

Committee
for
Sydney

Designing a City for Women

Lessons from Vienna

April 2020



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Cover photo

The former Weiner Mode publishing house turned Drei Kronen Hotel, Vienna.

Source: Leopold Kamp, Unsplash

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Introduction

Vienna is the most liveable city in the world.¹ It also works well for women. This isn't coincidental.

Since the 1990s, the City of Vienna has practiced 'gender mainstreaming', whereby women and men are accounted for equally in policy, legislation, and resource allocation. Its unique approach to designing gender equality in to the city has had transformative impacts.

This report explores Vienna's approach to designing a city with and for women, showcasing case studies that cut across the built environment and service delivery. Pilot projects in public housing and transport planning have resulted in new design standards that emphasise the everyday needs of women, and have been applied at scale in large greenfield precincts. A close examination of how adolescent girls use and compete for public space has also changed the way parks are designed, with several sports courts and playgrounds retrofitted across the city. More broadly, the City of Vienna has looked at ways to use the levers of government to advance gender equality. Targeted healthcare and education reforms have improved outcomes for women and families, and the adoption of gender budgeting has seen the City use its procurement power to challenge systemic biases. These case studies demonstrate both challenges and opportunities for improving the lives of women, drawing lessons for Greater Sydney.

Gender equality in Australia

Such a strong focus on gender may seem out of place in the present day. In Australia, women have had equal rights and opportunities to study, work and utilise public space for generations. However, a range of differences persists in how men and women experience the city.

As explored in the Committee for Sydney's report, *Safety after dark*, there are many public spaces where women feel unsafe and experience harassment. In Sydney, women often steer clear of certain streets, parks and transport routes to avoid real and perceived threats, finding it more practical to change their own behaviour than negotiate how space is used. While many men also feel threatened, the experience tends to be felt more acutely by women. For instance, the Australian Bureau of Statistics reports that 23% of women felt unsafe waiting for public transport alone at night, compared to 9% of men.²

Bridges over the
Danube River, Vienna
Image source:
Julius_Silver, Pixabay



The distinct roles that women play in the community also shape their experience. While women’s participation in the workforce has climbed steadily for decades, they continue to spend more time undertaking unpaid work at home and caring for others (see Figure 1). Women make up over 70% of primary carers in Australia and are more likely than others to engage in part-time work.³

Differences in part-time working arrangements are even more pronounced for parents with a child under six, with three in five employed mothers (61%) working part-time compared to less than one in ten employed fathers (8%).⁴ Taken together, the day-to-day journeys of women are often more complex, making trips for childcare and dependents, errands and domestic jobs, while also commuting to and from work.

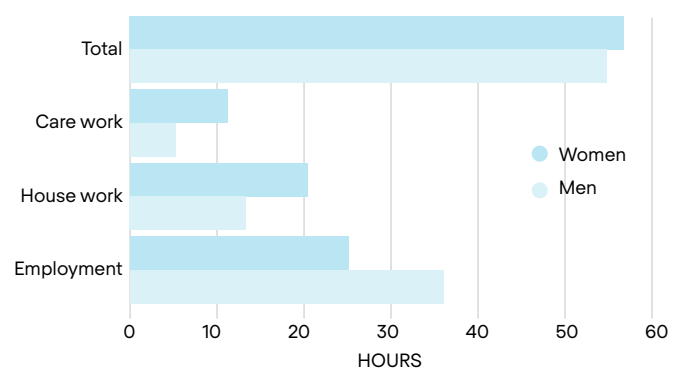
There is some emerging evidence to suggest that women exercise and socialise in public space less than men. Only about a quarter of the people who cycle up to five kilometres in Greater Sydney are women, and adolescent girls tend to use parks less than their male peers.⁵ Furthermore, research published last year by the Sydney Women’s Fund found that a majority of Sydney Women feel powerless to change things beyond their households and family, including 61% feeling powerless to influence local improvements.⁶

Finally, a lack of representation compounds the challenges faced by women living in cities. Roughly 15% of mayors and 30% of parliamentarians in Australia are women.⁷ While many male leaders acknowledge the different lived experiences of men and women, there are ultimately fewer women at the table to advocate for their own needs.

Undoubtedly, gender continues to influence how Sydney-siders experience in the city. For a place to be truly liveable, it must engage with these differences and plan accordingly. For this reason, the Committee presents the following case studies and lessons learned as a way to encourage a greater focus on gender-mainstreaming to achieve a more liveable city for everyone.

Women still do substantially more caring and house work, while men do more paid work.

Figure 1: Average number of hours spent on paid and unpaid work among Australians aged 15-64



Source: Melbourne Institute, 2018, HILDA Survey: Selected Findings from Waves 1 to 16, p82



Gender mainstreaming in Vienna

For nearly 30 years, the City of Vienna has practiced 'gender mainstreaming', using its power in policy, procurement and urban planning to drive better outcomes in the city, particularly for women. Gender mainstreaming means:

The (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making.⁸

Gender mainstreaming is based on an understanding that equality is not a separate policy area like education or transport, but rather a part of all areas. It is not a set of policies that seek to redress *existing* inequalities. Gender mainstreaming uses findings of inequality to change regulations and ways of thinking to prevent inequalities arising in the *future* – for example through education that challenges gender stereotypes.

The City of Vienna's gender mainstreaming work began with in the early 1990s, with the formation of the Women's Office. At the time, gender mainstreaming did not even exist as an expression, it was a new approach to policy making and city building in Europe at 1997, which had not been widely adopted by any city in the world. Vienna's process was iterative, developing tools for gender analysis, pilots to test interventions and eventually scaling up to broader reform.

At the heart of Vienna's approach to gender mainstreaming is the application of the '4 R method'.⁹ The 4 R method is based on one core question:

WHO GETS WHAT AND WHY OR WHY NOT ?

Representation

Resources

Reality and Rights

In detail

Representation considers who participates in processes and/or accesses services, and the gender distribution of those involved. It also considers who really needs a service and whether the relative need is adequately reflected in the user group.

Resources considers how financial and other resources, including time, information and space are distributed between women and men, and whether the share of resources accounts for different living circumstances.

Reality considers why the current situation exists and how can it be changed. It asks to what extent representation and resource distribution are affected by gender norms and questions preconceived notions around roles, values and traditional ways of doing things.

Rights considers whether the policy framework provides sufficient protection from disadvantages and discrimination, and whether new goals, measures or legislative changes are needed to advance gender equality.



A lot of the City of Vienna's early work focused on built environment interventions. Through their analysis of how women used and occupied spaces, the City found that a bias existed in housing layouts, transportation planning, and the design of public parks. Much of the bias could be attributed to a lack of women in built environment professions, such as architecture and urban planning. To address these issues, the City of Vienna instigated over 60 pilot projects that incorporated gender-sensitive design processes, and translated the results into broader policy change across the whole city.¹⁰

In the decades since City of Vienna Women's Office formed, gender mainstreaming has moved from being a fringe issue, to a streamlined part of day-to-day processes of the administration. The conversation around gender mainstreaming among policy makers and the broader administration has also evolved. In the 1990s, many were reluctant to engage with the subject matter. Many making disparaging remarks like, 'let's paint the pavement pink' or simply arguing that gender matters were not important. Today, there is a higher level of understanding and gender competence in the organisation, with departments focusing on implementation and instead asking 'How do we get it right?'.¹¹

Through the support of a dedicated Gender Mainstreaming Office, over half of the City of Vienna's 70 municipal departments have undertaken gender mainstreaming projects of their own.¹² Budget processes, service provision, and communication with stakeholders have all transformed. The impacts can be seen throughout Vienna, with the reach of government decisions and the distribution of public funds having wide reaching impacts. The City's approach to change is well summarised by the head of the gender mainstreaming office in Vienna who outlines, 'We are working with the bureaucracy, and they are working with real people'.¹³

The following case studies detail a few examples of gender mainstreaming in Vienna, highlighting reforms in the built environment and broader policy areas of health, education, and finance.



Case studies

Karlplatz, Vienna
Image source: Felix Neudecker, unsplash

Gender sensitive housing design – ‘Frauen-Werk-Stadt’

Issue

In 1997, the City of Vienna completed its first major pilot project – the construction of a new housing development designed by women. The City, which has a strong tradition in developing and delivering social housing, realised that the majority of its housing stock catered to the ‘nuclear family’ model and had been designed primarily by male architects.

Action

The City of Vienna ran a design competition for the creation of a gender-sensitive housing project called ‘Frauen-Werk-Stadt’ (Women-Work-City). The competition was only open to female architects, and the eight entrants took equitable account of the different life phases and realities of women and their families.

Outcome

The Frauen-Werk-Stadt pilot resulted in a housing development of around 360 apartments comprising of half social housing and half subsidised housing, designed by four female architects. The housing project was specifically designed to support caregivers (particularly women) in their tasks at home and create an environment that was attractive, safe and stimulated interaction with neighbours. At the time, it was, and still is the largest gender-sensitive housing development to be built in Europe, and resulted in innovative design features including:

- flexible apartment layouts that are ‘use neutral’ and can be adapted to the specific needs of the household (see Figure 2)
- rooftop communal laundries, creating a space for doing laundry in which parents and children could socialise while waiting on the roof terrace
- open kitchen layouts with outward facing windows to ensure that a person in the kitchen can see and hear outside as well as be seen and heard from within
- communal stroller and bicycle storage rooms located at the entrance of an apartment building.

- on site kindergartens, with multipurpose community event spaces and meeting rooms
- naturally illuminated underground parking areas to improve safety and the overall perception of these less visible spaces.



Interior courtyard of the ‘Frauen-Werk-Stadt’ housing development

Image source: Committee for Sydney

Elsa Prochazka, one of the four female architects who designed the housing complex, explained that it would not have been possible to create Frauen-Werk-Stadt without government support. At the time, gender-sensitive design 'was somehow provocative, in housing and in general public discussion'.¹⁴ The design competition 'opened up the discussion about living in the city with a group of female architects', and the result of the pilot put 'focus on everyday needs'.

Frauen-Werk-Stadt and subsequent housing pilots created the evidence for the City of Vienna to develop design criteria relating to 'Daily Life and the Specific Needs of Women'.¹⁵

For over 20 years, the City of Vienna has applied these criteria to its assessment of proposals for subsidised housing, developer competitions or single project assessments, with a gender expert sitting on all juries. As 50-80% of new housing in Vienna receives subsidies and at least 25% of all housing stock is municipally owned, the City of Vienna continues to exert significant influence through these competitions.¹⁶

Adaptive apartments means they can be changed as the needs of families change.

Figure 2: Flexible apartment layouts that are 'use neutral' and can be adapted to the specific needs of the household



The use neutral layouts designed by Elsa Prochazka were the first of their kind and were piloted in the 'Frauen-Werk-Stadt' housing development.

Source: Elsa Prochazka



Gender sensitive transport planning – Mariahilf District Pilot

Issue

Measuring the number and quality of pedestrian journeys is notoriously hard to do. In the early 2000s, the City of Vienna wanted to better understand the contribution of pedestrian journeys to everyday life and discovered a startling fact: 56% of all trips undertaken on foot were made by women while 58% of all trips by car were made by men.¹⁷ The City's assessment of modal split found that women, particularly those with caregiving responsibilities, travelled more often on foot or by public transport, completing complex trip chains in which errands, work and care duties weaved together. Moreover, children, senior citizens and persons with special mobility needs were found to be more dependent on an attractive and safe network of footpaths and cycleways.

Action

The City of Vienna undertook a pedestrian improvement program in the pilot district of Mariahilf. Mariahilf is a small but densely built-up district, adjacent to Vienna's city centre. About 25% of all pavements in the district were found to be less than two metres wide and about 50% of all intersections were difficult to cross for pedestrians. Uneven topography – 30 metres between the highest and lowest point of the district – also influenced connectivity, with more than 50 public staircases. Few of which were fitted with ramps.¹⁸

The City's program engaged the seven municipal departments that dealt with public space. The City of Vienna's Coordination Office for Planning and Construction Geared to the requirements of Daily Life and the Specific Needs of Women, began by running a series of workshops and department-specific coaching sessions. Over the course of two years, each of the departments led projects and implemented gender-related measures that extended across the whole of Mariahilf.

Outcome

The pilot projects in Mariahilf resulted in:

- 60 intersection improvements (new pedestrian crossings, smoothing uneven surfaces etc.)
- the widening of more than 1,000 metres of pavement
- the establishment of pedestrian lead times at several intersections
- additional seating in nine locations
- improved lighting in 26 spots
- installing ramps and an elevator
- removing obstacles on pedestrian paths and creating a 'barrier free design'.

The City of Vienna has continued to prioritise pedestrian journeys with similar programs running elsewhere in city. Furthermore, as a result of the Mariahilf pilot and other gender-sensitive transport studies, the City of Vienna has implemented two regulatory controls: a planning standard that stipulates all new sidewalks must have a minimum width of two metres and guidelines for retrofitting stairs with pram ramps.

An elevator has been installed in Mariahilf, Vienna for easy access to the kindergarten on the lower level.

Image source: Committee for Sydney

Gender sensitive masterplanning – Aspern Seestadt

Issue

As discussed earlier, the day-to-day journeys of women are often more complex than men, making trips for childcare and dependents, errands and domestic jobs, while also commuting to and from work. The aim of most land use and transport strategies is to support commuter journeys, with less emphasis placed on the smaller trips that are essential for everyday living.

Action

The City of Vienna has developed an “everyday route check” to apply to master plans and assess the overall liveability of new urban developments. The route check methodology considers eight different types of residents and the typical daily routines and trip chains that would take place in a local area for these people. These trip chains are then visualised, with the distances between residential zones and points of interest (parks, schools, day care, public transport, shops and services) measured.

The everyday route check methodology is an innovative way to consider the different needs of residents and make sure the precinct works for a diverse population. For example, the typical daily journey of a working parent with a young child may entail: Apartment – day care – workplace – shopping – apartment – park – apartment. While a working adult with no caregiving responsibilities may consist of: apartment – workplace – apartment – restaurant – apartment.

The City of Vienna has applied the everyday route check to the master plan for Aspern Seestadt, a brownfield development on the city’s fringe that will grow to cover 240 hectares by 2028 (see Figure 3).

Outcome

Seestadt has been designed as a “city of short distances”, with an emphasis on active and public transport journeys. The area will house over 20,000 people and the same amount of workplaces, and has set an ambitious modal split for journeys at 40% cycling and walking, 40% public transport, and only 20% motor vehicles.¹⁹

Extensive analysis and careful consideration have been taken to make Seestadt a gender-sensitive and age-friendly precinct. The everyday route check has been applied to the masterplan, and is accompanied by the City of Vienna’s gender mainstreaming advice that details meticulous criteria for ensuring the development is built to the everyday needs of all its users.²⁰

In the planning of Seestadt, the City of Vienna has continued to design housing, public space and streetscapes that are gender-sensitive. Familiar sights of wide pavements, street seating and multi-purpose parks can be seen throughout the first stage of the development, which was completed in 2015 and is now home to 6000 residents.

Gender-sensitive masterplanning uses different types of people and experiences to assess how a precinct works for everyone.

Figure 3: Application of the City of Vienna's 'Everyday Route Check' Methodology to assess the distances between points of interest, and in turn the overall liveability of the Aspern Seestadt Greenfield Development for different target groups



Source: MA 18 – Urban Development and Planning Vienna, 2013, p60; derived from Gutmann Raimund, Neff Sabine (2006): Gender Mainstreaming im Stadtentwicklungsgebiet Flugfeld Aspern, Salzburg/Vienna

Gender sensitive park design – Einsiedler Park Pilot

Issue

Research in Vienna found that adolescent boys tend to be more assertive in how they use parks, claiming space for games and activities that they want to play. This leaves less room for girls to utilise, particularly sports courts that are taken up by more aggressive ball games. From the age of 9 onwards, girls' presence in parks and public playgrounds was found to decrease significantly, impacting their self-confidence and body awareness.

Action

As a result of these findings, the City of Vienna formulated a strategy for gender-sensitive parks. The first milestone of the strategy was to run a small competition to redesign Einsiedler Park. Einsiedler Park is located in a densely built up part of the Vienna where residents have little private open space and generally fewer financial resources to pay for structured physical activities for children. Public parks like Einsiedler Park act as loungerooms for the neighbourhood, with a mix of groups competing to use the same space.



Outcome

The redesign of the park focused on improving safety and visibility, and the provision of spaces conducive to activities preferred by girls (for example roller-blading, volleyball, calmer activities in protected areas etc.). Specific features included:

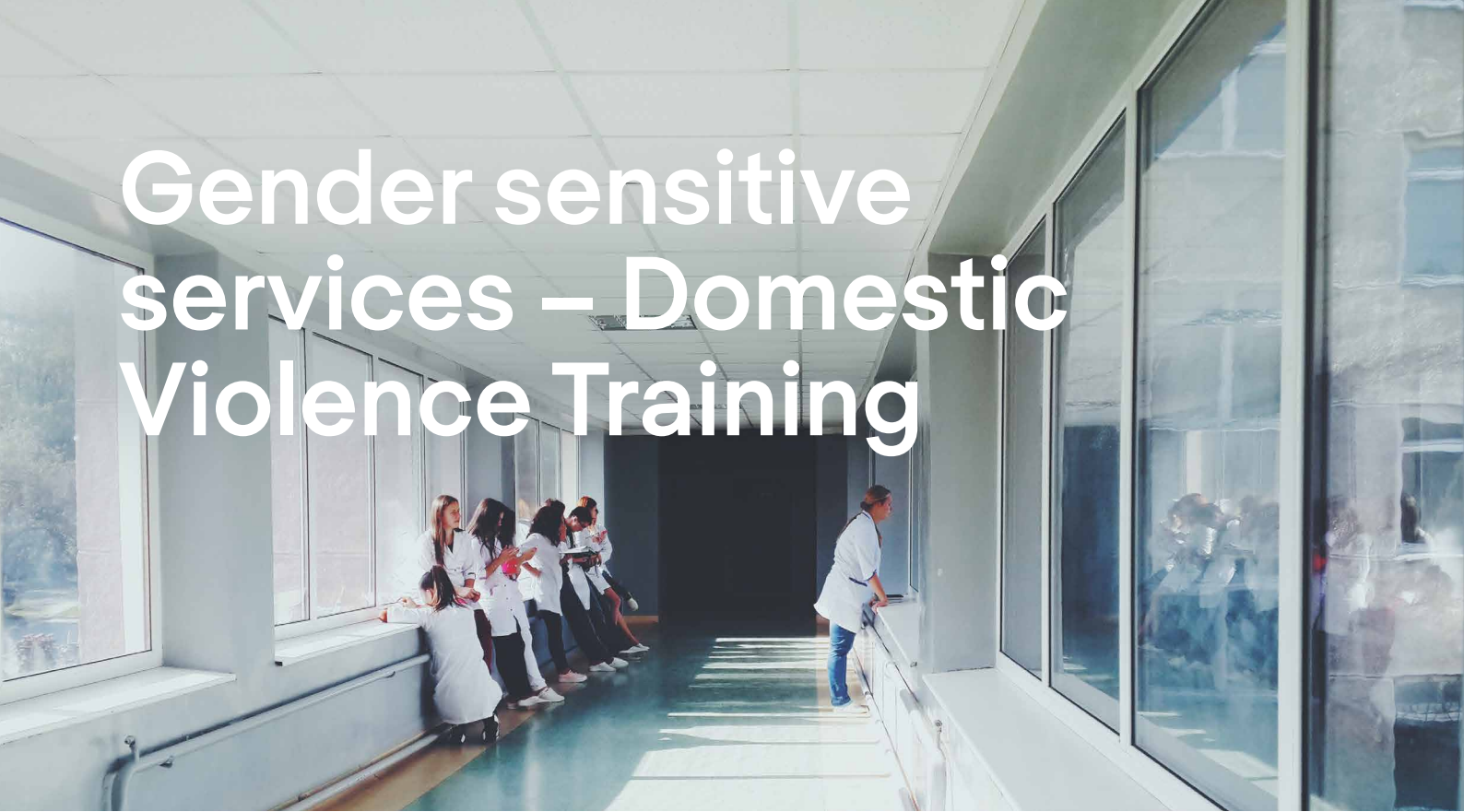
- redesigning the enclosed ball-game courts from a cage design to an open space with multiple wide entry and exit points
- dividing the courts into three smaller sub areas to support occupation by multiple groups
- redesigning one of the ball-game courts into an open space without sporting equipment (no nets, hoops etc.) to facilitate less structured physical activity
- including a raised platform within the courts to enable people to sit, socialise and watch the games of others, enabling observers to be part of the activity without needing to be part of the game
- creating an open, less structured playground, with nets, hammocks, ledges etc. for adolescent girls to talk and play among themselves
- adding benches and chairs within the closed off play equipment area so that parents and babysitters could sit and have their own space while watching over young children.

The Einsiedler Park pilot, and other subsequent park projects, led to the creation of 'Guidelines for Gender-sensitive Park Design'.²¹ Since 2007, these recommendations, together with the general 'Park Design Guidelines' constitute the basis for all new park design or redesign projects in Vienna.

Einsiedler Park after it was redesigned with an open sport court layout, multiple entry points and a raised platform for children (particularly young girls to utilise).

Image source: Committee for Sydney

Gender sensitive services – Domestic Violence Training



Issue

Historically, across a broad range of domains, health data have been collected from men and generalised to women. As a result, there is a need to understand and make female specific health risks visible, and improve the management of female health overall. This comes to the fore with the issue of domestic violence – an issue that overwhelmingly affects women, and has traditionally lacked institutional support and focus.

Action

Health was one of the first policy areas where Vienna's dedicated Gender Mainstreaming Office instigated significant reform. In November 1998, the City appointed a Women's Health Commissioner and adopted a health program designed to improve the quality of medical, psychological, and social services for women.

Vienna was the second European city to implement a targeted women's health program. The program has resulted in numerous studies, advocacy projects, and prevention measures that have filled gaps and joined up services for women. A key project was a "Violence against Women and Children" pilot curriculum in 2001 to train medical staff in Vienna's hospitals. The program brought together multiple departments from the City of Vienna and NGOs and ran for four years in six hospitals. It recognised that women who have experienced violence and are suffering from injuries or health problems are much more likely to turn to an emergency room or to general practitioners than to a counselling centre, a women's shelter or the police.

Outcome

The pilot curriculum trained around 600 healthcare workers on the forms and effects of sexual and physical violence, processes for securing evidence and DNA analysis and legal information, as well as set up victim protection groups at Vienna hospitals.²² Following the pilot, the Vienna Hospital Association agreed to run training based on the curriculum, and a federal law on mandatory children and victims' protection groups in Austrian hospitals came into force in 2012. Today, permanent interdisciplinary groups on domestic violence have been set up in all of Vienna's hospitals, including gynaecology and emergency departments.

Gender sensitive budgeting

Issue

Gender gaps persist in education, employment, entrepreneurship, and public life opportunities and outcomes. Gender budgeting is a tool with which you can ensure that the financial planning aspect of activities is gender balanced. Through gender budgeting, governments can promote accountability and transparency in fiscal planning and utilise government's spending power to advance gender equality.

Action

In the early 2000s, gender budgeting was a relatively new concept that had not been practiced at large by a government administration. Implementing it in the City of Vienna was novel and challenging, and initially faced a lot of resistance internally. Fortunately, the project had strong political support. Gender budgeting was instigated because the City Councillor that had overseen the Women's Health Program moved to the Finance and Business Portfolio in 2004.²³ As a result of their involvement in women's health, they understood gender-specific issues and sought to apply gender mainstreaming in their new area. This began with organising a conference in Vienna on gender budgeting in late 2004, and shortly after secured a remit to implement gender budgeting across the City of Vienna's administration.

In the City of Vienna, gender budgeting requires all municipal departments and districts to assess their operating expenses and take action to facilitate gender quality. Steps include:

- collecting data on how a department spent money in the previous year and analysing which users benefitted from the operating expenses
- reviewing data critically and identifying budget items where gender budgeting can be applied
- developing a plan with specific, measurable indicators to address inequalities
- reporting indicators and results annually in the City budget report and the annual accounts report.²⁴

Outcome

Gender budgeting has been a legally binding regulation in Vienna since 2005. Since then, all preliminary budgets and statements of accounts have included a section on gender budgeting. With an annual budget of 15.7 billion euros (AU\$25 billion), gender budgeting has wide reaching impacts in facilitating gender equality.

One example of transformation is seen in the increased rate of young women studying STEM subjects in Vienna's technical universities. The City of Vienna has a special funding stream for university studies in the applied sciences, but found that little of the subsidies were going to women as few were engaged in the field. In the early 2000s, around 90% of the students and academics were men.²⁵

In response, the relevant municipal department introduced "knockout criteria" for determining whether a university was taking gender issues into account in the way were teaching and engaging personnel. The universities needed to demonstrate that they were at least trying to change practices to improve the gender imbalance. If they didn't, they wouldn't receive funding.

Early on in the process the department engaged the Gender Mainstreaming Office to be part of the jury for evaluating funding submissions, and providing advice to universities on their engagement and gender sensitive teaching practices. This changed the numbers. Over the years, the number of female students and teachers has increased. Today, the split of students and teachers is 44% female/56% male.²⁶



Gender-sensitive education – Day-care reform

Issue

Stereotypes about masculine and feminine behaviours and roles prevail. A rigid, gendered lens to home and work life ignores individual talents and limits the opportunities available to boys and girls.

Action

Gender-sensitive education in pre-school and day care centres has been established in many places in Vienna. The aim is to break down stereotypes about traditional gender roles and provide girls and boys with as many opportunities as possible. Broadly, the approach includes four pillars.

- Staff: Having both men and women work as teachers in day care centres, and actively exchanging responsibilities traditionally designated as specifically female or male.
- Space: Creating open play areas where toys are stored in a common space rather than set in predefined areas for dolls, building blocks etc.
- Education materials: choosing books and songs that reinforce men and women fulfilling a variety of roles, rather than the binary roles of homemaker and breadwinner.
- Parents: Ensuring that communications are addressed to both parents as mums are often more visible and therefore become the default recipient of letters, requests and volunteering duties.²⁷

Outcome

Gender-sensitive education is embedded in the Vienna Education Plan. With the City of Vienna supporting a network of private and municipal day-care centres that cover a total of 100,000 places, it has been able to drive a gender-sensitive approach across the city. This includes the creation of a model pre-school, the 'Fun & Care Kindergarten' which embraces the gender-sensitive pedagogy.²⁸ While a lot of progress has been achieved through a top down approach, some elements of gender-sensitive day care have been more difficult to implement. In 2014, only 1-2% of all preschool teachers in Austria were male. In response, the City of Vienna launched a campaign for more male preschool teachers.²⁹ As of 2020, there are over 175 male early childhood teachers in Vienna – 4.5% of all teachers. This figure continues to grow, with men making up 15% of students currently studying early childhood education.

A person with a backpack walking away on a cobblestone street in Vienna. The person is wearing a dark jacket and jeans. The street is lined with white buildings. The text 'Lessons learned' is overlaid on the left side of the image.

Lessons learned

Seitenstetten Alley,
Vienna
Image source: Jason
Blackeye, Unsplash

Gender can permeate the city in surprising and imperceptible ways. Often, we don't think critically about why established processes or design choices exist. In retrospect, placing communal laundry rooms at the bottom of apartment blocks near car parking areas seems illogical when we consider parents juggling household chores and childcare responsibilities. Similarly, it seems obvious now that we should train healthcare workers about domestic violence and co-locate services in hospitals where victims often first present. Making the invisible visible and challenging entrenched thinking requires deliberate practice and effort

The City of Vienna has taken a proactive approach to advancing gender equality. For nearly 30 years it has practiced gender-mainstreaming in city building and policy making, resulting in more inclusive spaces and services. All organisations can follow Vienna's lead and contribute to a more gender-sensitive and, in turn, liveable city. Below are key lessons to inform future gender mainstreaming practice in Sydney and elsewhere.

Focusing on the needs of women creates a more liveable city for all

Across the world, planners and policy makers are striving to create more liveable cities. Liveability is the currency that attracts people and organisations to places and sustains a high quality of life for inhabitants. One critical way to improve a city's liveability is to design it with and for women. Designing for female needs broadens the type of activities and infrastructure that policymakers plan for and prioritise, and generates wider public benefits. Reviewing the case studies in this report, it's clear that none of the featured interventions exclusively benefit women. Smoothing footpaths and improving public lighting have broad benefits, just as challenging gender stereotypes works to broaden the contributions that both men and women can make in society. At the heart of a gender-sensitive approach, is a commitment to diversity. The City of Vienna demonstrates that a focus on the needs of women can create a more liveable city for all.

There are distinct approaches to preventing and repairing gender inequalities

Most gender equality actions repair an injustice. For instance, regarding the high rates of homelessness and housing stress felt among older women in NSW, government agencies and NGOs are providing accommodation services, including increasing the provision of social and affordable housing. Approaches that seek to repair an issue and respond as soon as possible are necessary and important – they provide support to those that need it right now. However, less resources are typically spent on preventing those inequalities from emerging in the future. That is, addressing the structural conditions that disadvantage certain groups, such as a lack of legislated super contributions during parental leave. Gender mainstreaming is an approach focused on preventing gender inequalities in the long term. While distinct, both repair and prevention approaches are important and should be applied in strategies to advance gender equality.

Start with a pilot – scale up to policy change

Pilot projects have multiple strategic purposes. At their core, they put spotlight on an overlooked issue and demonstrate potential solutions. They also provide a tangible product that politicians and leaders can speak to and endorse in public. As demonstrated in the case studies of this report, leaders that have been involved in a pilot often become advocates for gender mainstreaming activities across an organisation and in new roles they take up. In the long run, pilot projects provide an important starting point for mainstreaming gender sensitive design into policy.

Utilise existing organisational structures and reporting lines

Over nearly 30 years, Viennese practitioners have iterated and adapted their approach to gender mainstreaming. In 1998, the Women's Office (where gender mainstreaming activities began) was split into three areas to better leverage the policy and procurement power of the City for gender equality purposes. Rather than having both gender mainstreaming practice and women's services run out of the same office, the City decided to separate and recalibrate the functions. Two new offices dedicated to

gender mainstreaming emerged, reporting directly to the Executive Group and CEO of the City administration. One of the offices was dedicated to built environment and urban planning matters – areas the City had already seen significant progress. The other was the new Gender Mainstreaming Office, which was set up to support gender mainstreaming practice in other municipal departments. Talking to the differences of a central vs periphery position, the head of Gender Mainstreaming Office explains:

It's good if you have a women's department but the problem is that you always have to deal with individual municipal departments to get an idea through. With gender mainstreaming, the idea was to place its administration high up in the hierarchy, at the Chief Executive Office, and increase the chances of other departments listening.³⁰

Placing the gender mainstreaming office centrally under the supervision of the CEO elevated the stature and influence of gender mainstreaming practice in the organisation. Similarly, embedding gender reporting requirements within the existing annual financial report rather than a separate gender report has ensured that all areas of the organisation are accountable for the gender impact of their work.

Gender mainstreaming is for men and women

Gender mainstreaming is not women focused. It is focused on gender and the inequalities that have developed from gendered social structures. To date, most action on gender equality has related to women as they have been disadvantaged by legally and socially enforced rules that have and continue to limit their rights and opportunities. However, gender mainstreaming also considers disadvantages experienced by men. One of the important conversations emerging in Vienna's practice of gender mainstreaming surrounds positive masculinity. Positive masculinity seeks to widen the understanding of masculinity and the roles that men (particularly young men) can fulfil in society. The City of Vienna has begun collaborating with progressive male networks and NGOs to challenge stereotypes and support men in fulfilling a range of societal roles. An example of this can be seen in the case study on page 16, where Vienna is taking action to increase the number of male preschool teachers. Ultimately, for women to have a range of opportunities available to them, stereotypes that limit the contributions of men at home and in the workplace also need to be challenged.

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Innovation Fund Partners

We would like to thank our Innovation Fund Partners for their support of this report and for their broader sponsorship of the Committee for Sydney's research.

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We are proud to welcome our inaugural Innovation Fund Partners, Dexus, ICC Sydney, Western Sydney University and Campbelltown City Council.

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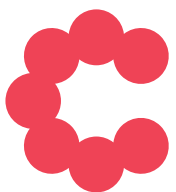
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