

clermont  
auvergne  
métropole

FEMACT-Cities

*Transforming cities  
for women*

# FEMACT-CITIES

## INTEGRATED ACTION PLAN

### *Gender Equality and Awareness at Metropolitan scale*



URBACT



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Interreg

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*Special thanks to Rosalie and Mary  
whose help was precious throughout this journey*

## Section 1: Context, needs, vision

Gender equality has been enshrined in EU law for nearly 25 years, and all member states have enacted federal laws to translate this principle into their national law. However, implementation on a local level remains uneven and tends to favor certain topics, despite the fact that women continue to experience urban spaces, public services, the labour market, education and training and even health provision in Europe differently than men.

In recent years, progress on gender equality markers in Europe has stalled; for some domains of the Gender Equality Index the trend was negative for the first time since the Index was started in 2010.

On a national level, the French government has declared equality between women and men a major national cause and has set up an « Inter-ministerial plan for equality between women and men 2023-2027 ».

As a result, a number of actions are being carried out at national level, with impacts for Clermont Métropole. Similarly, the law imposes a number of regulatory obligations, which are also reflected at local level. Building an involved Urbact Local Group of stakeholders was therefore facilitated because referents could easily be found throughout all institutional stakeholders and associative actors.

### 1. Local context and actions : Clermont Auvergne Metropole

Clermont Auvergne Metropole is a regional authority containing 21 municipalities which has existed since 1999. It has an area of 300.6km<sup>2</sup> and is home to more than 300 000 inhabitants. The largest city in the Métropole is Clermont-Ferrand (population 150 443 in 2024).

The Metropole is home to the University of Clermont Auvergne (UCA) which hosts circa 40 000 students and Michelin, a world leader in tire production and the largest employer in the Auvergne-Rhone-Alpes region.

In addition, the Metropole boasts a variety of cultural events and venues, including the largest international short film festival in the world. Major sectors include food production and processing, engineering and research in pharmaceuticals, computer software with 14,000 companies and 3,000 public and private researchers. The Metropole is responsible for topics such as urbanism, housing, waste management, energy provision, water management, mobility, economic development, and road maintenance. The Metropole is currently strongly focusing on implementing its mobility plan including new bus and cycling routes and urban planning to adapt the city.

#### 1.1 Diagnosis of the metropolitan area

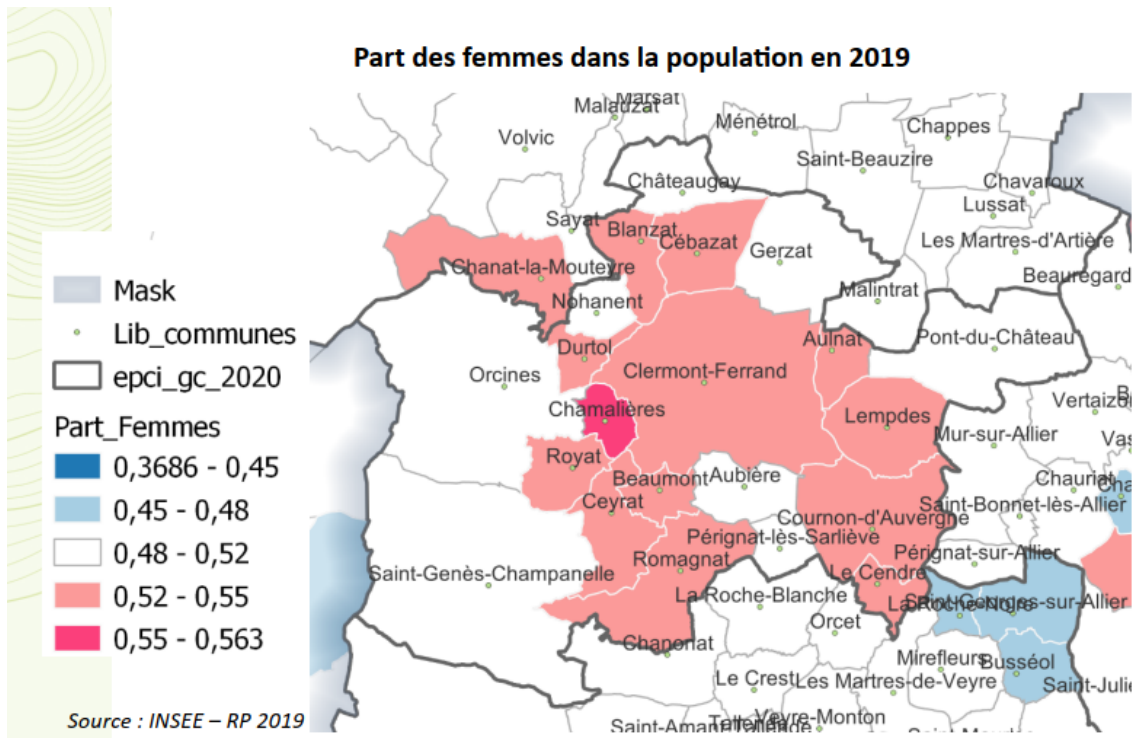
Local statistics of the area give a general picture not so different from national figures with regards to the gender situation. Thus, with its 21 cities, **Clermont Métropole has more or less the same issues than the ones met at a national level.**

- A slight over-representation of women and of single people, in the metropolitan area.
- A higher rate of women without qualifications compared to men
- Most single-parent families are made up of single women with children

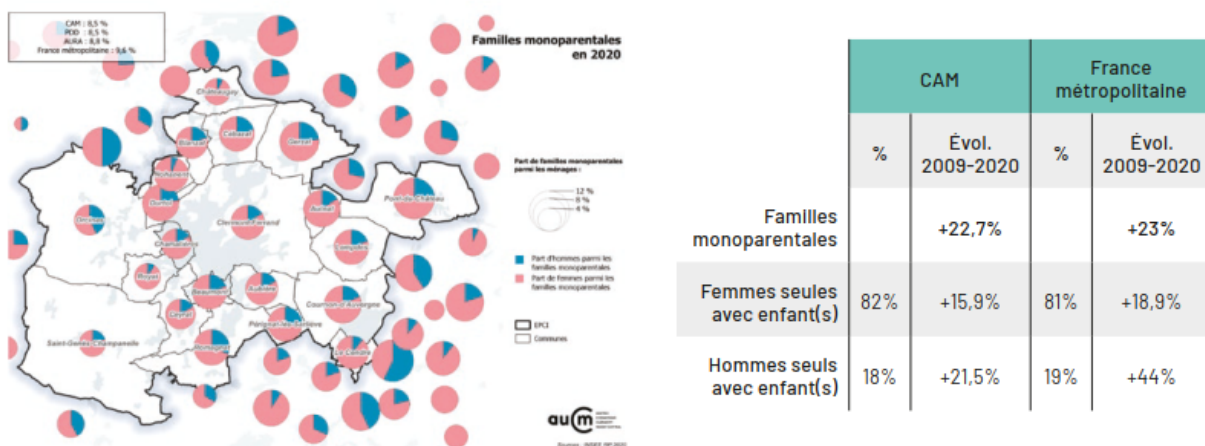


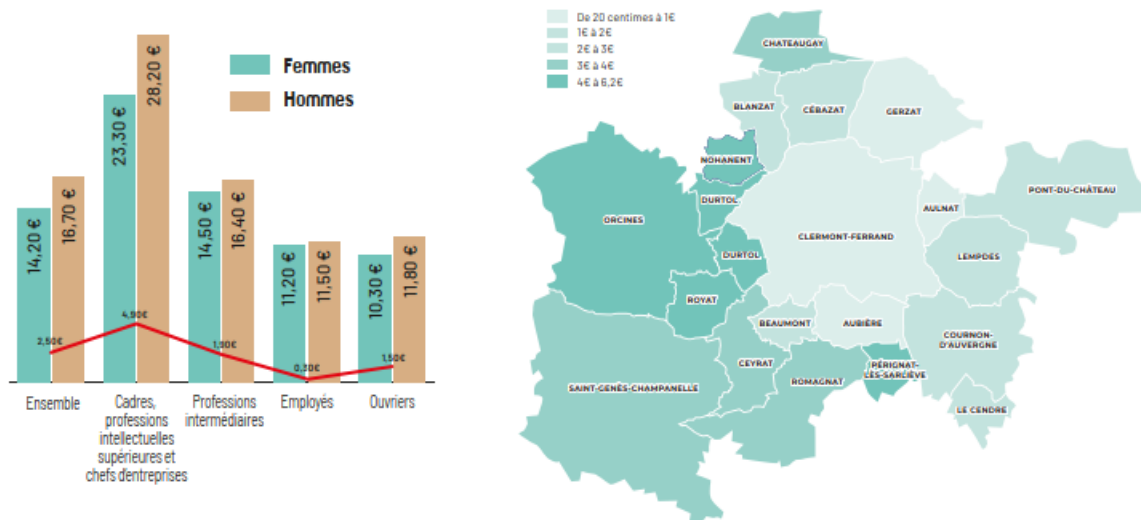
- Women are more present than men in university courses except at the very high levels of education (master's and doctorate)
- A higher success rate for girls in Priority Urban Areas
- A higher wage gap for more qualified socio-professional categories and for age groups over 50.
- The proportion of women working part-time is three times higher than that of men
- The proportion of women with the status of business owner is lower than that of men.

A slight over-representation of women and of single people, in the metropolitan area.



Most single-parent families are made up of single women with children





## 1.2 Gender equality throughout public policies of Clermont Auvergne Métropole

Through an internal questionnaire produced at the beginning of 2024, the Evaluation Department of Clermont Métropole wanted to measure the consideration of the gender issue in all public policies of the metropolis in order to identify the main lessons and areas for improvement for future actions.

The questionnaire, intended for all managers and transversal project managers, aimed to assess their knowledge, sensitivity, and perception of the subject. Similarly, all departments were questioned about the concrete implementation of actions contributing to gender equality.

The questionnaire had 226 respondents out of 387 managers i.e. a response rate of 58 %.

In general, the respondents showed:

- An average understanding of the subject and caution in claiming expertise on it.
- A fairly widespread sensitivity to the subject, more pronounced among women than men.
- An "appetite" for the future of the subject in the metropolis. According to them, it will be much more transversal within public policies in the future.
- Although perceived as important, the subject remains complex to address in many professional contexts (what can we do in our jobs?) and is not widely invested in, even where means of action are perceived.
- Collective and individual commitments remain relatively low at present, with many respondents hoping for structuring initiatives, both at the political and organizational levels, to support and guide their commitment.

### Major findings issued from the questionnaire

- A lack of collective understanding and de facto, little impact on actions
- A variability of sensitivity according to profiles and areas of expertise
- The lack of data with regards to gender mainstreaming
- The need for political impetus and widespread support

### 1.3 The state of the Clermont Auvergne Métropole administration

French legislation requires local authorities to implement an integrated gender equality policy; in this context, Clermont Auvergne Métropole must present a report on the situation regarding gender equality annually. Thus, since 2018, CAM has produced data on gender equality within the institution and about its public policies.

A "Quality of Life at Work" section attached to the human resources department was created in 2020. This service includes a gender equality mission and the promotion of diversity.

The Métropole has also integrated the objective of professional equality into its management guidelines (human resources strategy) and initiated specific work on the issue of equality, both internally (non-gender biased recruitment, more diversity in departments, promoting parental leave for both men and women) and in its public policies.

#### Elected officials

As for elected officials in the metropolitan council and in the bureau, there is a certain balance between men and women between the previous and current mandates. However, with regards to the executive council composed of mayors, there is an hegemonic male presence.

To counterbalance this gap, it was decided to appoint only female substitutes to the mayors.

Les élus		Mandat 2014 - 2020	Mandat 2020 - 2026
Élus en conseil métropolitain	Homme titulaire	48	45
	Femme titulaire	41	39
	Homme suppléant*	-	0
	Femme suppléant*	-	5
Élus en bureau	Homme titulaire	24	23
	Femme titulaire	3	10

\* Suppléants pour les communes ayant un seul conseiller

Different actions have been implemented by Clermont Auvergne Métropole.

### **TRAINING**

A seminar with employees, elected officials and partners was organized in November 2021 to raise the issue of gender and public space and to study how gender equality can be considered in public decisions.

### **MANIFESTO**

In November 2022, Olivier Bianchi, the mayor of Clermont-Ferrand and President of the Métropole, signed a manifesto calling for action to fight "against the systemic nature" of gender-based violence and to "protect women victims" at a national level.

### **COMMUNICATION**



### **ANNUAL REPORT**

Women in the metropolis are mostly precarious contract workers because these contracts are mostly found in so-called more feminine professions (administrative and cultural). However, the trend has greatly diminished in 2023.

### **GUIDE ON SEXIST AND SEXUAL VIOLENCE**

Reminding everyone that harassment and all forms of discrimination constitute an offense. This guide includes definitions, examples and provides information on possible sanctions.

### **THE LISTENING PLATFORM**

Whether a witness or victim of a situation of sexist and/or sexual violence, harassment or discrimination, an easy-to-use tool, allowing reports to be made 24/7, via several channels: telephone, digital or face-to-face reception.

## 2. Local context and actions : Partners and other stakeholders

What was not so much identified in the baseline study were the numerous actors who are already very committed and structured around gender equality issues. The following paragraphs highlight these valuable partners and their actions.

### 2.1 The driving role of the city of Clermont-Ferrand

Since 2014, the City of Clermont-Ferrand has been actively involved in the fight against all forms of discrimination and for equal rights. It is in this context that a specific delegation "The Equal Rights Mission" has been created in recent years, carrying out various missions, particularly in connection with the fight against sexism, LGBT-phobia, racism and ableism through all public policies.

The City of Clermont-Ferrand inaugurated, on Saturday, November 25, 2023, (International Day for the Fight against Violence against Women), a "place for women": the "25 Gisèle Halimi." (named after the famous lawyer defending women's rights).

In this dedicated space, all women are unconditionally welcomed whether they are students, transgender, seniors, in precarious situations or simply looking for answers. The center is committed to supporting each woman in her journey, whether it is finding a solution on site or referring them to suitable partners.



### 2.2 Some very committed institutions

If Clermont-Ferrand is certainly a front runner, the metropolitan area also benefits from a specific « local armada » dedicated to helping women namely against gender based violence. Different institutional actors coordinate their action and act together and represent, if not unique, a one of a kind team which very few cities can prevail themselves of .

### **THE CENTRAL HOSPITAL**

The « Women's Home » opened in 2024. This project aims to strengthen the care of women victims of all types of violence (psychological, economic, physical, sexual, mutilation, violence within and outside the household, etc.).

### **THE JUDICIAL COURT**

In this Court, domestic violence is judged separately, during hearing days that are exclusively devoted to it. With a reduced number of cases, this gives time for the magistrates who are volunteers and trained in the mechanics of domestic violence.

### **THE METROPOLITAN COMMISSION FOR SECURITY AND CRIME PREVENTION**

The agenda of this specific metropolitan commission aims at helping the 21 mayors of the municipalities in their quest for more information on the issue of Domestic Violence (knowledge of victim support associations, behavior to adopt when faced with a victim, existing tools, etc.).

### **THE « RECTORATE » EDUCATIONAL ACADEMY**

Conducting an ambitious policy on gender equality, it mobilizes all of its educational systems (mentoring, tutoring, partnership with the business world) to focus on preventing harassment and sexist and sexual violence as well as the impact of stereotypes on students' career choices.

### **THE CLERMONT AUVERGNE UNIVERSITY**

Through its « Mission Equality and fight against discrimination » the University combats all forms of discrimination and promotes pluralism and diversity. A listening platform « Alex » is also there to collect students testimonies.

### **THE MOBILITY & TRANSPORTATION AUTHORITY**

It is experimenting "on-demand descent". Triggered from 10 p.m. It allows users to get off the bus between two stops in order to make user's travel safer, by reducing the distance on foot between the bus stop and the final destination.

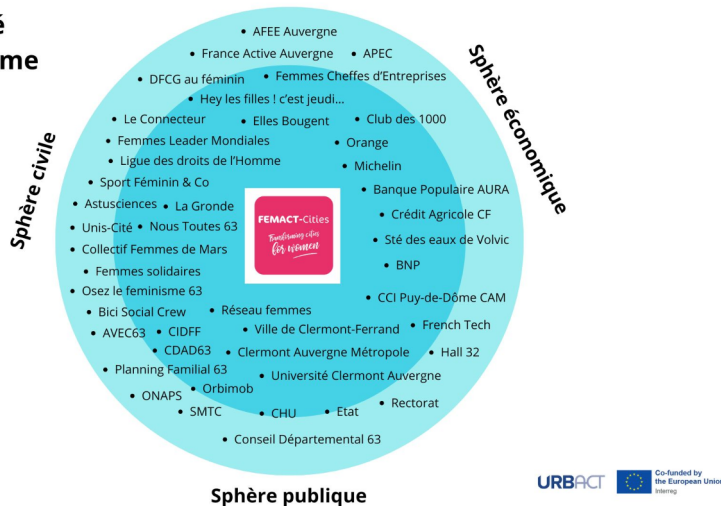


## 2.3 A rich but scattered ecosystem

In parallel, a map of actors has been established. As one can see, more than 40 structures have been identified as working in the field of men-women equality but on different thematic whether it be on science, technology, engineering and mathematics subjects (STEM), gender based violence (GBV) or equal access to jobs.

### Vers l'égalité femme-homme

### Ecosystème local



Lots of these actors have been invited to join the Urbact Local Group and have given an overview of their agendas.

Nevertheless, very few conduct their actions in partnership with the others. Their only common reference point may be the 8th of march as being international women's day, an opportunity to highlight their actions.

So, our major question that stems out of this overview is: What could link all these actions, and these actors to give them due visibility and importance ? And more, is there a way we can measure the relevance of these actions and evaluate their effectiveness ?

As one can see, the local needs may not quite differ from the national ones and lots of actions are currently being done by the very numerous actors. The global picture shows a strongly involved territory but maybe, in some fields, a dispersion of energies and too few links between them leading to question ourselves about public awareness on these matters.

Hence, giving visibility to all these actions struck us to be essential and coordinating a systemic network with all these actors, the main objective to be pursued.

## Section 2 : Overall logic and integrated approach

### 1. Nurturing a metropolitan culture of gender equality

Considering an overall local situation not very different from the national one, Clermont Auvergne Métropole ambitions to tackle gender-based inequality with the goal of **nurturing a metropolitan culture of gender equality**.

Our ULG was constituted from the very numerous stakeholders already involved on gender equality issues. Building a vast, systemic network of strongly involved actors seemed to be the first step to gain credibility and legitimacy to this ambition. Furthermore, the network was essential to develop multi-sector gender equality actions on all the following issues (as stated in the Urbact application) :

[Mobility]: Mobility / Public space / Urbanism / Accessibility / Urban and rural spaces

[Integrity]: Prevention / Protection / Fight against violence / Health

[Autonomy]: Labor Market / Entrepreneurship / Training

[Emancipation]: Education / Career choice / Fight against stereotypes / Culture / Sport / Media / Communication.

#### Our ULG members

**Astu'sciences** – Organization for the promotion of sciences (and STEM for women)

**France Active Auvergne** – Organization for the promotion of entrepreneurship (namely for women)

**Hall 32** – Regional Organization for the promotion of industrial jobs (with specific actions towards girls)

**Rectorat** – Academic Institutions

**French Tech** – Organization for the promotion of tech (with specific actions towards women)

**University Clermont Auvergne** - Higher education

**City of Clermont-Ferrand** – Central Municipality of Clermont Auvergne Métropole (150 000 inhabitants)

**SMTC** - Public Transport & Mobility Company

**Le Connecteur** – Communication media (namely involved in the promotion of gender equality)

**Orbimob** – Organization involved in mobility

**Unis Cité** – Organization for youth integration

**CDAD 63** - Departmental Council for Access to Law

**APEC** – Organization for Executive Employment

**AUCM** – Urbanism Agency

**CHU** – General Hospital

**ONAPS** – National Observatory for physical activities and sedentary lifestyle

**Clermont Auvergne Métropole** – Directorates for Culture, Sports, Urban Planning, Integration, Economy



Therefore the FEMACT-Cities project and the Urbact Local Group are the accelerating factors to both deepen and broaden the existing initiatives on gender equality issues and most of all, to give them visibility in order to raise public awareness.

### **Why a Network ?**

*Building a network will help to support stakeholders throughout their actions, and will allow all members to benefit from the different capacities, know-how and experiences of its members. This can lead to more innovative actions and a better comprehension of common challenges.*

*By working together, the members of a network strengthen their capacities, benefit from broader resources, mutual support and better visibility for their projects and actions that may lead to a wider influence on decision-makers.*

This objective has been proposed and discussed with the ULG members in order to define the fundamental steps needed to build a coherent and effective network.

If the members of the ULG had a very clear perception of having common concerns namely fighting against gender-based stereotypes, defining the main objectives of a network needed to be worked on to answer such questions as « what are we going to be together for ? » and « what will it bring us? ».

## **2. Finding the way**

The meetings with the ULG were different opportunities to have the group working on the action plan and the networking concept. Through a fish-bowl session, the following axis were written down and reflected a common base :

### **1. Structuring the project**

- Specify the objectives to be achieved with the action plan
- Define the steering process and animation
- Identify sustainable financial resources
- Sustainably establish a network of actors
- Work around a systemic approach
- Act on different levers

### **2. Nurturing a common culture**

- Pool resources
- Propose reverse conferences
- Promote inspiring women

### **3. Observing - Evaluating**

- Evaluate globally the underlying trends in the territory
- Work on shared, concerted evaluation criteria and tools
- Take into account effects over time
- Collect statistical data, share information

### **4. Communicating-Promoting**

- Give visibility to actions
- Create a unifying event

The fourth ULG meeting helped also to identify what was not shared in common such as having a critical speech about patriarchy, how to raise awareness among men or tackle young boy's education, whether to highlight feminine role models or portray women as victims, whether to adopt a positive or negative communication ....

**Along the path of the different ULG meetings, the participants eventually agreed on the need to build a common narrative for the network.**

### 3. Testing actions to find a common narrative

In order to refine the narrative that will embark participants to join the network, It seemed necessary to establish somewhat more solid foundations. So testing actions were implemented to test what could be the target audience for the network : citizens, youngsters, institutional bodies ?...

#### 3.1 The Women Tour « Clermont au Féminin» at the Clermont Innovation Week

After a leading theme last year on gender equality, the Clermont Innovation Week (CIW) has hosted this year a « women tour » inspired by « The women of Krakow Trail - Krakowianki » which was such a great experience during the transnational meeting in September.

The city route was created to help society remember the outstanding women of Krakow and emphasize the important role of women in the development of Krakow.

On the same model, a women tour in Clermont has been initiated during the CIW event (10 scientific, innovative and creative buzzing days to (re)discover a swarm of initiatives issued from the local ecosystem).



## A STRONG HISTORY OF STRONG WOMEN



Countess G



Angélique du Coudray



Marguerite-Marie Michelin - « MMM »

### 3.2 Unis-Cité and the inquiry for 16-27 year old

Unis-Cité is an association founded in 1994 and a pioneer of Civic Service for young people in France, in partnership with the National Government and local authorities in the deployment of Civic Service. The association agreed to test its 300 volunteers for civic service on the issues of gender perception and inequalities. The questionnaire was build with the managers and issued among the youngsters as a formal administrative step to ensure an acceptable rate of participation.

The questions aimed to deepen the following aspects and possible differences between girls and boys on the following subjects :

- Knowledge and sensitivity to the subject  
(the young person has a more or less good knowledge of the problem)
- Commitment and positioning on the subject  
(the young person is more or less aware of gender issues and is involved in a concrete way in favor of gender equality)
- Level of stereotypes  
(the young person expresses more or less strong preconceptions)
- Willingness to learn more, desire, effort to get involved  
(the young person is ready to evolve, or conversely, considers these issues as secondary, or even taboo)

It came out that most of these young people were rather quite aware of the subject with a focus a bit more marked for girls but since they had been volunteering for a civic service, this may have brought a bias in the sample. What surprised us most is that young people located in somewhat more rural areas showed more concern and awareness than urban youngsters.

Based on this first observation, it should lead to a more extensive cooperation next year to deeply involve young people in a somewhat role of spokesperson vis a vis other young people.

### 3.3 Signing a Manifesto

It was decided that a common path was to be approved by all the institutions to sign their involvement in the network to be.

Therefore a manifesto was co-written and has been proposed to be signed beginning of July 2025.

This manifesto mostly insists on sharing information and events between the ULG members so as to proceed from now on as « a team » and not in a siloted way.

It should lead to amplify the visibility of the numerous actions initiated by all the partners.



These first signatures will be joined by others since the will is to have the most partners in this dynamic.

## CHARTRE POUR L'ÉGALITÉ FEMMES-HOMMES DANS LA MÉTROPOLE CLERMONTOISE

*L'égalité c'est toute l'année*

L'égalité entre les femmes et les hommes est un droit fondamental et constitue un pilier de la démocratie.

À l'initiative de Clermont Auvergne Métropole, l'ensemble des signataires de cette charte affirment publiquement leur engagement en faveur de l'égalité entre les femmes et les hommes. Chacun dans ses champs d'actions et de compétences, s'engagent à mettre en œuvre les principes portés par cette charte. Ensemble, ils forment un réseau solidaire, engagé pour l'égalité.

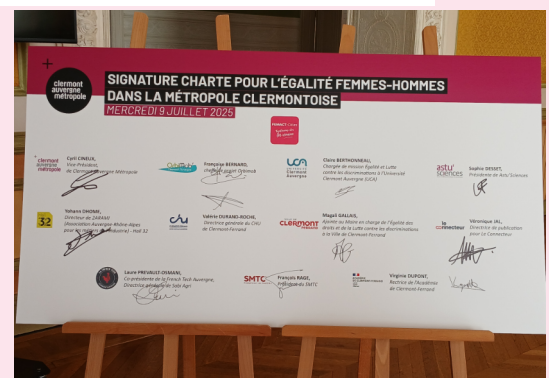
Notre territoire ne part pas de rien : de nombreuses initiatives et actions sont conduites par une multitude d'acteurs (entreprises, collectivités, associations). Toutefois, il n'est pas certain que ces actions donnent leur pleine mesure, ni soient concrètement perçues et connues par les habitantes et les habitants de notre territoire.

Cette charte porte l'ambition de mettre toutes les énergies qui œuvrent à l'égalité en résonance pour mettre en lumière ce travail transversal en faveur de l'égalité et le rendre plus efficace.

À cette fin, chaque signataire s'engage :

- à faire connaître et mettre en commun ses initiatives et actions en faveur l'égalité femmes-hommes avec les institutions et organisations du réseau égalité du territoire;
- à formaliser ses initiatives et actions sous la forme d'une feuille de route et à la faire connaître à l'ensemble du réseau ;
- à participer aux événements organisés par le réseau ou au moins à les promouvoir ;
- à construire en son sein une véritable culture de l'égalité :
  - en combattant les stéréotypes de genre ainsi que la persistance et la reproduction des inégalités femmes-hommes ;
  - en mettant en œuvre des actions concrètes en faveur de l'égalité femmes-hommes ;
  - en s'interrogeant systématiquement sur la prise en compte de la dimension du genre, dans sa politique, son organisation, ses pratiques et sa communication.
  - en favorisant et en encourageant le rôle actif des filles et des femmes aux côtés des garçons et des hommes.

**Ensemble, faisons progresser la culture de l'égalité sur notre territoire !**





## 4. Promoting Gender Equality and Awareness at metropolitan scale

In order to achieve this overarching objective, we identified the following strategic objectives, defined by more specific objectives and actions :

### STRATEGIC OBJECTIVE 1 : GIVING VISIBILITY TO EXISTING INITIATIVES

#### - SPECIFIC OBJECTIVE 1 : USING THE FUTURE METROPOLITAN LIBRARY AS A FLAGSHIP

**ACTION 1 :** Capitalizing on the central library forum for maximum visibility

**ACTION 2 :** Setting up a gender thematic document collection

#### - SPECIFIC OBJECTIVE 2 : FOSTERING COMMUNICATION SYNERGIES

**ACTION 1 :** Creating major events

**ACTION 2 :** Using a common #



### STRATEGIC OBJECTIVE 2 : RAISING AWARENESS ON GENDER IMBALANCE

#### - SPECIFIC OBJECTIVE 1 : GATHERING DATA

**ACTION 1 :** Compiling existing data

**ACTION 2 :** Generating additional data

#### - SPECIFIC OBJECTIVE 2 : SPOTTING GENDER IMBALANCE

**ACTION 1 :** Analyzing data

**ACTION 2 :** Monitoring data



## Section 3 : Action planning details

### STRATEGIC OBJECTIVE 1 : GIVING VISIBILITY TO EXISTING INITIATIVES

#### - SPECIFIC OBJECTIVE 1 : USING THE FUTURE METROPOLITAN LIBRARY AS A FLAGSHIP



This major metropolitan equipment has been conceived by the londonian architects Stanton & Williams with the Clermont based architect MTA (Marcillon Thuillier Architectes) by giving a completely new usage to a former patrimonial hospital built in 1770 and turning in into a public library of 9 571 m<sup>2</sup>.

Six major thematic poles will be constituted including a gender document collection, one of four on the subject in France.

At the very heart of the building, a central forum will welcome visitors with a leisure area, an amphitheater of 200 seats, an exhibit area and a place for digital and video games.

This forum will be the center piece of this new equipment.

More than 500 000 visitors are expected each year with up to as much as 3 000 visitors per day with an extensive exhibit program. A special attention is given to specific public may they be children, illiterate persons, migrants, people with disabilities, or homeless people in order to adapt to their needs: administrative procedures, digital illiteracy, language learning...

This equipment has been thought and conceived for and with the inhabitants. The librarians from the reading network collected the opinions of the public in addition to an online survey.

This new library has been one of the major projects of Clermont Métropole and seemed the perfect place to give visibility to a subject. Opening is due mid 2026.



## ACTION 1 Capitalizing on the central library forum for maximum visibility

The central library forum will be a place for sharing activities.

With 2 130 m<sup>2</sup> and a specific architectural design with a glass structure, the area should be a welcoming and lively place.

It's the area of the library that will have the most people wandering around and the place where up to date information can be gathered.

Links to Strategy : Giving visibility to the different actions of the ULG members was one of the objectives so using the central forum of the library to inform and alert seemed a timely strategy.

Finance & Resources : Specific furniture will have to be bought or maybe specifically designed to attract attention as a communication medium in a saturated world of information (kakemono, take away fliers, posters, digital announcements, QR codes,...)

The librarian in charge of specific public should be in charge of updating information provided by the partners and eventually giving advice if needed.

ACTION Readiness : Mid 2026



## **ACTION 2      Setting up a gender thematic document collection**

The gender thematic document collection is one of the specific assets of the library as there are only four collection of this type throughout France. The objective is to have a specific area for people to look at books, films, videos or digital content on the thematic. The aim is to be inclusive and not having to specifically ask for a document. It's a physical alternative to scrolling.

Links to Strategy : Having a specific place where it is stated that you may find all kinds of document on a thematic is also part of the strategy to give visibility to the subject.

Finance & Resources : the collection is part of the resources identified in the library project among the thousands of documents that are actually identified to be part of the numerous resources of this major equipment. The collection is to be updated constantly.

**ACTION Readiness** : the collection is actually being assembled and will be ready for the opening of the library i.e. mid 2026.





## - SPECIFIC OBJECTIVE 2 : FOSTERING COMMUNICATION SYNERGIES

Giving visibility to the numerous initiatives that are implemented by each partner is a way of showing that the subject matters and having communication synergies gives empowerment to it.

As such, two actions have been identified: creating common major events and using a common hashtag to promote the subject on social medias.

### ACTION 1 Creating major events

As the “16-days of Activism” worldwide campaign (running from November 25<sup>th</sup> - International day for the elimination of violence against women - to December 10<sup>th</sup> - International day for human rights) is used as a strategy for mobilization and action, to raise public awareness about the impact of gender-based violence, particularly on girls, young women, and women, it is proposed to create major local events.

Different dates could support this initiative, be it March the 8<sup>th</sup>, February the 11<sup>th</sup>, International day for Women and Girls in science, September the 18<sup>th</sup> International Equal Pay Day or the same dates as the “16-days”.

The event would embrace subjects larger than violence like STEM imbalance, stereotypes, etc...

Links to Strategy : Fostering communication synergies is a way of embracing every components of the subject be it violence against women or promotion of women in STEM or industrial jobs or fighting against stereotypes. Every imbalance is linked to the whole and the fact that each institutional body or association specializes on a particular topic may be one of the reason for the lack of visibility of the whole.

Finance & Resources : Having mutual communication tools used simultaneously at certain period of the year.

A coordinated event schedule could be an objective. An analysis has been made of the different events actually implemented by the partners to assess the potential and the strategy that could link these initiatives with a coordinated event schedule.

Target audiences have been identified, types of existing events, national and international events followed.

The same budgets as previously could give much more scope to the event.

ACTION Readiness : already on going for the inventory and analysis. The objective would be to be set for a communication campaign in 2027.

## ACTION 2 Using a common #

In terms of communication, given the tools commonly used by the existing organizations, different coordinated courses of action could be established namely a common hashtag to use on social media that would reflect the local network.

It could become the trademark for equality on this territory.

This action could be completed by other communication sharing as awareness materials or support.

This has been tested by the Métropole during its yearly campaign about the legitimate place of women in the city by allowing the rights to reproduce the campaign posters, fliers and different materials to defined partners and at no expenses.

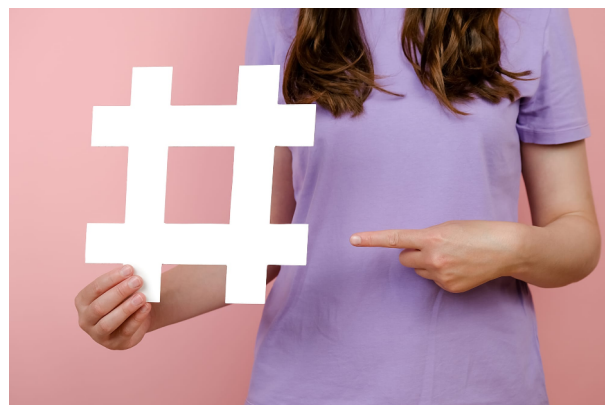
This scheme may be used to highlight equality situations, success stories etc...

Links to Strategy : Using a common hashtag on social media amplifies the communication of every organizations. It is a very specific rationale of social medias called “making the buzz” which is exactly the goal pursued.

### Finance & Resources :

This coordination requires the appointment of a facilitator who drives and coordinates the various actions and their evaluation in connection with the local group, throughout the year.

ACTION Readiness : Hashtag trials could start in 2026 to be set in 2027



## STRATEGIC OBJECTIVE 2 : RAISING AWARENESS ON GENDER IMBALANCE

### - SPECIFIC OBJECTIVE 1 : GATHERING DATA

In addition to giving visibility to existing initiatives, all the ULG partners agreed on the necessity to have relevant, multisectorial data to better assess gender imbalance and convince public authorities of the importance of the matter. As Urbact expert, Béla Kézy, puts it « if you have no data, you have no problem » and most of all, no possibilities to measure any evolution of the subject regarding or not, the corrections you might bring to it.

#### ACTION 1      Compiling existing data

Observation work combines different parameters. You need data to analyze, in order to produce knowledge.

Considering this, it is necessary to identify

- existing resources, in open access or confidential
- topics at high stakes,
- observation areas (from the neighborhood to broader scales),
- partners, to collectively build expertise

Observation is thus implemented through a road map established between partners, based on shared governance defined at the start of the project.

#### Links to Strategy

To raise awareness about subjects, you often need to convince that the subject needs attention.

A good example of this is the most significant statistics used up to now, the “one in three women” which is quite demonstrative of the scope of the problem with regards to violence against women.

#### Finance & Resources

Gathering data will rapidly need staff expertise to built an observatory and storage facilities to keep the data over time.

Setting up a website either in open access or reserved to the ULG partners is seen as an operational tool needing digital expertise.

These resources may be eventually found at the Métropole through the directorates involved in open access data and digital infrastructure.

**ACTION Readiness :** The road map should be established through the year 2026 for operational implementation during 2027.

## ACTION 2 Generating additional data

Existing data may prove to be insufficient on certain topics so additional data might be a key to a more specific analysis.

One may adapt national surveys to the local area, or work on studies related to specific local issues or local cohorts.

A lot of analysis is made possible by work being done in producing qualitative data through survey panels, democratic citizen consultation, urban walks, or serious games giving a view of sensitive information difficult to compile in a table but very useful for certain types of topics.

### Links to Strategy

In order to have evidence of gender issues, especially on sensitive topics, one may need to investigate further and process specific data “tailor made”.

This is in the same line of work with the objective of demonstrating particular problems considering the topic.

### Finance & Resources

This type of data may need a specific budget, human resources and expertise. It can also be collected throughout the regular administrative tasks with a specific staff guidance for data collection protocol observation.

Collecting gendered data is a good example of a good practice to be implemented at a rather low cost.

### ACTION Readiness :

Defining a systematic procedure to collect gendered data throughout democratic consultation or regular administrative tasks : 2026

Defining additional needs for data : 2027



## - SPECIFIC OBJECTIVE 2 : SPOTTING GENDER IMBALANCE

The core of the action of gathering data is to be aware of disequilibrium, to demonstrate existing situations by giving facts and not rely on subjective visions and feelings. Therefore analyzing data and monitoring overtime will give credibility to the subject of reporting for gender imbalance.

### ACTION 1 Analyzing data

From description to explanation :

Observing for the sake of observing is not a goal in itself. If the data allows describing a subject of study objectively, it is nonetheless necessary to subsequently analyze this data to highlight consequences (serious or not), to make comparisons (benchmarking), and, if possible, to determine the causes in order to identify corrective actions.

Therefore, it is important not to rely only on the satisfaction of gathering data but mostly on dedicating time and resources to analyzing by different means this data to produce knowledge, be it indicators, dashboards, maps or reports.

#### ACTION Readiness

First analytical reports to be produced should not be available before mid 2027.

#### Links to Strategy

To raise awareness on a specific subject you need to demonstrate the situation.

A major example in France was the study made over 2,5 million primary school students showing, over a 5 year period, the drop out of girls in mathematics only four months after they start their first year in school.

This dramatic issue was far from being identified as such.

Nevertheless, further investigations are now necessary to identify the specific causes of this situation.

#### Finance & Resources

Analyzing data needs to be familiar with the subject to leave aside misinterpretation and identify causal relations.

Therefore, analysis should be conducted by each ULG partner in his line of field.

Nevertheless, cross cutting subjects will need complementary skills so the value of the ULG network will be essential at this stage.

## ACTION 2      Monitoring data

The fundamentals of observation is to enable analysis as close as possible to the realities and challenges on the ground, this work needs to be :

- Long-term (with a permanent system, renewed regularly (usually on a yearly basis)
- Evolving (with prefiguration phases, deployment, adaptation, transfer, or discontinuation)

Thus observation may produce regular and public analysis to collectively monitor changes over time.

### Links to Strategy

The objective of raising awareness on gender inequalities is to generate corrective actions. Monitoring will help to measure impacts on the situation and assess results.

Furthermore, monitoring overtime may also lead to show either improvement of certain situation or deterioration urging public authorities to act.

### Finance & Resources

The website imagined for gathering and publishing data will be the tool to store data overtime and allow for monitoring.

### ACTION Readiness

Monitoring will be organized through the implementation of the website but the action itself should not be effective before 2028.





## Section 4 : Implementation Framework

Clermont Métropole has been at the initiative of the Femact-Cities project and has managed the definition of the action plan with the ULG members throughout these two years.

Thus, the project officer has the legitimacy to set the framework for implementing the action plan and for coordinating the different actions needed with the ULG members.

Turning the ULG into a formal network of organizations involved in Gender Equality was the first step to secure the dynamic over time and signing the Manifesto was the way chosen to consolidate actions to come.

### 1. Risk assessment

Nevertheless, the actual timing of finalizing the IAP comes with a specific period of upcoming municipal elections at a national level in March 2026. Until this date, decisions and actions are impacted by the electoral blackout period and it is therefore needed to wait for the new elected representatives to start implementing the action plan. This situation provides a specific context to analyze the different risks that could impact implementation.

Description of risk	Type of risk (e.g. operational, financial, legal, staffing, technical, behavioral)	Categorization (low, medium or high risk with regard to the successful implementation of your IAP)	Outline of steps which could be taken to mitigate the risk
<b>Loosing the momentum of the ULG dynamic because of the upcoming electoral issue.</b>	Mostly behavioral since the electoral blackout period will last until march refraining from any structural action and the assumption of office by the new elected officials will take us through July 2026 which is a long period of time.	Medium high risk	Working on a strict technical basis to implement the first steps of the action plan, namely the ones that do not require strategic decisions.
<b>Having new elected representatives not interested by the subject or not considering it as a priority.</b>	This risk would impact the operational implementation either by not staffing adequately project continuation or restricting financial resources needed for implementation.	Low risk (the topic is usually considered as consensual)	A robust argument is to be prepared in support of project continuation.
<b>Having restricted financial resources in 2026</b>	Budget for 2026 has been limited to a re-conduction of the 2025 budget in order to give to the new elected team the possibility of choosing their own issues to work on. This may lead to restricted financial resources until the subject is fully apprehended.	Medium risk	Having meanwhile zero cost actions that can nevertheless give maximum visibility.

<b>Having low (or no) cooperation from the Metropolitan team in charge of the new public library</b>	The library represents a major equipment that fully mobilizes the team and needs recruiting new persons. Hence, the project may not seem as a priority with regards of the investment needed to be ready on time for the opening. Furthermore, new arrivals of people in charge of specific domains may change the usual relationships that have been woven over time.	Medium risk	Mostly a risk to be considered in 2026, year of the opening of the new equipment.  This risk should diminish over the following years.
<b>Finding the appropriate technical resources for setting up the observation phase.</b>	Defining the components to set up an observatory needs a skilled and available team.  The choice to operate this phase on an internal metropolitan level or to entrust this task to an external service provider has to be decided.	Low risk	This decision may need to wait until the new elected officials are in place.
<b>Not setting up a website</b>	The new elected officials have to take the responsibility for this decision.	Medium risk	Arguments have to be prepared to justify the need for a website.
<b>Not being able to gather appropriate data to convince of the importance of the subject or to prove utility of action</b>	Starting with existing data will be the first step may this phase could prove to be insufficient and gathering additional data by other means might reveal to be financially difficult to overcome.	High risk	Looking in advance for adequate expertise on the subject.
<b>Public opinion and citizens not being receptive to the subject</b>	It is observed a growing trend of “gender fatigue” among citizens (even women at times) not to mention the masculinist trend and only the subject of violence against women really makes consensus among individuals.	Medium High Risk	Involving men as allies in the dynamic is a fundamental asset to succeed.  Also preparing to fight against toxic opinions.



## 2. Monitoring and reporting

Demonstrating with facts the utility of the project is the biggest challenge of implementing the Femact-Cities action plan designed with the ULG and Clermont Métropole.

Indicators may not be very relevant since changing mentalities on stereotypes for instance will take time and is quite difficult to measure.

Nevertheless, regular inquiries of citizens may be the best way to keep track of progress made or at least of satisfaction with regards to actions being implemented.

Clermont Métropole has a special directorate dedicated to democratic citizen consultation and it has been involved from the start of the project and will be at the beginning of the implementation phase. The staff has set up a serious game to tackle the different ways of involving citizens into a democratic project consultation and it will work on adapting a new version to take the lessons of the Femact-Cities project into account.



Thus Clermont Métropole will rely on a combination of quantitative data and qualitative data to monitor impacts of its actions. It will use result indicators (was the action done ?) and impact indicators (was the action useful ?). To evaluate actions, you need to define from the start how you want to measure your objective.

Will the library effectively embody a flagship role ? This will need to be tested with the library users but also among the beneficiaries of the actions carried out by the different ULG members.

Will we be able to account for a better awareness of gender imbalance ? To assess impact of this action, we will need to define at the very beginning if the target is inhabitants in general which may be too large a target or if we focus on specific groups like children, teenagers or students.

As for reporting, annual reporting is already a legal obligation of Clermont Métropole but giving this report a more lively output may also be one way to communicate better on the Femact-Cities action plan.

In fact, the action plan may need an annual report of its own that would include reporting about the ULG members which is also a way of keeping the dynamic on track.

Social medias will also be a strong ally to communicate about actions and furthermore it is part of the core of the Manifesto signed by the ULG members. So measuring the audience linked to the common # used by the ULG members will be a robust indicator of compliance to the Manifesto.

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