated to gender equality and the empowerment of women. UN Women was created to accelerate progress in responding to the needs of girls and women around the world.

UN Women supports UN Member States in setting global standards to achieve gender equality and works with governments and civil society to design laws, policies, programs and services required to ensure that the standards are effectively implemented and truly benefit women and girls all around the world.



The Joint United Nations Program on HIV/AIDS (UNAIDS) leads and inspires the world to achieve its shared vision of zero new HIV infection, zero discrimination and zero AIDS-related deaths. UNAIDS joins the efforts of 11 organizations — UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank — and works closely with national and global partners to end the AIDS epidemic by 2030 as part of the Sustainable Development Goals.

Basic Concepts

2030 Agenda and Sustainable Development Goals (SDGs)

The 2030 Agenda is an action plan for people, planet and prosperity that seeks to strengthen universal peace. The plan lists 17 Sustainable Development Goals, the SDGs, and 169 goals, to eradicate poverty and promote a decent life for all, within the limits of the planet. These are clear objectives and goals for all countries to adopt according to their own priorities and to act in the spirit of a global partnership that guides the choices necessary to improve people's lives, now and in the future.

For further information, visit

<https://nacoesunidas.org/pos2015/agenda2030/>.

Active mobility

Active mobility or non-motorized mobility is a form of mobility that uses only physical means of the human being for locomotion, such as walking and cycling. Other human-powered means such as, for example, non-motorized velocipede, roller skates, skateboards or scooters, also fall under active mobility.

<http://mobilidadeativa.org.br/>.

Concession

Concessions are contract arrangements used in activities that also require considerable investments and which are also followed by the provision of services and/or economic activities. However, the project's revenues are sufficient to cover the resources invested by the private sector and, therefore, do not require financial participation from the Public Authorities.

http://semeia.org.br/arquivos/2019_Guia_pratico_de_Parceiras_em_Parques.pdf.

Basic Concepts

Diversity

Diversity is one of the basic principles of citizenship. It aims at guaranteeing to each individual the conditions for full development of their talents and potential, considering the search for equal opportunities and respect for dignity. It represents the enforcement of the right to be different, creating conditions and environments in which people can act in accordance with their individual values.

<http://www.onumulheres.org.br/wp-content/uploads/2013/12/Guia-de-enfrentamento-ao-racismo-institucional.pdf>

Equity

Equity configures a principle of redistributive, proportional justice, which is guided more by the needs of people and collectives and by a sense of repairing debts than by its formal equality before the law. It represents the deepening of the principle of formal equality of all before the law.

<http://www.onumulheres.org.br/wp-content/uploads/2013/12/Guia-de-enfrentamento-ao-racismo-institucional.pdf>

Basic Concepts

Gender-based violence

The term gender-based violence describes the violence that establishes, maintains or attempts to reaffirm unequal gender-based power relations. It encompasses acts or threats that inflict physical, mental or sexual abuse or suffering, coercion and other deprivations of liberty. Initially, the definition of the term described the influence of gender on men's violence against women. Therefore, it is often used as a synonym for violence against women. However, the definition has evolved to include violence committed against some boys, men and transgender people for challenging (or not complying with) prevailing gender norms and expectations (e.g. may have a feminine appearance) or conform to heterosexual norms.

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf

Gender equality

Gender equality is a recognized human right. It reflects the idea that all human beings are free to develop their personal abilities and make choices without limitations imposed by stereotypes, gender roles or prejudices. Gender equality means that the different behaviors, aspirations and needs of all people are equally considered, valued and promoted. It also means that there is no discrimination based on the person's gender when assigning resources or benefits, or when accessing services. Gender equality can be measured in terms of existence of equality of opportunities or equality of results.

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf

Basic Concepts

Gender identity

Gender identity refers to each person's internal and individual gender experience, which may or may not correspond to the sex assigned at birth, including both the personal sense of the body — which may involve, by free choice, modification of bodily appearance or function by medical, surgical, or other means — and other gender expressions, including dress and speech (see also [sexual orientation](#)).

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf.

Gender Parity

Gender parity refers to a proposal of the exercise of equal rights by men and women, including power and decision-making positions. In some cases, such implementation implies the adoption of measures such as stimuli or quotas so that spaces are occupied equally by men and women.

UN Women

Basic Concepts

Intersectionality

Intersectionality is a concept that affirms coexistence of different factors (vulnerabilities, violence, discrimination), also called subordination axes, which happen simultaneously in people's lives.

Different axes of subordination are active in societies like ours, including:

- generation, giving adults better positions in relation to younger and older people;
- physical or mental condition, in which people with disabilities and people with chronic illnesses face more barriers;
- territorial situation, which grants advantages to inhabitants of urban centers to the detriment of peripheral, rural, riverside and forest populations;
- race, which grants privileges to white people to the detriment of black and indigenous people;
- gender, which exposes women, lesbians, gays, bisexuals, transvestites and transsexuals to situations of oppression and violence;
- class, which imposes barriers on the poorest people.

<http://www.onumulheres.org.br/wp-content/uploads/2016/04/FINAL-WEB-Racismo-Institucional-uma-abordagem-conceitual.pdf>.

Basic Concepts

Lesbians, gays,
bisexuals,
transsexuals,
transvestites and
intersex/LGBTI+
people

Although it is preferable to avoid acronyms whenever possible, the LGBTI+ acronym has gained recognition as it emphasizes a diversity of sexualities and gender identities.

https://unaid.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf.

Performance
Measurement

Performance measurement is carried out through indicators that help in monitoring contract execution. In the case of partnership contracts, they serve as a tool to detect possible operational failures (low quality of cleaning and waste management, for example) and to encourage the private partner to carry out desirable conducts (such as, for example, environmental educational activities).

http://semeia.org.br/arquivos/2019_Guia_pratico_de_Parceiras_em_Parques.pdf.

PPPs

PPPs, Public-Private Partnerships, are the mechanisms adopted to manage initiatives that require considerable investments in their construction or renovation, followed by the provision of services and/or economic activities, whose revenues produced (for example, charging user fees) are not sufficient to cover the resources used by the private sector, therefore requiring the financial participation of the Public Authorities to make them viable.

http://semeia.org.br/arquivos/2019_Guia_pratico_de_Parceiras_em_Parques.pdf.

Basic Concepts

Sex

The term sex refers to biologically determined differences used to label individuals as male or female. This classification is based on reproductive organs and functions.

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf.

Sexual orientation

The term sexual orientation refers to each person's deep emotional, affective, and sexual attraction to individuals of the opposite gender, the same gender, or both genders (as well as their intimate and sexual relationships with these individuals).

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf.

Stigma and discrimination

The term stigma comes from the Greek word that means mark or stain, and refers to beliefs and/or attitudes. Stigma can be described as a dynamic process of devaluation that significantly belittles an individual in the opinion of others. For example, within certain cultures or contexts certain attributes are defined by others as being shameful or inappropriate. When stigma is put into practice, the result is discrimination. Discrimination is any type of arbitrary distinction, exclusion or restriction that affects a person, usually (but not exclusively) by virtue of an inherent personal characteristic or the perception of belonging to a particular group. Discrimination is a violation of human rights.

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf.

Basic Concepts

Urban Parks

Urban parks are widely green areas within cities, being usually visited by the population for the practice of sports, leisure and entertainment activities, and as an option for contact with nature in urban centers.

https://unaids.org.br/wp-content/uploads/2017/10/WEB_2017_07_12_GuiaTerminologia_UNAIDS.pdf.

Complementary Reading

- Espacios para la vida cotidiana. Auditoría de Calidad Urbana con perspectiva de género. Col.lectiu Punt 6. 2014.
[\[LINK\]](#)
- Departamento de Integração da perspectiva de gênero da prefeitura de Viena
[\[LINK\]](#)
- Entornos habitables. Auditoria de seguridad urbana con perspectiva de género en la vivienda y el entorno. Col.lectiu Punt 6. 2014.
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- Mujeres trabajando. Guía de reconocimiento urbano con perspectiva de género. Col.lectiu Punt 6. 2014.
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- Programa Cidades Sustentáveis
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implementing urban parks
with a gender perspective

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