GENDER EQUAL CITIES

MASTER Governing the Large Metropolis

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URBACT is an interregional cooperation program that supports cities in achieving sustainable urban development. Co-financed by the European Union, it focuses on capacity building and knowledge sharing, offering decision-makers and urban professionals a range of activities, tools, and insights.
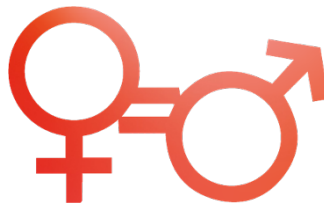
With **340 partner cities** across 29 European countries, URBACT has established several networks through which local stakeholders can share experiences. The current program (2021-2027) emphasizes digital, green, and gender-equal policies as key engagement areas for cities.

Our capstone project was designed to contribute to the **Gender Equal Cities initiative** from URBACT's Knowledge Hub. It aimed to identify good practices in gender mainstreaming for an online course organized by URBACT for its partner cities and external beneficiaries.

METHODOLOGY

Drawing upon the themes of URBACT's curriculum and its intended learning outcomes, we identifed relevant project topics that could help inform participants of past or ongoing projects in various cities that mainstream gender for more equitable urban life. These include municipal gender equality plans, public space design interventions, economic development initiatives targeting women, and digital governance projects.

Our initial research phase extended into both academic and governmental domains. In particular, we began by consulting a variety of resources, databases, and knowledge sharing platforms for innovative urban policies and projects, including the Council of European Municipalities and Regions and the European Institute for Gender Equality. We also drew from news platforms to familiarize ourselves with the local political contexts and public reactions to ongoing projects in urban areas. This initial research phase resulted in the development of a **'case study database',** compiling a brief description of the projects, contact details, and the module with which it most closely corresponded.

The selection criteria for the final cases were roughly as follows.

1. The city, or at least the projects in question, has not previously been covered in URBACT's Gender Equal Cities reports or network materials.

2. The initiative has explicitly gendered characteristics, or a clear commitment to gender mainstreaming and intersectionality practices in its conceptualization, development, implementation, and evaluation.

3. The project involves at least one or more bodies of the local government, but may also incorporate actors such as NGOs, community organizations, or supranational actors.

4. The project is at least three years old (2022 or prior, with some exceptions) and has reached a level of implementation allowing for qualitative or quantitative impact assessment.

5. The results of the project can convey insights to urban professionals in other cities as to how they can adopt a gender-conscious light in their projects.

To develop the content of the case studies, we adopted a two-dimensional strategy utilizing **desk research from written sources** alongside interviews with urban professionals involved in the projects. There are ten full case studies, which include firsthand insights collected from interviews with professionals involved in the project. Two mini-cases present a collection of three shorter profiles revolving around a theme and were developed exclusively through desk research methods.

A total of **eleven semi-structured interviews** were conducted between March and May of 2025. A general interview template was developed prior to this phase of research, and was subsequently modified to the nature of each project. Due to the international scope of research, most were conducted over online platforms, however, some were conducted in-person in Paris or during **our field trip in Poland**. Each lasted approximately 30 to 90 minutes. Of the final twelve case studies, nine are supported by interviews. Some interviews were conducted for cases which were ultimately not selected due to weak evidence of gender mainstreaming practices.

FIELDS STUDIED

The development of case studies for URBACT did not require focusing on a specific field site. This flexibility represented an opportunity to explore gender-sensitive urban planning across diverse socio-economic and political contexts. As a result, our case studies **cover 14 cities and towns in Europe**, whose varied sizes and profiles reflect the diversity of URBACT's beneficiary cities.

Map created with Datawrapper (2025)

In addition to the desk research and online interviews for these cities, **our field study in Krakow and Łódź, Poland**, proved to be a fundamental component of our capstone project.

- Krakow's recent gender mainstreaming efforts in urban development offered compelling examples of new initiatives shaped by URBACT's knowledge networks, particularly FEMACT which it joined in 2023.

- Our visit to Łódź took place during the **2025 Urban Future Conference,** which brought together urban professionals and city representatives to showcase actions supporting sustainable urban development. This event enabled us to meet a wide range of players, assess the prominence of gender equality, and discover gender-focused initiatives in a city undergoing significant transformation following deindustrialization.

Photo: Sophie Haugen

Photo: Adam Słowikowski

ISSUES

URBACT identifies gender equality as one of its cross-cutting priorities, along with digital transformation and green transitions. The Gender Equal Cities project of URBACT began in 2019, with the aim of promoting knowledge-sharing on best practices for urban policies targeting equality in cities and building capacity for their implementation. The first "Gender Equal Cities Report" was published the same year, drawing attention to persistent inequalities at the European level and identifying examples of local initiatives against gender-blind urban planning. A second iteration of the report was published in 2022, providing snapshots of innovative projects and overall areas of action for cities to pursue in equality initiatives and gender mainstreaming.

In line with these objectives, URBACT developed the following curriculum to introduce its beneficiaries to gender-sensitive approaches and inspire transformative action:
- Module 1 - Introducing the Gender Equal City
- Module 2 - Gender Check: Project Team, Stakeholders and Policy Beneficiaries
- Module 3 - Gender in Action Planning and Integrated Sustainable Urban Development
- Module 4 - Implementation, Monitoring & Evaluation
- Module 5 - Embedding gender equality into sustainable urban development

Our partner's initial request to provide 12 case studies illustrating the modules was the starting point for our project. Drawing on the curriculum, we formulated three research questions:
- **How are city administrations integrating gender perspectives into urban planning, governance, and sustainability initiatives?**

- **What indicators and evaluation frameworks are cities using to measure the impact of gender-inclusive urban policies?**

- **How do different cities approach gender mainstreaming in urban governance, and what factors contribute to the success or failure of these initiatives?**

This approach helped us consider the practical challenges that urban professionals would potentially face when integrating gendered perspectives. Over six months, we developed further research questions and targets based on the educational material, taking a wide perspective and narrowing down further through the research process.

Source: UN-Women

Historically, cities have often been planned by and for men. Gender mainstreaming, as a strategy integrating gender in all parts of society and policy-making, enables cities to challenge this gender blindness. URBACT's focus on gender equality thus echoes the priorities of the Urban School, committed to the development of inclusive and innovative solutions for cities.

MAIN RESULTS

Below is a short summary of each case study covered, outlining the objectives, methods, and outcomes for different projects.

Her Story in IT: Bielsko Biała, Poland

Objective: The HerStory in IT initiative addresses gender inequality in Bielsko-Biała's emerging tech sector by increasing women's representation, visibility, and advancement opportunities across all IT career stages, from entry-level exploration to leadership positions. The program emerged from personal experiences of male-dominated professional environments and aims to tackle systemic barriers preventing women from advancing in technology roles.

Method: The initiative involves a coalition between the Regional Development Agency, city administration, IT companies, and academic institutions under the URBACT IV framework. Eight interconnected program components provide comprehensive support including networking events and entry-level education, career guidance tools and bootcamps for skills development, visibility platforms showcasing local female IT leaders, along with research and advocacy for diversity policies. The implementation integrates programming with the existing BBDays4.IT festival, utilizes a volunteer-based participation model with regular event programming featuring diverse formats such as panels, workshops, and expert talks, while maintaining positive empowerment messaging rather than deficit-based approaches.

Outcome: The initiative has been met positively, with 150 participants across the first three events and individual programs attracting 35-65 attendees, exceeding initial expectations. Qualitative success is demonstrated through high satisfaction rates with participants requesting continued programming, community ownership development where participants volunteer to help future activities, effective integration with the existing tech ecosystem, and secured political support at the municipal level. Participant feedback consistently shows enthusiasm and sustained engagement, with professionals expressing appreciation for the female perspective in their male-dominated work environments.

Skilled Women's Workforce for a Better Future: Novi Pazar, Serbia & Bijelo Polje, Montenegro

Objective: The project was designed to enhance the employability of unemployed women through targeted training in geriatric care, addressing gender disparities and underrepresentation of women in the labor market while meeting the local demand for elderly care services during the COVID-19.

Method: The project employed a cross-border collaboration approach between Serbia (Novi Pazar) and Montenegro (Bijelo Polje), establishing multi-stakeholder partnerships involving welfare centers, employment agencies, and ministries to develop a tailored training program that combined one-month training with three-month work practice, followed by direct employment integration through local care institutions.

Outcome: The outcomes demonstrated significant success with 40 women completing geriatric caregiver training (20 from each region), 80 women acquiring job-seeking skills, at least 6 women directly employed in care facilities, 20 women certified in Montenegro, and an accredited training curriculum created for future replication. The project demonstrates effective

crisis response to increased elderly care demand during the pandemic, along with how cross-border cooperation can enhance impact in other regions with high female unemployment.

#UrbanGirlsMovement: Botkyrka, Sweden

Objective: The #UrbanGirlsMovement aimed to involve girls and young women to challenge gender-blind public space design in Fittja, a disadvantaged neighborhood of Botkyrka. The project started in 2017 as a joint initiative of the think tank Global Utmaning, UN-Habitat, and the municipality. It also served as a pilot project for developing a toolbox for inclusive and participatory planning practices.

Method: The project involved an active engagement of girls and young women throughout the planning process, through various workshops. From the beginning, the spatial assessment integrated the participants' perspectives, collected through interviews, surveys, and exploratory walks in Botkyrka. Intervention proposals were then co-designed by young female residents, architects, urban planners, and private local stakeholders. These workshops relied on Minecraft and MethodKit cards as bridging tools, allowing participants with different backgrounds to visualize and share their ideas.

Design workshop (Source: HerCity.org)

Outcome: Initially, the participants' design proposals were only implemented through a temporary installation in Fittja Square in August 2019. However, the project later led to permanent interventions, integrating suggestions regarding street lighting, aesthetics and infrastructure in public spaces. As a pilot experience contributing to the development of the HerCity Toolbox, the project in Botkyrka also offers key learnings and instruments for practitioners wanting to adopt similar approaches to gender mainstreaming.

Idea Zaragoza: Zaragoza, Spain

Objective: As a founding member of Spain's Ciudades Abiertos (Open Cities) network, Zaragoza has committed to promoting transparency, openness, and public participation in local government. However, existing participation processes online and in-person struggled to yield turnouts that reflect the city's diverse residents and their perspectives.

Method: The municipality partnered with researchers and designers at the Universidad de Zaragoza to design an accessible online platform to promote public participation and deliberation in city governance. Consulting with stakeholders to diagnose the deficits of existing participatory processes, the team adopted service design thinking methodology to develop the platform in direct collaboration with targeted users through surveys, collaborative design sessions, and empathy mapping to iteratively assess prototypes. User feedback was directly integrated with the platform, from simple layout and aesthetics to the participatory features that users can propose and engage directly with other's ideas.

Outcome: Since launching in 2021, the Idea Zaragoza platform has increased the number of public participation campaigns conducted by the city on topics such as local climate action planning, youth policies, and public works. Evaluative surveys conducted in 2023 reveal high levels of satisfaction among users, along with increased reach. For example, over three times as many responses were yielded in a 2023 survey by the city's Youth Service as previous online participation processes conducted in 2017!

Designing a Feminist City: Glasgow, Scotland

Objective: In 2022, Glasgow City Council passed a motion calling for a feminist approach to city planning and management. Emphasizing that the city was historically *designed for men, by men,* this initiative elevates neglected perspectives to drive positive change in urban life.

Method: An inter-departmental working group was formed to audit existing initiatives and identify gender equity gaps. New, gender-sensitive practices were adopted to shape future actions, such as gender disaggregated data collection, public engagement campaigns, and applying a gendered lens to the Scottish government's 'Place Standard Tool' for assessments.

Outcome: Glasgow City Council allocated a total of one million pounds over 2023 and 2024 to strengthen the project's implementation, providing funds to train municipal employees on gender mainstreaming, develop a comprehensive strategic plan, and pilot projects on the ground. Glasgow provides relevant references for cities aren't certain where to begin, demonstrating that you can hone your strategy while simultaneously making real changes on the ground.

Women's Safety and Accessibility in Public Transportation: Lisbon, Portugal

Objective: Typical transport planning emphasizes efficiency and coverage, but can often overlook that who you are shapes how you move. In 2017, amidst the #MeToo movement, planners in the city council's Pedestrian Accessibility Division were interested in exploring how gender shaped the experience of public transport in an intersectional light.

Method: Beginning with international survey data, the team developed further research on harassment, safety, and accessibility in Lisbon's transport to build political support. Bairro Padre Cruz was selected as an intervention site, and rigorous stakeholder engagement began to understand the particular challenges faced in this peripheral social housing neighborhood. Conducting interviews at bus stops, surveys in local schools, meetings with community groups and participatory mapping sessions with local women to identify safety concerns, the team developed a list of key interventions to increase accessibility, including: reducing traffic speeds, relocating the main bus stop to a more visible area, improving street lighting and sidewalks, and changing crossing areas for pedestrian safety.

Outcome: While the implementation of the project and site redesign is still underway, this pilot project offers valuable lessons on how to conduct thorough stakeholder outreach to inform targeted solutions in planning. It also highlights how departments and planners can take initiative within their department to readily develop projects for when the opportunity and political support lends itself to implementation.

Krakowianki (Women of Krakow): Krakow, Poland

Objective: In Krakow, the city administration lacked a cohesive framework for existing equality initiatives, and there was no dedicated expertise in gender mainstreaming within the municipal structure. As rising tensions around LGBT issues, reproductive rights, and gender equality in national-level political discourse, created both challenges and opportunities for cities intervening on equality matters

Method: Steps were taken to promote integrated equality programs at the municipal level by creating an Equality Council in 2019 and the position of Mayor Plenipotentiary for Equality Policy in 2021. The Mayor's office piloted the Krakowianki (*Women of Krakow*) initiative in 2021 to mainstream gender equality and women's issues across multiple departments including sports, culture, tourism, social issues, and health, ensuring gender perspectives are integrated throughout city governance. While coordinated cross-departmentally through the plenipotentiary position, the equality initiatives were integrated across existing departmental budgets based on thematic alignment rather than creating entirely new funding streams.

Outcome: The Krakowianki initiative has embedded gender equality as a principal consideration across municipal departments, rather than limited to specific offices dealing with equality. The project has also seen successful scaling since its inception, with Kraków Women's Month expanding from 100 events in its early years to 2,000 events across the city in recent editions, covering business, health, finance, and culture sectors. An important lesson learned is that mainstreaming gender equality means working with unlikely municipal actors, highlighting that gender equality is everyone's challenge, not just one department's…

Gender Datenreport: Berlin, Germany

Objective: A commitment to gender equality entails methods of implementation along with consistent monitoring. Across the EU there is no consistent standard for gender disaggregated data at the municipal level, meaning cities must take the lead in establishing good practices. Inspired by Vienna's lead, Berlin's Department for Women and Equality began to publish the Gender Datenreport in 2009, pulling together gender-disaggregated data on demographics, education, employment, economics, and political participation, making these figures openly available to the public.

Method: While individual departments were collecting data in their respective domains, there was no centralized resource to visualize the quantitative impacts of inequality at a local level. The Department for Women and Equality began compiling these datasets, while also creating their own on topics like gender violence. In order to make these resources more visible and accessible, a digital Gender Datenreport platform has been developed, showcasing important markers of gender equality in the city for a period of over ten years. This allows not only city officials, but members of the public, researchers, NGOs and private sector actors to quantitatively understand inequalities in the local context and make data-informed decisions.

Outcome: Spanning over fourteen years, the Gender Datenreport project allows for more precise monitoring of gender-related issues and performance towards equality goals at the city level. The process of gathering, cleaning, disaggregating, and publishing data requires a high-level coordination between many different departments, emphasizing the importance of mainstreaming across the local government and breaking down departmental silos.

Gender Data Report 2022

Demographics

Data on population development and lifestyles in Berlin Further information →

Education

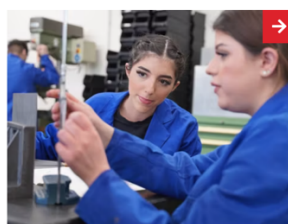Data on school, vocational and university education in Berlin Further information →

Working life

Data on labor force participation and working hours in Berlin
Further information →

income

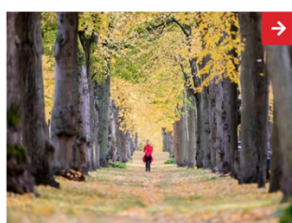Data on earnings and living expenses in Berlin Further information →

Health and violence against women

Data on health and violence against women in Berlin Further information →

Political participation

Data on political participation in Berlin Further information →

Screenshot of the Gender-Datenreport webpage (berlin.de)

Gendered Geographies: Mapping Disaggregated Data for Change

Objective: More important than simply 'having' data is knowing how to use it. In the urban environment, mapping can be an effective tool to visualize challenges, understanding where they occur and who is impacted, in order to develop spatially targeted solutions. In particular, mapping gender disaggregated data can help understand specific trends and patterns that are overlooked in the 'bigger picture'. This case draws together three examples of mapping projects across different cities involving gender disaggregated data to illustrate how to approach problematization, data collection, and processing.

Method: The three 'cases' from Brussels, Espoo, and Ankara — mapping toilets, crowd-sourced locational data, and overlaid demographics and service data, respectively — showcase examples of maps which can directly inform decision-making. In Brussels, many public officials and citizen groups have highlighted the lack of accessible public sanitation and gender inequalities in urinal versus toilet access, spurring both city and citizen-led data collection and mapping initiatives which help residents and visitors identify where they can relieve themselves. The My Espoo on the Map initiative in Finland collected data from residents on locations they visit along with information on gender and age, allowing for city planners and researchers to better understand how, when, and where different demographics move through the city. Lastly, Ankara's 'Purple Map,' overlaying municipal services with demographic data and crowd-sourced safety concerns, has successfully helped visualize women's service gaps in the city, generating similar pilot projects in other Turkish cities.

Outcome: These three cases offer not only practical examples of what gender disaggregated data can be used for, but further insights into how it can be collected and translated into relevant products to inform decision-making. Combining both open-source and open-access

elements, they also emphasize how public actors should be involved in these processes to increase transparency and data relevance.

Screenshot of 'Map of Public Toilets' at brussels.be/public-toilets-and-urinals, 2025.

Municipal Gender Equality Plan: Krakow, Poland

Objective: Recent changes to the Horizon Europe program pose new eligibility requirements, mandating that all applying institutions develop a comprehensive gender equality plan (GEP). In 2022, Krakow became one of the first Polish cities to undergo this process, navigating the complexities of translating a process frequently seen in research institutions and universities for a local government body.

Method: A guiding task force was established in Spring of 2022, composed of 21 people across different departments, to oversee the process of diagnosing gender gaps internal to the municipality as a workplace. The consulting firm Gender Solutions was hired to conduct research on internal demographics, as well as policy-based and experiential inequalities between staff. The GEP set out four key goals to be addressed between 2022 and 2025: building awareness and preventing discrimination, promoting work-life balance, balancing gender representation among employees, and mainstreaming gender across all municipal policies and institutions. Each of these goals contains specific actions, as well as evaluation criteria and indicators to assess progress.

Outcome: Achieving gender equality in cities requires action from the inside out. By more precisely understanding internal inequalities through data, the GEP sets out targeted action. Expected outcomes encompass pay gap reduction through transparent monitoring, leadership parity increases, improved workplace safety with reduced discrimination incidents, and gender mainstreaming across municipal policies and budget processes.

Gender-Mainstreaming Public Procurement: Cases from three Spanish cities.

Objective: The European Commission's 2014 directive on public procurement has popularized 'social procurement' strategies across all levels of government, emphasizing the potential for targeted expenditure to maximize social impact. In Spain, these changes take effect at the national, regional and local level, offering practical examples of how gender considerations can be mainstreamed into public contracts.

Method: The examples of Valladolid, Zaragoza, and Valencia showcase different strategies for integrating gender into procurement processes. Valladolid has incorporated gender and social impact considerations into evaluation criteria, while also streamlining the tender processes to improve accessibility for small and medium sized enterprises (SMEs). In Zaragoza, all public contracts since 2016 contain social clauses on gender, targeting equal employment opportunities and gender mainstreaming in the private sector. Lastly, Valencia's 2019 social procurement guidelines offer practical examples of contract and enforcement clauses on gender equality to include in public contracts.

Outcome: With public procurement comprising approximately 11.5% of Spain's overall GDP, these changes have a significant impact targeting gender gaps in employment opportunity and compensation. Each city has been able to achieve different social goals through their methods. For example, in 2019, 74% of contracts awarded by Valladolid went to SMEs. In the two years after Zaragoza mandated gender clauses, all 107 companies contracted had complied with their equality commitments, while over 600 additional bidding firms had been affected by the gender analysis requirements.

Urban HERStory: Krakow, Poland

Objective: In 2018, commemorations celebrating 100 years of women's right to vote generated discussions about the lack of women's historic representation in public space. For example, only 6.6% of streets in Krakow are named after women, despite their notable contributions to the city's rich history. In response, numerous initiatives by the municipality and civic actors have sought to reinscribe *'herstory'* in the city landscape and cultural institutions.

Method: In 2022, the municipality partnered with researchers and tourist organizations to develop walking tours of the city that follow routes exploring the stories of influential female residents like activist Kazimiera Bujwidowa, while also providing gender-sensitive training and historical information to tour guides in the city. Separately, the Museum of Krakow partnered with the Jagiellonian University and women's NGOs to develop the Siłaczki (Strong Women) exhibition, which showcased the stories of Krakowian women from medieval times to today through artworks, archival texts, and everyday objects. The Siłaczki exhibition, which spanned between 2024 and 2025, offered residents and visitors alike a new lens through which to view local history, highlighting women's contributions and role in the city throughout time.

Outcome: The cooperation between local universities, researchers, NGOs, and municipal institutions has resulted in a new collaborative framework for promoting and researching women's history. Further, while it might appear as a mere historic rehabilitation, reaffirming the symbolic impact of women to urban spaces can change residents' perception of the city, its history, and its future. It also enriches debates on the current challenges faced by the city's female residents, tying them with historical events and practices.

LEARNINGS

This research underscores the pivotal role of knowledge-sharing networks in advancing gender equality across municipalities. Cities often draw on one another's experiences to guide and inspire local innovation. Interviews with practitioners repeatedly referenced flagship cities such as Vienna, Barcelona as influential models. Their visibility and accumulated expertise offer references gender mainstreaming in the long term. Facilitating structured platforms for inter-city collaboration helps reduce the costs of trial and error, accelerate experimentation, and strengthen institutional learning through these knowledge networks.

At the same time, smaller or less-resourced cities often face difficulties adapting high-profile initiatives to budget and capacity constraints. In these cases, professional exchanges are most effective when they focus on the principles and processes underpinning gender-transformative practice, rather than fixed toolkits or one-size-fits-all solutions.

European Union policy frameworks and funding mechanisms like Interreg, the Recovery and Resilience Facility, or Horizon Europe programs are powerful resources for executing many of the examined projects. Eligibility criteria for these programs are posing new standards for gender mainstreaming, which can also incentivize developing comprehensive strategic planning for gender equality at the city level.

Strategies for change differ according to political context and institutional culture. While some cities benefit from high-level political commitment and integrate gender equality into their strategic vision, others rely on longer internal efforts, with committed individuals or departments developing the project and securing broader support later on. Progress is often incremental, and entails small, iterative adjustment: gender mainstreaming public contract evaluation criteria, adjusting operating hours of sports facilities to ensure gender balance, or improving internal monitoring through sex-disaggregated data.

These case studies also affirm the critical importance of continuous consultation and involvement of stakeholders and citizens, including municipal staff, civil society organizations, and community members to ground interventions in lived experience. These processes must consider an intersectional experience of gender with other elements of one's identity — age, socioeconomic background, immigration status, or disability, for example — when mapping the project landscape and participatory processes, or they risk reproducing further inequality. When mapping stakeholders, do not just consider representation in '*who is there*', but *'who is absent.'* Reaching these groups often requires creating new mechanisms for outreach, which can be designed through partnerships with community institutions like schools and informal networks as illustrated. Simple 'consultation' processes, while straightforward for city practitioners, often lack effective channels for meaningful participation and contributions, particularly for women whose backgrounds are under or unrepresented in institutional dialogues. Many of these covered cases offer more collaborative ways of gathering feedback and local knowledge, such as through participatory mapping, co-design, and dialogue walks.

FIND OUT MORE

To learn more about the URBACT programme and its ongoing projects, visit urbact.eu .

Additional information about the Gender Equal Cities project, including links to the 2019 and 2022 reports, are accessible on the URBACT knowledge hub page on 'Gender Equality': https://urbact.eu/knowledge-hub/gender-equal-cities .

For additional guidance on gender responsive urban planning and policy in a global context, visit UN Habitat's guide: https://unhabitat.org/gender-responsive-urban-planning-and-design

The Capstone project: an original educational tool

Thanks to this original tool, students are placed in a work situation on a real problem posed by a public, private, or associative organisation. For all the Masters of the Urban School, the structure and management are identical: the project is jointly monitored by the the Urban School and the partners, at all phases of the project, and regular methodological supervision is provided by a professional or academic tutor specialised in the issue. The Capstone projects allow the partners to take advantage of the research and training acquired within the Urban School, to benefit from the production of studies and quality work, and to have a capacity for innovation.

Capstone projects are a great tool to study, diagnose, forecast, lead a comparative analysis, even to prepare for evaluation, and more generally to deal with any problem that can enlighten the organisation concerned in a logic of "R&D ". Each project mobilises a group of first-year students from one of the Urban School's Master's. Students work between 1.5 days and 2 days per week on dedicated time slots, for a period of 6 to 9 months (depending on the Master's concerned). In Executive education, collective projects concern the Executive Master "Territorial governance and urban development" and mobilize professionals for a period of 4 months.