

Toolkit for Enabling Gender Responsive Urban Mobility and Public Spaces

India

VOLUME II

The 'How-To' Guide -
Practical Tools for Implementing Agencies



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Practical Tools for Implementing Agencies**

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TABLE OF CONTENTS

LIST OF ACRONYMS	9
ACKNOWLEDGEMENT	10
I. Introduction	13
Four-pillar implementation framework to design a gender-responsive urban mobility and public spaces program	17
Achieving the vision for a gender equal city – measure of the program’s success	18
Using this 'how-to' guide	19
II. Guidance note on how to design a gender-responsive urban mobility and public spaces program	23
(i) Review existing guidance documents, national and international best practices	24
(ii) Establish inter-agency coordination mechanisms and identify a dedicated team	26
(iii) Devise a robust theory of change	33
(iv) Create an implementation action-plan, identifying specific projects with timelines and key performance indicators	38
(v) Design a suitable monitoring and evaluation framework	51
III. Guidance note on how to assess the ground situation (Pillar 1)	60
(i) Understand gender differences in mobility patterns	61
(ii) Understand safety concerns and threat perception of public transport and public spaces	72
(iii) Identify gaps in current policies, regulations, and legal frameworks	87
(iv) Identify gaps in institutional capacity, assess prevailing mindsets to deliver gender-responsive programs	94
IV. Guidance note on how to strengthen planning and policies (Pillar 2)	104
(i) Integrate a gender lens in new and existing policies and plans	106
(ii) Ensure gender inclusivity in decision making and key institutions	121
V. Guidance note on how to build capacity and raise awareness (Pillar 3)	134
(i) Train and build the capacity of duty bearers	136
(ii) Forge partnerships for raising awareness and enabling community action through campaigns	144
VI. Guidance note on how to improve infrastructure and services for gender equal public transport and urban planning (Pillar 4)	162
(i) Enhance women’s safety on public transport and in public spaces	167
(ii) Apply a gender lens on infrastructure design and public transport services	179
Concluding note	213

LIST OF ANNEXURES

Annex 1	Roles and responsibilities matrix used to hire the staff of the Gender and Policy Lab	220
Annex 2	Resources for conducting the financial and economic cost-benefit analysis of projects	223
Annex 3	Sample questionnaires for household surveys, user surveys and focus group discussions	224
Annex 4	Sample ToR for hiring a survey agency to conduct user surveys, household surveys and focus group discussions	235
Annex 5	Sample ToR for conducting women's safety audit	237
Annex 6	Policy recommendations in response to emerging issues in transport and urban planning in India	239
Annex 7	Sample ToR for hiring a diversity and inclusion expert consultant	244
Annex 8	Checklist of POSH compliances	246
Annex 9	Sample ToR for hiring a training agency	248
Annex 10	Implementing agency specific trainings	253
Annex 11	Key areas of training by hierarchy	256
Annex 12	Sample pre and post training evaluation form for the training program	262
Annex 13	Indicative community engagement plan	268
Annex 14	Sample – Bystander intervention technique	271
Annex 15	Sample ToR for hiring a communication agency	272
Annex 16	GESI action plan adopted by Bengaluru Metropolitan Transport Corporation	275
Annex 17	Checklist to ensure gender-responsive design for public transport and public spaces	278
Annex 18	Constructing gender-responsive toilets – Guidelines by Ministry of Housing and Urban Affairs	281

LIST OF FIGURES

Figure 1	Tool-kit configuration	13
Figure 2	Key resources in this 'how-to' guide	14
Figure 3	Four pillar framework	18
Figure 4	Suggested set of gender-disaggregated indicators	19
Figure 5	Framework for designing and implementing a gender program	24
Figure 6	Key decision-making levers for institutional arrangements	28

Figure 7	Key decision-making levers for institutional arrangements - Chennai	33
Figure 8	Sample template for ToC	36
Figure 9	Pillar 1- Components	62
Figure 10	Steps to assess policies	88
Figure 11	Checklists to identify gaps in gender-responsiveness and safety measures	90
Figure 12	Pillar 2 - Components	105
Figure 13	Types of fare policies	115
Figure 14	Pillar 3 – Components	135
Figure 15	Objectives of training duty- bearers	138
Figure 16	Bystander interventions	149
Figure 17	Pillar 4 - Components	164
Figure 18	Sub-components of safety aspects	167
Figure 19	CPTED through physical design	168
Figure 20	Steps to enhance reporting	174
Figure 21	Sub-components of 'applying gender lens' aspects	180
Figure 22	Sub-components of 'applying gender lens' aspects - Infrastructure	181
Figure 23	Example of a push button	186
Figure 24	Example of a charging station causing obstruction on a footpath	188
Figure 25	Sample of a gender responsive bus-stop design	192
Figure 26	Sub-components of 'applying gender lens' aspects - Services	205

LIST OF TABLES

Table 1	Typology of implementing agencies (indicative)	20
Table 2	Key existing resources for gender-responsive program design in urban planning /mobility sectors	25
Table 3	Indicative list of stake-holders for the committee	27
Table 4	Key personnel required to design a gender-responsive urban mobility and public spaces program	29
Table 5	Steps - Theory of change	24
Table 6	Indicative list of initiatives under each pillar	39
Table 7	Indicative list of outputs for project level interventions under each pillar	43
Table 8	Checklist for devising gender-responsive theory of change, implementation action plan and M&E framework	52

Table 9	Advantages and disadvantages of primary data collection methods	54
Table 10	Checklist of key demographic and socio-economic characteristics for mapping potential public transport users	62
Table 11	Primary data collection instruments	64
Table 12	Key areas to be covered in primary data collection on mobility (indicative)	65
Table 13	Key areas to be covered in primary data collection on safety and threat perception of public transport and public spaces	73
Table 14	Key steps in a safety audit	74
Table 15	Areas to be covered in a safety audit – recommendations by Safetipin	76
Table 16	Safety related policies etc.	88
Table 17	Mobility and public transport related policies etc.,	89
Table 18	Urban planning related policies etc.,	89
Table 19	Benchmarking technical capacity and mindsets amongst staff at implementing agencies	96
Table 20	Indicative list of capacities to be assessed	99
Table 21	Examples of global policies to ensure gender equality and prevent harassment	106
Table 22	Integrating gender concerns while formulating the comprehensive mobility plan	108
Table 23	Key elements of a gender action plan and checklist – sample	111
Table 24	Types of fare policies	116
Table 25	Sample checklist for implementations of diversity and inclusion	121
Table 26	In-house vs external D&I team	126
Table 27	Grievance redressal cell	127
Table 28	List of women helpline numbers across Indian states	132
Table 29	Sample bystander training plan	149
Table 30	Key recommendations under Pillar 4	165
Table 31	Suggestions for technology-based solutions to improve safety	169
Table 32	Gender-responsive integration of IPT with public transport	170
Table 33	Key indicators to assess effectiveness of the grievance redressal mechanism	175
Table 34	Data to collect regarding nature of harassment	175
Table 35	Checklist for ensuring functional street lighting	182
Table 36	Checklist for ensuring functional walkways and footpaths	184
Table 37	Types of street obstruction and action required for removal	187

Table 38	Checklist for establishing cycling infrastructure	190
Table 39	Guiding principles to design and maintain a gender-responsive bus stop	193
Table 40	Additional guiding principles to design and maintain a gender-responsive metro station/bus terminal/ bus depot	197
Table 41	Checklist of design elements of a gender-responsive vehicle (bus/metro cars)	201
Table 42	Benefits of design features inside transit vehicles	203

LIST OF CASE STUDIES

Case study 1	Good practice - Vienna	31
Case study 2	Chennai's Gender and Policy Lab	31
Case study 3	Sample ToC from Chennai's program	36
Case study 4	Chennai urban mobility gender program: Draft implementation action plan	48
Case study 5	Mobility and urban inclusion good practice	56
Case study 6	Gender-responsive reforms from Kerala	66
Case study 7	Supporting inclusion in transport systems	68
Case study 8	Study on gender gaps in urban mobility	71
Case study 9	Safety audit report for Tondiarpet, Chennai (World Bank/MOLO 2021)	77
Case study 10	Study on gender - responsive reforms in public transport	85
Case study 11	Chennai urban mobility gender program - Gap assessment report	93
Case study 12	Jiangxi Ji'an Sustainable Urban Transport Project	114
Case study 13	Free travel on public buses for women - Delhi	118
Case study 14	Integrated fare system - Seoul	119
Case study 15	Reservations in auto driving permits	120
Case study 16	Good practice – Action on Equality, TfL	124
Case study 17	Good practice – Bharosa, Hyderabad	129
Case study 18	Good practice – Increasing safety on public transport, Pune	139
Case study 19	Good practice – Safe city for all, Marrakesh	141
Case study 20	Gender Lab boys' program	143
Case study 21	Good practice – Gender inclusive cities program	148
Case study 22	Good practice – Right To Be's bystander intervention program	154
Case study 23	Good practice – Breakthrough's bystander intervention program, India	155
Case study 24	Blank Noise's use of digital media	156

Case study 25	Good practice- Reducing VAWG in PT- Mexico	158
Case study 26	Geievance redressal mechanism in Chennai city	179
Case study 27	Good practice - Chennai streetlights project	183
Case study 28	Facilitating participation of women street vendors, New Delhi	189
Case study 29	Good practice – Encouraging women to take up cycling - Pudukkottai	191
Case study 30	Good practice - Management of community toilets by women’s self-help groups	199
Case study 31	Good practice – Integrated public transport system - Grenoble	201
Case study 32	Greater Dhaka SUTP	206
Case study 33	Seamless transport for Kochi	208
Case study 34	Good practice – Request stop facility, Montreal	211

LIST OF BOXES

Box 1	Principles of universal design	15
Box 2	Universal design India principles	16
Box 3	Components of an implementation action plan	50
Box 4	Gender responsive indicators for monitoring and evaluation	55
Box 5	Practices recommend by UN Habitat’s Safe Cities Program for successful safety audits	75
Box 6	Guidance to select a training agency	137
Box 7	Key decisions required to develop a community-based plan	145
Box 8	Partnering with community based organizations	147
Box 9	Enhancing representation of women in frontline roles	171
Box 10	Ethical consideration during redressal	179
Box 11	Working of national common mobility card	210

LIST OF ACRONYMS

ADB	Asian Development Bank
BMTC	Bengaluru Metropolitan Transport Corporation
BRT	Bus Rapid Transit
CBO	Community Based Organizations
CCTV	Closed Circuit Television
CMP	Comprehensive Mobility Plan
CPTED	Crime Prevention Through Environmental Design
CSO	Civil Society Organizations
D&I	Diversity and Inclusion
FGD	Focus Group Discussion
GAP	Gender Action Plan
GBV	Gender Based Violence
GCC	Greater Chennai Corporation
GESI	Gender Equality And Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GRM	Grievance Reddressal Mechanism
ICC	Internal Complaints Committee
IPC	Indian Penal Code
IPT	Informal/Intermediate Public Transport/Informal Para Transit
KMRL	Kochi Metro Rail Limited
NGO	Non-Governmental Organization
NMT	Non-Motorized Transport
POSH	Prevention of Sexual Harassment Act
PTA	Public Transport Authorities
PWD	People with Disabilities
SOP	Standard Operating Procedure
SUTP	Sustainable Urban Transport Projects
TfL	Transport for London
ULB	Urban Local Body
UMTA	Unified Metropolitan Transport Authority
UN	United Nations
UNICEF	United Nations Children's Fund
VAWG	Violence Against Women and Children

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VOLUME II

THE 'HOW-TO' GUIDE -
PRACTICAL TOOLS
FOR IMPLEMENTING
AGENCIES



I. INTRODUCTION

- 1. Indian cities need gender-responsive urban mobility and public spaces so that benefits of city-led economic growth can be more equitably distributed.** As noted in Volume One of this toolkit, to ensure that cities can emerge as true engines of inclusive growth, job-creation, and innovations for women and persons of minority genders, urban planning and design need to evolve. There is a need to make policy, regulatory, and institutional changes to ensure that cities' public infrastructure, urban mobility systems, and public transport are not designed to disproportionately benefit only one type of user, a 'neutral' male user, and that women and gender minorities can equally access employment, education, healthcare and leisure activities.
- 2. This toolkit, presented in two volumes, is intended to bridge the knowledge gaps between policymaking and program implementation for gender-responsive urban mobility and public spaces in India.** This toolkit is intended to be a practical guide towards introducing gender

equality and women's empowerment (GEWE principles) into designing urban mobility systems and public spaces so that they mitigate rather than reinforce gender inequalities. While the first volume of the toolkit focused on high level guidance for policymakers ('what' to focus on), this second volume provides a 'how-to' guide for implementing agencies on how to plan, design, and implement a participatory, inclusive urban mobility program that explores the experiences and uses of public transport and public spaces from the perspective of all citizens: women, men, and other gender minorities. It also includes practical tools, such as sample questionnaires, templates, checklists, and national / international case studies which offer important lessons.

- 3. Inclusion and safety in public transport and public spaces in cities are the two central themes discussed in this volume of the toolkit.** Continuing from the first volume, this toolkit continues the focus on *inclusion*, especially in terms of understanding mobility patterns,

Tool-kit configuration



Figure 1: Toolkit configuration

Source: World Bank 2022.

Key Resources in this 'How-to' Guide



Figure 2: Key resources in this 'how-to' guide

Source: World Bank 2022.

infrastructure design, and representation in decision-making; *safety*, i.e., reducing threat perceptions and effective grievance-redressal. In addition, there is an increased emphasis on the principles of *universal design*, i.e., design that is usable by all people to the greatest extent possible

and without the need for adaptation (refer Box 1) (The Universal Design Project 2022).^{1,2} In this toolkit, universal design is the recommended guiding principle for urban local bodies (ULBs) and public transport authorities (PTAs) undertaking infrastructure restructuring projects or

Principles of Universal Design




Universal design or 'design for all' is an approach that accommodates the needs of the broadest possible range of users, regardless of age, size, gender, or disability status. This concept aims to help everybody use a space as extensively as possible and without the need for individual adjustments or special assistance.

Incorporating additional thought and planning at the beginning stages of a project to adopt universal design principles is advisable as it is easier than attempting to retrofit an inaccessible space to make it accessible at a later stage.

Principles of Universal Design

The seven principles of universal design established by the Center for Universal Design at North Carolina State were developed to guide the design of any product, service, or environment. These are given below, along with an example of the application of each in urban space and public transport.

Principles of universal design

	<ul style="list-style-type: none"> • Equitable use. Designed to maximize access for all and be equally accessible to all. This means that it provides the same means of use for all users without discrimination. For example, toilets in a metro station that have signages only indicating 'men' and 'women' are rendered inaccessible to gender minorities.
	<ul style="list-style-type: none"> • Flexibility in use. The design accommodates a wide range of individual preferences and abilities. Existence of various transportation options from a metro station for direct connections into the city (BRT lines/paratransit/ride sharing) gives passengers flexibility and allows them to choose depending on their levels of mobility and affordability.
	<ul style="list-style-type: none"> • Simple and intuitive use. Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level. A route map in a bus stop that is displayed in large font, in the languages commonly used locally caters to passengers with different reading and language abilities. A tactile plus color difference in the flooring of the pavement to demarcate the bus stop area, makes it clear for all users as to where the bus stop begins and ends.
	<ul style="list-style-type: none"> • Perceptible information. The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities. Announcements about stops in public transport that are both visual and oral, help those who cannot read or the visually impaired as well as those who are unable to hear. At the same time, if a woman who does not have these impairments, was speaking on the phone and missed the announcement, the visual signage can be of help. Thus, providing all options serves some segments more but makes the journey comfortable for all.
	<ul style="list-style-type: none"> • Tolerance for error. A pavement that is continuous and smoothly paved allows a user with mobility issues to navigate the space safely even if she/he erroneously takes a wrong step. At the same time, a woman who is holding large bags and an elderly person can walk with little chance of accident.
	<ul style="list-style-type: none"> • Low physical effort. Low floor buses do not demand extra physical effort from all passengers thus benefitting those who are incapable of such effort. Moreover, such vehicles also provide convenience to those who are physically fit and able, in some situations. For instance, women wearing saris in India have a practical difficulty of hitching up their garment to get onto the bus when the step is high. With low floor buses, alighting becomes easier for such passengers.
	<ul style="list-style-type: none"> • Appropriate size and space for approach and use. The design provides appropriate size and space for approach, reach, manipulation, and use, regardless of the user's body size, posture, or mobility. Adequate aisle space and horizontal and vertical grab bars inside the vehicle enable large sized people, pregnant women, and children to avoid falls and being pushed by other passengers.

Box 1: Principles of universal design

creating new infrastructure and services. By following this principle, not only are the needs of women and gender minorities met, but it also addresses requirements of other vulnerable groups in the population such as senior citizens, children, or persons with disabilities (PWDs). This is in line with the World Bank Group commitments to ensure that by 2025 all new urban mobility and rail projects supporting public transport services will be inclusive in their designs so as to incorporate key universal access features for people with disabilities and limited mobility (Mcclain-Nhlapo et al. 2018),³ as well as with the Harmonized Guidelines and Standards for Universal Design Accessibility in India (2021) (MoHUA

2021).⁴

4. This toolkit helps in bridging the limitations of universal design to incorporate a gender perspective. While universal design principles and guidelines provide a strong foundation for inclusive infrastructure design, one limitation that these principles and guidelines may face is incorporating a gender lens. One clear example is of women’s safety, where the parameters on environmental design for violence prevention are not necessarily included within universal access criteria. Universal access standards, for example, might mention design criteria to make bathrooms more accessible, but

Universal Design India Principles

Universal Design India Principles pave a context specific direction towards achieving greater accessibility and inclusion of diverse population groups in the Indian contexts. This may include diverse population contexts, low resource settings, diverse geographical and regional locations, and new technological paradigms.

Five Universal Design Principles contextualized for India are as follows:

	Equitable (Samaan) The design is fair and non-discriminating for diverse users in the Indian context.
	Usable (Sahaj) The design is operable by all users in the Indian context.
	Cultural (Sanskritik) The design respects the cultural past and the changing present and assists all users in the Indian context.
	Economy (Sasta) The design respects affordability and cost considerations for diverse users in the Indian context.
	Aesthetics (Sundar) The design employs aesthetics to promote social integration among users in the Indian context.

Box 2: Universal design India principles

Sources: CPWD 2021; CUD NCSU 2021; MoHUA 2021; World Bank 2013.

may not include anything about the location, which is key for women's safety. Similarly, enhanced lighting might be recommended, but nothing mentioned about homogenous distribution of the light so that it does not enhance some areas while creating dark spots or shaded areas in others. Therefore, this toolkit contributes to the effort of bridging some of these limitations of universal design principles/guidelines.

Four-pillar implementation framework to design a gender-responsive urban mobility and public spaces program

5. This toolkit presents a four-pillar framework for implementing a gender-responsive urban mobility and public spaces program. Once it has been decided that public transport and public spaces must be made safer and more inclusive to ensure that women, girls, sexual and gender minorities, and PWDs can exercise their 'rights to a city,' interventions need to be designed to implement policies, programs, and projects at the state and city levels. These interventions can be organized according to this four-pillar framework (first presented in Volume One of this toolkit). While activities related to each pillar can be implemented independently, it is strongly recommended that the toolkit guidance is eventually implemented across the four pillars to create the desired impact. The four pillars are as follows:

Pillar 1: Assess the ground situation:

Undertake an as-is assessment of the current infrastructure, services being provided, policies in place, existing gender biases, gender-disaggregated mobility patterns, needs, and create benchmarks. The key elements of Pillar 1 include:

- (i) Measure and understand gender differences in mobility patterns.
- (ii) Understand safety concerns and threat perceptions of public transport and public spaces.

- (iii) Identify gaps in current policies, regulations, and legal frameworks.
- (iv) Identify gaps in institutional capacity and assess prevailing mindsets to deliver gender-responsive programs.
- (v) Assess the physical infrastructure and services for inclusiveness and safety.

Pillar 2: Strengthen planning and policies:

Analyze existing policies, supporting legislations, regulations, guidelines, plan documents, and other manuals and suitably modify them to incorporate a gender lens and bridge gender gaps, as well as improve women's representation in decision making. The key elements of Pillar 2 include:

- (i) Integrate a gender lens in new and existing policies and plans.
- (ii) Promote gender inclusivity in decision making and key institutions.

Pillar 3: Build capacity and raise awareness:

Undertake gender-sensitization training and capacity building for institutions responsible for implementing modified policies, plans, programs, and projects. The key elements of Pillar 3 include:

- (i) Build capacity of duty bearers.
- (ii) Forge partnerships for raising awareness and enabling community action through campaigns.

Pillar 4: Improve infrastructure and services:

Apply a gender lens to the design of infrastructure and introduce gender-responsive services to improve the inclusion and safety of public transport and public spaces. The key elements of Pillar 4 include:

- (i) Enhance women's safety on public transport and in public spaces.
- (ii) Apply a gender lens to infrastructure design and public transport services.

The Four-pillar Framework

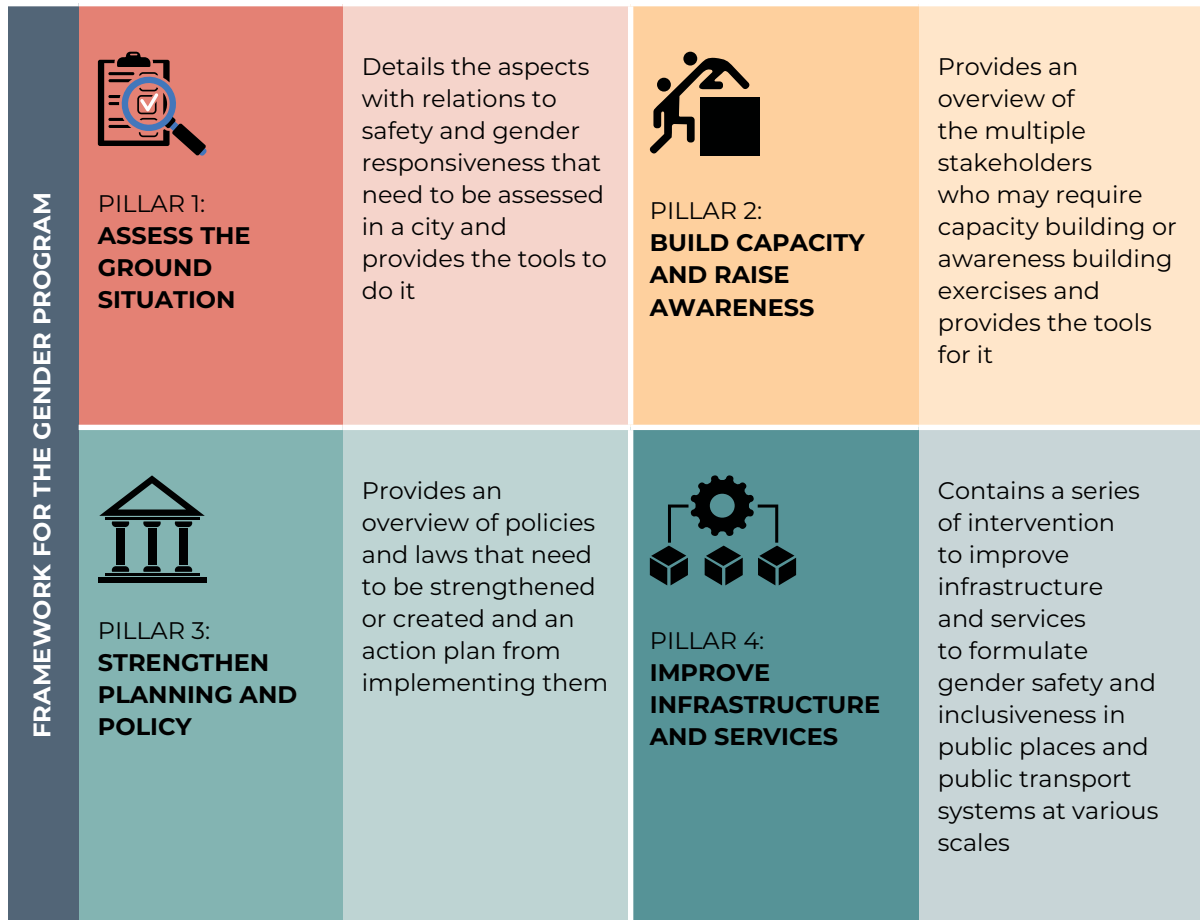


Figure 3: The Four-pillar framework

Source: World Bank 2022.

Achieving the vision for a gender equal city – measure of the program’s success

6. A city’s vision to be gender equal, universally accessible, safe, and inclusive for all can be measured through quantitative targets and performance indicators. When implementing projects suggested under the four pillars, ULBs /

PTAs, and other agencies can establish objective, measurable parameters of success to gauge the impact on their target beneficiaries. Some of these parameters of success can be as follows. A more detailed discussion on quantitative indicators can be found in Guidance Note 1.



Figure 4: Suggested set of gender-disaggregated indicators

Using this ‘how-to’ guide

7. The ‘how-to’ guide is meant to support implementing agencies seeking to develop gender-responsive urban mobility and public spaces programs. Interventions suggested under each of the four pillars are meant to be carried out by what this toolkit terms ‘implementing

agencies.’ These implementing agencies mainly denote a range of government agencies in the public transport and urban planning sectors at state, district, and city levels in the Indian context – an indicative typology is shown in Table 1. However, this toolkit can also be useful for private sector service providers working in this field.

Typology of implementing agencies (indicative)

State level
Department of urban development
Public works department
Department of road transport
Police department
Department of women and child development
Department of social development
State transport corporations
Urban development authorities
Other relevant departments
City level
City transport authorities
Bus transport authorities
Metro rail and rail corporations and special purpose vehicle companies
Urban local bodies
Urban development authorities
Other relevant departments

Table 1: *Typology of implementing agencies (indicative)*

8. This ‘how-to’ guide presents five guidance notes which can aid policymakers in designing and implementing gender-responsive public transport and public spaces at state and city levels. These are as follows:

- (i) **Guidance note on how to design a gender-responsive urban mobility and public spaces program**, which describes the key steps for scoping, designing, and implementing a successful program, the institutional arrangements and personnel required for implementation, and

monitoring and evaluation frameworks.

- (ii) **Guidance note on how to assess the ground situation (Pillar 1)**, which provides sample questionnaires and tech-based tools for assessing gendered mobility patterns and safety concerns, terms of reference for a service provider to conduct safety audits, checklists for identifying gaps in policy documents, and steps to deploy mechanisms such as focus group discussions and anonymous surveys to assess current levels of gender bias amongst staff in key implementing agencies.
 - (iii) **Guidance note on how to strengthen planning and policies (Pillar 2)**, which includes checklists to strengthen gender action plans (GAPs), comprehensive mobility plans and street planning guidelines, practical strategies to enhance women’s representation in implementing agencies and decision-making bodies, steps for establishing a dedicated team to implement GAPs and processes for grievance redressal.
 - (iv) **Guidance note on how to build capacity and raise awareness (Pillar 3)**, which provides sample needs assessment forms to identify training needs of duty bearers, the steps to implement capacity building programs for duty bearers, and approaches to build partnerships with community-based organizations.
 - (v) **Guidance note on how to improve infrastructure and services (Pillar 4)**, which describes the key steps, methodology, scope, and provides checklists for gender-responsive urban planning and applying a universal design principle for public transport infrastructure and introducing gender-responsive services.
- 9. Tailored for Indian users, it can be easily adapted to local contexts at state and city levels.** The toolkit was designed by identifying gaps in existing gender program resources, benefitting from

lessons learned from gender programs conducted in World Bank client cities, and conducting a rapid assessment in one Indian city (Chennai). The framework focuses on providing implementers and decision makers with a structured approach required to make informed

decisions for developing a realistic gender program that is efficient, thorough, and uses local conditions and capacities. The toolkit is developed to be adaptable and flexible so that it can be replicated across various cities in India.

ENDNOTES

- 1 For more information on universal design, visit the Universal Design Project's website at <https://universaldesign.org/definition>
- 2 For goals and benefits of universal design, refer to <http://www.buffalo.edu/access/help-and-support/topic3.html>
- 3 McClain-Nhlapo, Charlotte Vuyiswa, Lauri Heikki Antero Sivonen, Deepti Samant Raja, Simona Palummo, and Elizabeth Acul. 2018. "Disability inclusion and accountability framework (English)." Working Paper, World Bank, Washington, DC. <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/437451528442789278/disability-inclusion-and-accountability-framework>
- 4 India, MoHUA (Ministry of Urban and Housing Affairs). 2021. *Harmonized Guidelines & Standards for Universal Design Accessibility in India*. New Delhi, India: MoHUA. https://cpwd.gov.in/Publication/HG2021_MOHUAN.pdf



1. Introduction. Designing and implementing a successful program for gender-responsive mobility and safety of women in public spaces and public transport involves five key activities: (i) review existing guidance documents, national and international best practices of similar programs; (ii) establish / identify a dedicated team which can undertake planning and implementation; (iii) devise

a robust theory of change; (iv) create an implementation action plan, identifying specific projects with timelines and key performance indicators; and (v) design a suitable monitoring and evaluation framework. It is prudent for senior management and decision makers to be heavily involved in the early stages, especially activities 1 and 2, so that the program design can be robust (Figure 5).

Framework for designing and implementing a successful gender-responsive urban mobility and public spaces program (five key activities)

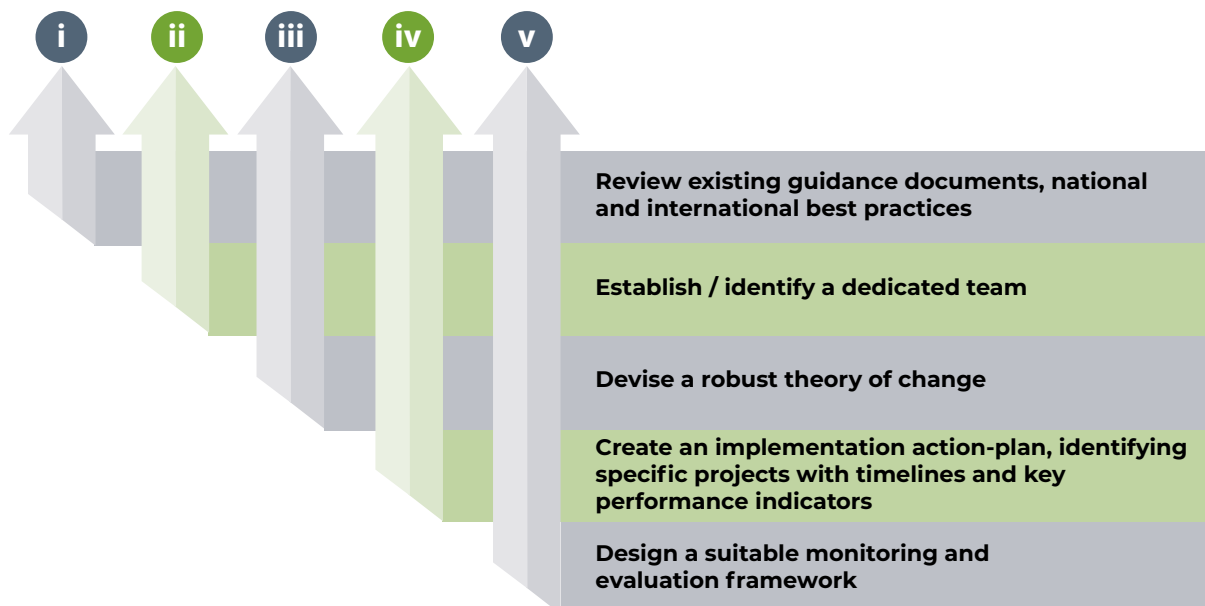


Figure 5: Framework for designing and implementing a gender program

Source: World Bank 2022.

(i) Review existing guidance documents and national and international best practices

- Solidify understanding of gender mainstreaming in urban mobility and public spaces by reading existing literature
- Examine international best practices and devise methods to adapt them to the Indian context
- Make plans to adapt to local conditions

2. Review existing guidance documents. To start the process of devising a gender-responsive program, the first step for decision makers and implementing agencies can be to review a few existing studies and frameworks so as to solidify their understanding of the subject. In addition

to this toolkit, there are an extensive number of published reports, guidelines, and toolkits that address issues of gender mainstreaming in urban transport and planning sectors. Some of the selected international and India-specific studies recommended for perusal are presented in Table 2.

3. Examine national and international best practices. Each of the existing studies and guidance documents listed in Table 2, as well as this toolkit, document several national and international best practices and case studies. The implementing agency could examine a select mix of national and international best practices in depth to understand the experience of other cities and states with similar goals on

creating gender-responsive public spaces and public transport facilities. The best practices selected for study should meet the following criteria:

- **Relatable:** The country / state / city – context should be relatable to the prevailing socioeconomic context and status of gender equality and women’s empowerment in the target city/state.
- **Replicable:** The selected case studies and best practices should be replicable or suitable for upscaling, in addition to being relatable.
- **Sustainable:** Selected case studies and best practices for a deep examination should ideally be financially sustainable.

Key existing resources for gender-responsive program design in urban planning /mobility sectors

S. No.	Guidelines	Agency	Year	Thematic areas			Nature of resource	
				Urban planning	Urban transport	Sexual harassment	Case studies	Implementation Steps
Global								
1	Handbook for Gender-Inclusive Urban Planning and Design	World Bank	2020	✓			✓	✓
2	Smart choices for cities Gender equality and mobility: mind the gap!	EU	2020	✓	✓		✓	
3	Gender Tool Kit: Transport	ADB	2013		✓		✓	✓
4	Mainstream Gender in Road Transport	World Bank	2010		✓		✓	✓
5	Manual for Gender Mainstreaming in Urban Planning and Urban Development	Urban Development and Planning, Vienna	2013	✓	✓			✓
India-specific								
1	Women and Transport in Indian Cities	ITDP	2018	✓	✓		✓	

S. No.	Guidelines	Agency	Year	Thematic areas			Nature of resource	
				Urban planning	Urban transport	Sexual harassment	Case studies	Implementation Steps
2	Approaches for Gender Responsive Urban Mobility: Gender and Urban Transport – Smart and Affordable	GIZ	2018		✓		✓	
3	Gender Sensitive Transport Planning for Cities in India	UNEP	2015		✓		✓	
4	Safer Streets, Safer Cities in Bihar	Urban Catalysts with Centre for Catalyzing Change					✓	✓
5	Addressing Gender Concerns in India's Urban Renewal Mission	UNDP India	2015	✓	✓		✓	✓

Table 2: Key existing resources for gender-responsive program design in urban planning /mobility sectors

(ii) Establish inter-agency coordination mechanisms and identify a dedicated team

- Establish strong leadership, buy-in from key stakeholders, and clear stewardship
- Identify focal persons and form dedicated teams for implementation with sufficient representation of women and if possible, persons of minority genders
- Prepare clear terms of reference for members of the dedicated team
- Define and prepare mechanisms to ensure clear accountability and budget to deliver the program

4. Institutional capacity for implementation needs to be identified early in the implementation process. Once the senior management and decision makers within an implementing agency have undertaken

the preliminary steps of reviewing existing guidelines and frameworks and examining relevant, relatable, and sustainable national and international best practices, identifying institutional arrangements for implementation is a critical action. This entails two specific steps – first, establishing an inter-agency coordination mechanism (such as a high-level committee or task force), and second, identifying a dedicated team to lead implementation. Key personnel required for program design and subsequently implementation, monitoring and evaluation would need to be identified early on in the process, so that, (i) the program can benefit from a stable team; and (ii) the team can build its skills in applying a gender lens to the design and implementation of urban mobility and public spaces infrastructure and services, an exercise which may be new for some of the team members. At least one or two experts in the team should be specialists in gender mobility and gender safety in public

spaces and public transport. This team could report to the inter-agency committee mentioned in the next point.

- 5. Establish an inter-agency coordination mechanism to maintain oversight and ease implementation.** An inter-agency committee consisting of high-level government officials of different agencies can set a combined vision for the city

and all the agencies can do their part to achieve success. The team could meet at regular intervals to set the vision, allocate resources, and ensure that enabling mechanisms are in place to carry out the program and oversee the monitoring to ensure quick course correction if required. A suggested list of high and mid-level stakeholders is given in Table 3.

Indicative list of stakeholders for the committee

#	Agencies	Key personnel to be included
1	Municipal administration	Principal secretary, corporation commissioner, and assistant/ deputy commissioners in charge of infrastructure
2	Unified Metropolitan Transport Authority (UMTA) (if applicable)	Head
3	Transport department	Transport secretary and transport commissioner
4	Bus agency	Managing director, general managers in-charge of operations, HR, and projects
5	Metro rail (if applicable)	Managing director, head - systems and operations
6	Smart city	Chief executive officer
7	Urban planning and development department	Head
8	Women and child welfare department	Head
9	Police department	Commissioner of police and assistant/ deputy commissioners of police - crime against women and children, training, traffic police, grievance redressal (helplines), all women police stations
10	Education department	Head
11	Finance department	Head

Table 3: Indicative list of stakeholders for the committee

Source: World Bank 2022.

6. Implementing agencies can choose from a variety of institutional arrangements.

The final structure and composition of the dedicated team for implementing the program will depend on the choices of an implementing agency. An indicative list of key choices it faces, are presented in Figure 6. The implementing agency needs to decide: (i) whether it has the staff available internally with the skills and time to take up program design and implementation; (ii) what kind of skillsets the dedicated team should have including the balance between more managerial / generalist capacity and technical expertise in the team, with sufficient core skills in gender mobility and gender safety; (iii) whether they should establish multiple committees, each looking into its own area or have a single team with cross-cutting responsibilities to ease coordination; and (iv) whether the staff in the unit should be fully dedicated to solely implementing this program or if it may be preferable to have a mix of full-time and part-time personnel.

7. Choices of institutional arrangements are dynamic and would vary by the stage of implementation.

As the project evolves, a variety of personnel with different skill sets will be required. Some skills may only be required at certain stages in the implementation period while others will be required continuously. For instance,

during the program planning stage when a theory of change is being established, it would be essential to include a gender expert to work alongside transport and urban planners and an economist to identify the problem areas and desired impact in full-time capacity. Such a gender expert will also be required during the implementation period, while the role of the economist will be more targeted with focus on monitoring and evaluation.

8. Typical composition of the dedicated team.

At each stage of the planning, design, implementation, and monitoring of the program, a typical team will be composed of a mix of personnel with a variety of skill sets. Amongst the technical experts, one of them can be designated as the program lead. This could be the gender expert or one of the transport experts, as long as they have sufficient experience in designing gender-sensitive programs in leadership roles. Transport and urban planners from both the in-house team, as well as secondees or expert consultants can be included in the dedicated team, as per the requirements of the project, and personnel availability with the implementing agency. While the precise team composition will vary and evolve as the project contours are shaped and specific interventions are defined, some of the key personnel required at each stage are enumerated in Table 4.

Key decision-making levers for institutional arrangements (illustrative)

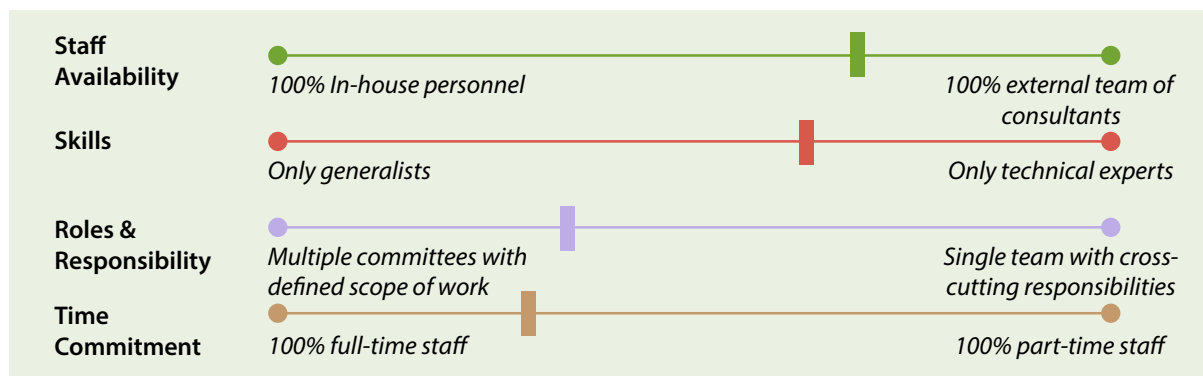


Figure 6: Key decision making levers for institutional arrangements

Source: World Bank 2022.

Key personnel required to design a gender-responsive urban mobility and public spaces program

Program stage / personnel required	Key responsibilities	Planning and design stage	Implementation	Monitoring and evaluation (M&E)
<i>Program manager/ coordinator (full-time)</i>	Key decision maker in the implementing agency- main link with executive committee	Guide team and approve program design, implementation action plan, and the M&E framework	Guide team and support in coordination with partners to complete projects	Oversees M&E expert in collecting data and conducting an impartial evaluation
Gender and infrastructure design expert(s) - can be a team leader (full-time)	Mid-to senior level experts, either practitioners or academics with at least 10-12 years experience of working on gender mainstreaming projects in the infrastructure sector with government agencies, either in India or internationally	Advise on applying a gender lens to infrastructure design for the program	Problem solving and advice to ease implementation	Help the team in collecting and analyzing data
Advisor(s) on prevention of sexual harassment (part-time)	Mid to senior level experts with legal training or experience in designing solutions for prevention of sexual harassment especially in public transport and public spaces	Develop strategies to prevent sexual harassment in public transport and public spaces, tailored to city-context, and capacity of implementing agency	Support the team in implementing planned strategies	-
Policy specialist(s) (part-time)	Mid to senior level experts, either practitioners or academics, with experience of working on gender mainstreaming policies	To review existing policies and regulations and provide inputs on policy reforms required to implement targeted solutions	Drafting necessary policy and regulatory reforms	-
Transport / Urban planning expert(s) (full-time)	Mid to senior level planners (academic or practitioners, with experience in designing gender-responsibility urban mobility solutions and public spaces)	Advise on technical and financial feasibility of suggested gender-responsive infrastructure / services	Problem solving and advice to ease implementation	-

Program stage / personnel required	Key responsibilities	Planning and design stage	Implementation	Monitoring and evaluation (M&E)
Communication and training expert (full-time)	Mid-level experts with communication background and experience in designing and executing training programs related to gender sensitization, and gender equality	Create/review communication/training/advocacy plans	Assist the implementing agency roll out the plan	Provide data for M&E reporting
Digital expert(s) (part-time)	IT and digital transformation experts, ideally with experience in gender mainstreaming solutions	Advise on integrating technology-based solutions for enhancing women's safety and to improve information about public transport services	Support to IT team and PMU to ease implementation	-
Monitoring and evaluation expert(s) (full-time)	Mid to senior level M&E experts, with experience in gender-disaggregated reporting	Define M&E systems and framework; baseline data collection (gender-disaggregated)	End line data collection (gender-disaggregated)	Prepare detailed M&E reports
<i>Information technology team personnel (part-time)</i>	Mid-level tech experts with experience in developing apps and analyzing data	Can advise on feasibility of solutions, for example, gender-disaggregated data collection using extant IT systems, developing mobile based applications for enhancing safety, and creating systems to capture data	Manage new gender-responsive digital systems and help the implementing agency analyze the data collected	Provide data for M&E reporting

Table 4: Key personnel required to design a gender-responsive urban mobility and public spaces program

Case study	Vienna's Women's Office (Urban Development and Planning 2013) ¹
Year	1992 (launched)
City	Vienna
Program overview	<ul style="list-style-type: none"> • The Women's Office of Vienna was set up in 1992 with a thematic focus on planning aspects. The aim was to expand urban areas in Vienna planned and designed by women. • In 1998, the coordination office for planning and construction was created and geared to meet requirements of daily life and the specific needs of women. • In 2001, the coordination office took over the central task of evolving and establishing the strategy of gender mainstreaming in this field. • In 2010, gender mainstreaming was defined as a core task of the groups for planning, civil engineering and building construction; gender experts of the coordination office were directly assigned to the respective groups. • Between 2005 and 2010, all planning departments of Vienna conducted gender mainstreaming pilot projects as agreed in their annual contracts. • Now, Vienna has established a permanent department of gender mainstreaming. The department for gender mainstreaming supports the departments and offices of the Vienna city administration in their gender mainstreaming process. The department demonstrates that gender mainstreaming makes products and services of Vienna fair and fulfils the needs of the various target groups.
Application in Indian cities	Vienna is a long-standing example of gender mainstreaming in urban planning and its model can be adopted by Indian cities with modifications to suit Indian conditions.

Case study 1: Good practice - Vienna

Case study	Chennai Urban Mobility Program: Gender and Policy Lab
City	Chennai
Year	2022
Program overview	<ul style="list-style-type: none"> • The government of Tamil Nadu established an apex committee for implementing the Nirbhaya program for ensuring women's safety. • The Chennai Gender and Policy Lab is being established under the state government's Nirbhaya program.

Case study	Contd.
	<ul style="list-style-type: none"> • It is envisaged that the Gender and Policy Lab will act as an advisory body to the apex committee and undertake the following activities: <ul style="list-style-type: none"> – Provide guidance to the apex committee on gender-responsiveness in public transport. – Engage with and leverage the voluntary expert committee. – Create necessary planning, implementation, and evaluation frameworks and guidance materials. – Design and oversee surveys and integrate findings in the overall program. – Create communication and training plans. – Guide the implementing agencies during project roll-out and drafting of policies. – Monitor and report progress.
<p>Institutional arrangements</p>	<ul style="list-style-type: none"> • A two-tier structure is proposed for the lab: <ul style="list-style-type: none"> – the existing apex committee consisting of high-level government officials of different departments setting the vision for the city. – a dedicated body, a 'Gender and Policy Lab' with technical experts and sector specialists ensuring impact-driven planning. • In such a set up the apex committee directs the lab to fulfil its vision by allocating resources, ensuring enabling mechanisms are in place for carrying out the projects, and evaluating the success of the program. • The Gender and Policy Lab is expected to collaborate with multiple duty bearers from various government organizations and external experts from related fields to facilitate women's safety and accessibility in the city. • The apex committee will also appoint working committees made up of national and international sector experts and civil society partners to provide guidance and assist the lab. • Apart from these long-term stakeholders, the Gender and Policy Lab is expected to constantly engage with external organizations to carry various short-term activities and tasks. • A chart showing the roles and responsibilities matrix used to hire the staff for the gender program in Chennai, Tamil Nadu is given in .

Case study 2: *Chennai urban mobility program: Gender and Policy Lab*

Key decision-making levers for institutional arrangements (illustrative)

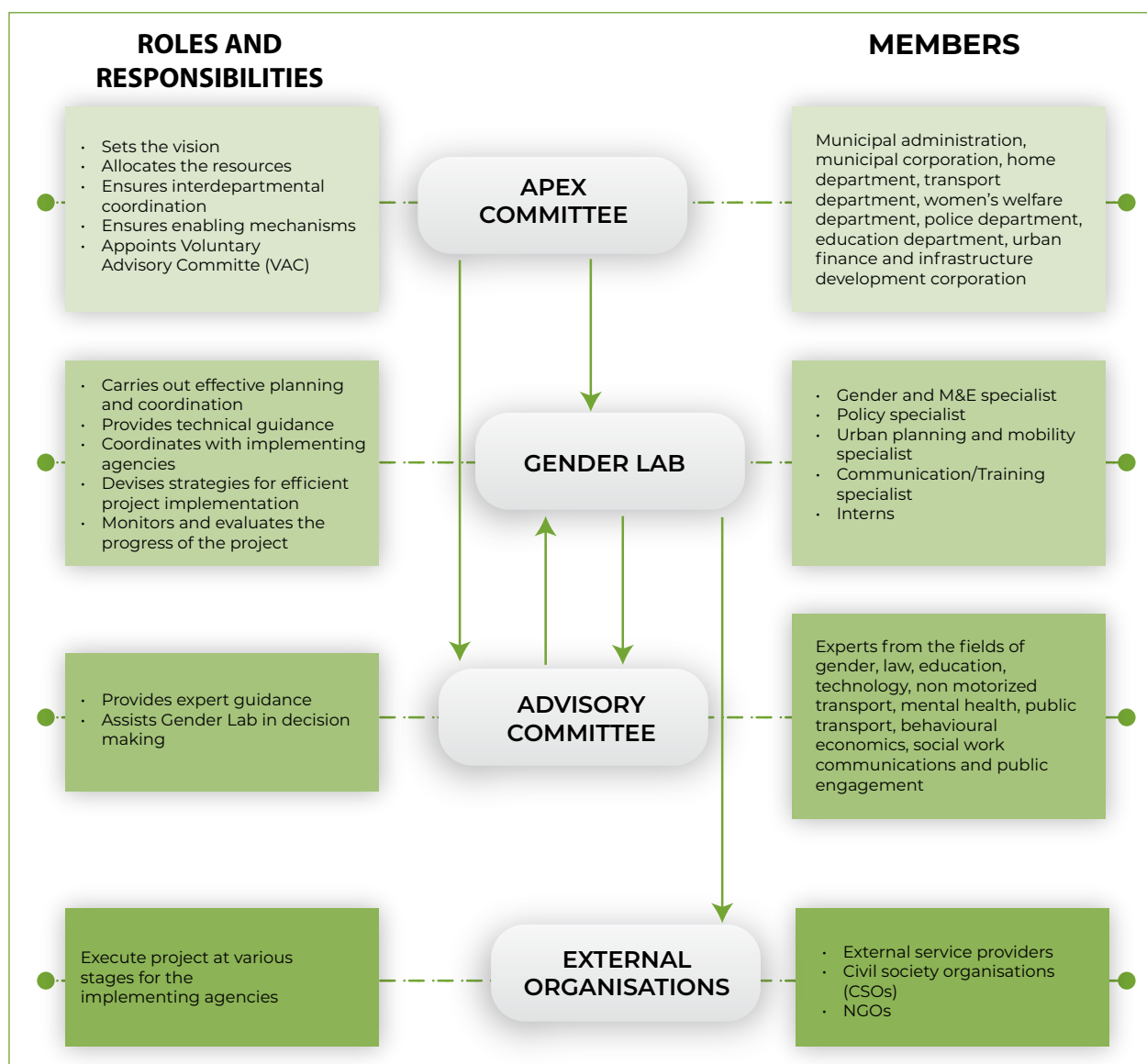


Figure 7: Key decision-making levers for institutional arrangements - Chennai

Source: World Bank 2022

(iii) Devise a robust theory of change

- Prepare clear, underlying theory of change for the program
- Undertake methodical analyses to link interventions with prevailing challenges

9. Theory of change is a useful tool for program planning and design. A theory of change is a commonly used tool used by development sector practitioners to help create a roadmap for achieving the desired impact through a project/program level intervention. It is an explanation of 'why' particular areas of an intervention have

been selected and whether these present the best possible strategy to address identified challenges/barriers and achieve the target outcomes (ILO 2020).²

10. A theory of change assumes greater significance in programs for gender equality, owing to the significant societal changes they entail. Programs and projects seeking to mainstream gender-responsive concepts, such as the application of a gender lens for designing urban mobility infrastructure and services are often designed to be ahead of prevailing social norms so as to facilitate a move towards gender equality and shift mindsets (Feguson 2019).³ This necessitates a methodical analysis linking selected interventions to prevailing challenges in urban mobility and urban planning with key social barriers preventing progress on gender equality to prevent unintended consequences. For instance, consider that an implementing agency's goal is to enhance usage of bus transport amongst women. To do so, it introduces

a 'ladies-only' special bus service for women. However, the implementing agency introduces this bus service on its usual routes and usual timings without analyzing gender-disaggregated mobility patterns. The consequence may be low ridership, high cost of service, and possibly an inaccurate assumption that there isn't sufficient traffic to justify the 'ladies-only' special bus. In such a scenario, applying the theory of change will enable the implementing agency to proceed methodically, understand the mobility patterns of women, and allocate resources in a way that more directly address such needs and maximize the impact of such resources.

11. A typical theory of change for gender-responsive urban mobility and public spaces project identifies the best strategies to enhance inclusion and safety. The project team can proceed to devise a theory of change by following the six steps described in Table 5.

Steps - Theory of change

<i>Component of the theory of change</i>	<i>Key question for devising the theory of change</i>	<i>Response for a gender-responsive urban mobility and public spaces program</i>
<i>Step 1: Problem statement</i>	'Why change?'	Gender is a key socio-demographic variable that influences travel behavior, but it is often the least understood. Urban planning and design often fail to accommodate differential needs of men and women, constraining women's access to socio-economic opportunities. Despite being significant users of public transport, women's concerns around safety, affordability, accessibility, connectivity, and overcrowding are often neglected by policymakers who design urban mobility systems that benefit a 'neutral' male user.
<i>Step 2: Define intended impact</i>	'What should change lead to?'	To ensure women, girls, and persons of minority genders have equal access to public transport and public spaces in the city, without fear of harassment and without physical/mental discomfort.

Component of the theory of change	Key question for devising the theory of change	Response for a gender-responsive urban mobility and public spaces program
<i>Step 3: Identify prevailing challenges and barriers</i>	'What to change?'	<ul style="list-style-type: none"> • Mindsets and planning approach. • Design of public transport vehicles. • Infrastructure at stations and waiting areas. • Last mile infrastructure like footpaths. • Service availability to ensure women's safety (timings / frequency of bus services). • Street lighting and dark spots. • Grievance redress mechanism effectiveness. • Others.
Step 4: Identify areas of interventions	'How to change?'	<ul style="list-style-type: none"> • Assess the ground baseline situation. • Strengthen planning, policies, and legal and institutional frameworks. • Strengthen the institution, build capacity, and raise awareness. • Enhance infrastructure and introduce gender-responsive services.
Step 5: Identify institutional arrangements for implementation	Who will change it?	<ul style="list-style-type: none"> • Implementing agencies (for example, urban local bodies and public transport authorities). • State governments and transport authorities.
Step 6: Define high-level outcomes	'How will change be measured?'	For the program, define key outcomes.
Step 7: Sustain change by monitoring and evaluating	'How to sustain change?'	<ul style="list-style-type: none"> • Ensure protocols set in place are being followed. • Ensure data collection happens at frequent intervals and the monitoring and evaluation process is robust.

Table 5: Steps - Theory of change

A sample template based on this framework is given in Figure 8.

Sample template for theory of change (ToC)

WHY CHANGE?	WHAT SHOULD CHANGE LEAD TO?	WHAT TO CHANGE?	HOW TO CHANGE?	WHO WILL CHANGE IT?	HOW WILL CHANGE BE MEASURED?	HOW TO SUSTAIN CHANGE?
Step 1: Problem Statement	Step 2: Define intended impact	Step 3: Identify prevailing challenges and barriers	Step 4: Identify areas of interventions	Step 5: Identify institutional arrangements	Step 6: Define high-level outcomes	Step 7: Monitor and evaluate

Figure 8: Sample template for ToC
Source: World Bank 2022.

Case study	Chennai urban mobility gender program: Theory of Change
City	Chennai
Year	2021
Program Overview	<ul style="list-style-type: none"> The Government of Tamil Nadu, under the Chennai city partnership (and the Chennai urban mobility gender program), worked with the World Bank to establish a ‘Gender and Policy Lab’ to improve the safety of women and girls in public spaces and to make public transport more gender-responsive. The Chennai Gender and Policy Lab will strive to envision Chennai as a city that is designed and built on principles of inclusiveness and safety – a city which acknowledges and specifically considers women’s differing needs in public transport. To realize this vision, a theory of change was created for designing gender-responsive, safe public spaces and transport in Chennai (Figure 9 in Volume 1 gives a visual illustration).
Theory of change for the Chennai urban mobility gender program	
Step 1: Problem statement	<p>Gender differences in mobility patterns are not completely accounted for in existing public transport facilities.</p> <p>Safety concerns and non-inclusively designed infrastructure and services affect women’s travel patterns and access to public spaces.</p>

Case study	Contd.
	<p>This leads to:</p> <ul style="list-style-type: none"> • Higher travel costs for women. • Lower opportunities for accessing public spaces for leisure. • Higher instances of violence against women in public spaces. • Lower access to economic opportunities for women.
<p>Step 2: Define intended impact</p>	<p>Women and girls enjoy gender-responsive public spaces and transport services that address their unique needs, are free from harassment and the threat of harassment, empowering them to pursue educational and economic opportunities.</p>
<p>Step 3: Identify prevailing challenges and barriers</p>	<p>Analysis of gendered mobility patterns requires collection of gender disaggregated data on (i) travel patterns and usage of public spaces, (ii) experience of sexual harassment and perceptions of safety; (iii) gendered transport infrastructure assessments; and (iv) mobility for care and unpaid work.</p> <p>Some of the challenges identified through review of documents and processes and consultations with a small set of stakeholders are discussed below. To identify challenges more accurately, larger surveys will be undertaken.</p> <ul style="list-style-type: none"> • Multiple challenges arise for women during first and last mile connectivity, waiting at stops and transfers, boarding and alighting, and inside the vehicle. • Level of gender equality and social inclusion (GESI) integration in the street manuals and in planning and implementation manuals of flagship programs (the state government's Nirbhaya program, Mega Street program) is limited. • Encouragingly, GESI integration in evaluation frameworks for the same manuals is high. • Technical capacity to collect, analyze, and use gender-disaggregated data needs to be enhanced. • Level of awareness of gender identities, gendered mobility needs, and safety was low or medium, except among high level officials. • Complaint categories used in grievance mechanisms need to be expanded to capture the various types of harassment faced by women. • Several key stakeholders believe the onus lies with the woman for her own safety (staying away from men, dressing modestly), prevalence of protectionist attitudes (for example, provide women protection rather than rights), lack of family support for the victims, poor understanding of gender and causes of sexual harassment, and bystanders' apathy were other key concerns.

Case study	Contd.
Step 4: Identify areas of interventions	<ul style="list-style-type: none"> • Assess the ground situation. • Strengthen planning and policy. • Build capacity and raise awareness. • Improve infrastructure and services.
Step 5: Identify institutional arrangements for implementation	<ul style="list-style-type: none"> • Chennai Gender and Policy Lab is set up to guide the implementing agencies. • An inter departmental working committee is set up to ease implementation. <ul style="list-style-type: none"> – Greater Chennai Corporation (GCC). – Chennai Unified Metropolitan Transport Authority (CUMTA). – Metropolitan Transport Corporation (MTC). – Chennai Mass Rapid Transit System (CMRTS). – Chennai Metro Rail Limited (CMRL). – Social Welfare and Women Empowerment Department, Government of Tamil Nadu. – Planning department, Government of Tamil Nadu. – Police department.
Step 6: Define outcomes	<ul style="list-style-type: none"> • Barriers are dealt with at the grassroots level. • Harassers fear repercussions, women report harassment and actively seek services. • Improved capacity, awareness and positive change in beliefs and practices of individuals, communities, and institutions. • Gender-responsive and safe infrastructure is created.

Case study 3: Sample ToC from Chennai's program

(iv) Create an implementation action plan, identifying specific projects with timelines, and key performance indicators

- Identify suitable activities and indicative outputs across the four pillars
- Estimate resource requirements and define timelines for project preparation and implementation
- Prepare a comprehensive monitoring and evaluation plan

decisions. The project team can proceed to devise a detailed implementation action plan based on the theory of change. Three key decisions need to be made at this stage:

- (i) Which specific programs / projects should be selected for implementation given the available budget?
- (ii) What should be the order and timelines for implementation to maximize impact?
- (iii) How should the implementation be measured? – devising key performance indicators.

12. Devising the implementation action plan for the project entails making three key

13 The first decision entails selection of suitable interventions and can be drawn

from the four-pillar framework. When devising the theory of change, the key areas of intervention (based on the four-pillar framework) can be selected by the project team. Selecting specific programs and projects under each pillars is the next step. While the final list of interventions is decided post the assessment stage based on its findings, a range of evidence-based interventions under each pillar is provided in Table 6 for reference. At this stage, the

project team should conduct a detailed costing exercise to estimate the cost of implementing each shortlisted project and estimate the number of beneficiaries. The selected projects will balance cost of implementation against impact and ideally, offer the greatest value for money. Several resources are available for conducting the financial and economic cost-benefit analyzes of projects; links are provided in

Pillar 1: Assess the ground situation

(i) Understand gender differences in mobility patterns

- *Ensure regular collection and analysis of gender-disaggregated mobility/trip data*
- *Conduct qualitative focus group discussions to understand the drivers behind preferences across genders, satisfaction levels, and expectations*

(ii) Understand safety concerns and threat perceptions about public transport and public spaces

- *Conduct regular user surveys to understand current experiences in terms of sexual harassment and performance of grievance redress mechanisms*
- *Conduct regular safety audits and infrastructure mapping*

(iii) Identify gaps in current policies, regulations, and legal frameworks

- *Review existing transport sector policies, regulations, plan documents, legal frameworks, and guidelines through a gender lens*

(iv) Identify gaps in institutional capacity and assess prevailing mindsets and delivery of gender-responsive programs

- *Benchmark technical capacity, gender representation, and understand prevailing mindsets across stakeholders and implementing agencies*

Pillar 2: Strengthen planning and policies

(i) Integrate a gender lens in new and existing policies and plans

- *Mainstream gender-disaggregated concerns and incorporate GAPs within CMPs developed at the city-level*
- *Devise policies to lower cost of travel for women and persons of other genders*
- *Devise special policies / schemes to foster jobs for women in mobility services*
- *Devise preferential procurement policies to prioritize purchases from gender-inclusive suppliers*

(ii) Improve gender inclusivity in decision making and key institutions

- *Diversify representation in urban local bodies, metropolitan transport authorities, and public transport authorities especially at senior leadership and decision-making levels*
- *Establish a dedicated team to implement GAPS and targets in the CMPs and other plans*
- *Strengthen grievance redressal to increase reporting and fast-track sexual harassment complaints*

Pillar 3: Build capacity and raise awareness

(i) Build capacity of duty bearers

- *Build capacity of duty bearers to collect, analyze, and use gender-disaggregated data to improve infrastructure and services*
- *Build capacity of duty bearers to strengthen the process of handling and referring complaints received on the helpline numbers, in police stations, on streets with traffic police, and on-board public transportation*
- *Introduce gender sensitization training for management at ULBs, metropolitan transport authorities, PTAs, and implementing agencies*
- *Introduce gender sensitization training for personnel in people-facing roles like drivers, conductors, traffic police, police station personnel, and others*
- *Tailor training programs targeting the gaps in mindsets between rights holders and duty bearers*
- *Arrange exposure visits to national and international cities to learn from good practices*

(ii) Forge partnerships for raising awareness and enabling community action through campaigns

- *Raise awareness at individual and community levels for shifting mindsets through training, especially of school and college students*
- *Implement social and behavioral change campaigns using media and advocacy events to trigger gradual shifts in mindsets across large sections of society*
- *Build partnerships with community-based organizations to raise awareness, undertake campaigns, and shifting mindsets*
- *Develop tools for increasing reporting and bystander interventions*

Pillar 4: Improve infrastructure and services

(i) Enhance women's safety on public transport and in public spaces

- Provide adequate lighting on streets, in public spaces, at stations, and in public transport vehicles
- Improve emergency services, including emergency buttons, helplines, mobile based services for emergency complaints, marshals, and rapid response teams to alleviate threat perceptions
- Introduce 'Request stop programs' for women and persons of minority genders at night to reduce the need for walking and using paratransit options.
- Increase the proportion of women frontline staff – bus drivers, conductors, and security officials
- Enhance safety on intermediate public transport (IPT) services
- Undertake interventions based on findings of regular safety audits of public transport and public spaces

(ii) Apply a universal design lens to public transport and street infrastructure and public transport services. The concept of universal design has been elaborated upon in Volume 1 of the toolkit

- Introduce gender-responsive routes, schedules, and tariffs on public transportation, provide real-time information of the vehicles
- Improve walking and cycling infrastructure to ease first and last mile connectivity for women, girls, and persons of other genders based on universal design guidelines
- Introduce mobility-as-a-service to simplify modal changes, reduce costs, and increase convenience
- Introduce universal design guidelines for building public toilets, bus stops, stations, terminals, depots and in the design of public transport vehicles
- Expand bus fleets to ease crowding in buses and introduce new gender-responsive bus services

Table 6: Indicative list of initiatives under each pillar

14. The second decision is around prioritization of the selected programs and projects. Once the project team has decided which projects are to be implemented, it needs to establish their priorities and the timelines for intervention. A few pilot projects or 'quick wins' can be undertaken first with focus on areas with the highest visible impact. Using the learnings from these quick wins, full-scale projects with greater investments can be introduced.

15. Finally, the third decision revolves around finalizing outputs. The overall targeted impact and outcomes to be delivered by the program as well as key outputs for each pillar are typically defined when formulating the theory of change. During this stage of the implementation plan, outputs are devised – which are objective, observable, and measurable. An indicative list of output which can be used to track progress is given in Table 7.

Indicative list of outputs for project level interventions under each pillar

Potential interventions	Outputs (indicative)
Pillar 1: Assess the ground situation	
(i) Understand gender differences in mobility patterns	
<ul style="list-style-type: none"> • <i>Ensure regular collection and analysis of gender-disaggregated mobility/trip data</i> • <i>Conduct qualitative focus group discussions (FGDs) to understand the drivers behind preferences across genders, satisfaction levels, and expectations</i> 	<ul style="list-style-type: none"> • Annual analytical reports on gender-disaggregated trip data reporting on bus / metro / train travel patterns • [X] FGDs held half-yearly in partnership with non-governmental organizations (NGOs) and civil society organizations (CSOs) to understand mobility preferences across genders
(ii) Understand safety concerns and threat perceptions about public transport and public spaces	
<ul style="list-style-type: none"> • <i>Conduct regular user surveys to understand current experiences and under-reporting of sexual harassment</i> • <i>Conduct regular safety audits and infrastructure mapping</i> 	<ul style="list-style-type: none"> • Annual surveys to understand incidences of sexual harassment in public transport and public spaces compared to reported cases • Percentage of metropolitan area covered
(iii) Identify gaps in current policies, regulations, and legal frameworks	
<ul style="list-style-type: none"> • <i>Review existing transport sector policies, regulations, plan documents, legal frameworks, and guidelines</i> 	<ul style="list-style-type: none"> • Gender gap analysis undertaken for [X] policies, [X] plan documents and guidelines, and [X] laws in [X] time
(iv) Identify gaps in institutional capacity and assess prevailing mindsets in delivering gender-responsive programs	
<ul style="list-style-type: none"> • <i>Benchmark technical capacity, gender representation, and understand prevailing mindsets across stakeholders and implementing agencies</i> 	<ul style="list-style-type: none"> • [X] surveys undertaken annually across departments of implementing agencies to benchmark technical capacity and mindsets • Annual gender representation audit conducted in implementing agency and report prepared and approved by the board identifying key actions for improvement

Potential interventions	Outputs (indicative)
Pillar 2: Strengthen planning and policies	
(I) Integrate a gender lens in new and existing policies and plans	
<ul style="list-style-type: none"> • <i>Mainstream gender-disaggregated concerns and incorporate GAPs with mobility, urban planning, grievance redressal, and other plans developed at the city level</i> 	<ul style="list-style-type: none"> • GAP prepared every [year / two years / five years] • [X] Number of manuals / standards introduced / amended to include gender considerations and safety
<ul style="list-style-type: none"> • <i>Devise policies to lower cost of travel for women and persons of other genders</i> 	<ul style="list-style-type: none"> • (Bus /metro /rail / other mode) policies reviewed every (year / two years / five years) to assess impact on women and persons of minority genders • Preferential fare policy for women and persons of minority genders introduced for public transport
<ul style="list-style-type: none"> • <i>Devise special policies / schemes to ensure gender balance in staffing in the fields of mobility and planning</i> 	<ul style="list-style-type: none"> • [X] percentage increase in the number of women at various levels of the hierarchy in the various departments of planning and transport organizations • Incentive policy for women's jobs in mobility services
<ul style="list-style-type: none"> • <i>Devise preferential procurement policies to prioritize purchases from gender-responsive suppliers</i> 	<ul style="list-style-type: none"> • Preferential procurement policy for women-led suppliers introduced
(ii) Improve gender inclusivity in decision making and key institutions	
<ul style="list-style-type: none"> • <i>Diversify representation in urban local bodies and public transport authorities especially at senior leadership and decision-making levels</i> 	<ul style="list-style-type: none"> • Policy introduced to mandate [X%] women in <i>urban local bodies, metropolitan/public transport authorities especially at senior leadership and decision-making levels</i> • [X] number of career development and skill training programs introduced for women and persons of minority genders annually • [X months] maternity leave offered to all women staff • Introduction of creche facilities
<ul style="list-style-type: none"> • <i>Establish a dedicated team to implement GAPs and targets in CMPs</i> 	<ul style="list-style-type: none"> • Dedicated team with [X] internal staff and [X] technical experts constituted

Potential interventions	Outputs (indicative)
<ul style="list-style-type: none"> • <i>Strengthen grievance redressal to fast-track sexual harassment complaints</i> 	<ul style="list-style-type: none"> • Grievance redressal mechanism (cell /office /agency) to recruit [X] experts to boost capacity • [X] trainings held for capacity building • Standard operating procedures (SOPs) developed and issued for reporting, processing, and resolving sexual harassment complaints with clear timelines, roles, and responsibilities of key stakeholders • Ensure SOPs link with existing services and procedures that respond to violence against women
<p>Pillar 3: Build capacity and raise awareness</p>	
<p>(I) Build capacity of duty bearers</p>	
<ul style="list-style-type: none"> • <i>Build capacity of duty bearers to collect, analyze, and use gender disaggregated data to improve infrastructure and services</i> 	<ul style="list-style-type: none"> • [X] number of relevant government stakeholders (duty bearers) and service providers received training to collect, analyze, and use gender disaggregated data
<ul style="list-style-type: none"> • <i>Build capacity of duty bearers to strengthen the process of handling and referring complaints received on the help line numbers, in police stations, on streets with traffic police, and on-board public transportation</i> 	<ul style="list-style-type: none"> • [X] sexual harassment cases in public transport and public spaces reported, handled, and referred to gender-based violence (GBV) services
<ul style="list-style-type: none"> • <i>Introduce gender-sensitization training for management at ULBs, PTAs, and implementing agencies</i> 	<ul style="list-style-type: none"> • [X] of trainings held (annually / quarterly / monthly / weekly)
<ul style="list-style-type: none"> • <i>Introduce gender sensitization training for personnel in people- facing roles like drivers, conductors, traffic police, police station personnel, and others</i> 	<ul style="list-style-type: none"> • [X] relevant government stakeholders (duty bearers) and service providers received training to respond to incidents of GBV according to an established protocol
<ul style="list-style-type: none"> • <i>Tailor training programs targeting the gaps in mindsets between rights holders and duty bearers</i> 	<ul style="list-style-type: none"> • [X] % increase in proportion of complainants of harassment in public spaces who reported receiving appropriate care without being subjected to victim shaming
<ul style="list-style-type: none"> • <i>Arrange exposure visits to national and international cities to learn from good practices</i> 	<ul style="list-style-type: none"> • [X] exposure visits arranged in a year for [X] departments

Potential interventions	Outputs (indicative)
(ii) Forge partnerships for raising awareness and enabling community action through campaigns	
<ul style="list-style-type: none"> • <i>Raise awareness at individual and community level for shifting mindsets through training, especially of school and college students</i> 	<ul style="list-style-type: none"> • [X] training programs held in one year for [X] community members • [X] number of on-ground advocacy events held in one year for the community members • [X] mass media campaigns held in one year for community members • [X] schools/colleges /students trained in a year
<ul style="list-style-type: none"> • <i>Implement social and behavioral change campaigns using media and advocacy events to trigger gradual shifts in mindsets across large sections of society</i> 	
<ul style="list-style-type: none"> • <i>Build partnerships with community-based organizations to raise awareness, undertake campaigns, and shift mindsets</i> 	<ul style="list-style-type: none"> • [X] MOUs signed with NGOs / CSOs for community-level campaigns
<ul style="list-style-type: none"> • <i>Developing tools for increasing reporting and bystander interventions</i> 	<ul style="list-style-type: none"> • Video / audio story series launched for bystander motivation • [X] awareness sessions held on SOPs for bystanders • [X] percentage increase in proportion of people (bystanders) who reported that they would assist a woman who was a victim of harassment
Pillar 4: Improve infrastructure and services	
(i) Enhancing women's safety on public transport and in public spaces	
<ul style="list-style-type: none"> • <i>Provide adequate lighting on the streets, in public spaces, at stations, and in public transport vehicles</i> 	<ul style="list-style-type: none"> • [X] streetlights installed per month • [X] streetlights repaired per month • [X] streetlights monitored per month
<ul style="list-style-type: none"> • <i>Improve emergency services, including emergency buttons, helplines, mobile based services for emergency complaints, marshals, and rapid response teams to alleviate threat perceptions</i> 	<ul style="list-style-type: none"> • [X] buses in which emergency buttons were installed • Mobile application launched for public transport users to report sexual harassment • [X] marshals deputed on buses and stations

Potential interventions	Outputs (indicative)
<ul style="list-style-type: none"> • <i>Introduce 'Request stop programs' for women and persons of minority genders to reduce the need for walking and paratransit options</i> 	<p>'Request stop program' launched for bus services</p>
<ul style="list-style-type: none"> • <i>Increase the proportion of women frontline staff – bus drivers, conductors, and security officials</i> 	<ul style="list-style-type: none"> • [X] percentage increase in the number of women frontline staff • Gender Audit of women's representation in frontline staff undertaken on (annual / quarterly / monthly) basis • Guidelines issued for enhancing diversity and inclusion amongst frontline staff. Perception survey undertaken amongst frontline staff to seek inputs on measures for recruitment and retention of women • [X-month] maternity leave offered to all women staff • Creche facilities
<ul style="list-style-type: none"> • <i>Enhance safety on intermediate public transport (IPT) services</i> 	<p>MoUs signed with [X] mobile app-based operators to introduce safety alerts</p>
<ul style="list-style-type: none"> • <i>Undertake interventions based on findings of regular safety audits of public transport and public spaces</i> 	<ul style="list-style-type: none"> • [X] interventions carried out based on audit findings • [X]% women reported feeling safer after implementation of interventions based on the findings of the safety audits • [X] percentage men reported the city is safer for women after implementation of interventions based on the findings of the safety audits
<p>(ii) Applying universal design principles to infrastructure design and public transport services</p>	
<ul style="list-style-type: none"> • <i>Improve walking and cycling infrastructure to ease first and last mile connectivity</i> 	<ul style="list-style-type: none"> • Guidelines issued to make footpaths adhere to standards of accessibility as established by the Ministry of Road Transport and Highways. Footpaths to be encroachment free and well-lit with implementation timelines • (X) cycle lanes demarcated

Potential interventions	Outputs (indicative)
<ul style="list-style-type: none"> • <i>Ensure adherence of bus stop, rail and metro stations, and vehicles to universal design principles of equitable access, flexibility, simple and intuitive usage, perceptible communication, needing low physical effort, being of appropriate size, and allowing for error. Universal design will follow if the infrastructure is designed for people with disabilities (PWDs) hence, it is recommended to adhere to the accessibility guidelines for transport issued by the Ministry of Road Transport and Highways of the Government of India</i> 	<ul style="list-style-type: none"> • The following must meet the standards of Indian accessibility guidelines (MoRTH 2021):⁴ <ul style="list-style-type: none"> – Design of bus shelters and metro stations including the approach road and surrounding street lights – Gender inclusive signages installed – Amenities such as seating area and toilets – Vehicle design including entrance, seating, hand rails, aisle width, and place for storage
<ul style="list-style-type: none"> • <i>Introduce routes and schedules after analyzing gender disaggregated data</i> 	<ul style="list-style-type: none"> • (X) new routes and schedules introduced based on data on women’s mobility in the city • (X) % increase in trip rates per day by women
<ul style="list-style-type: none"> • <i>Introduce mobility-as-a-service to simplify modal changes, reduce costs, and increase convenience</i> 	<ul style="list-style-type: none"> • Fare policies revised to set integrated, distance-based fares across modes
<ul style="list-style-type: none"> • <i>Expand bus fleets to ease crowding in buses and introduce new gender-responsive bus services</i> 	<ul style="list-style-type: none"> • [X] low-floor buses procured conforming to gender-responsive design standards
<ul style="list-style-type: none"> • <i>Introduce gender-responsive infrastructure at stations, terminals, and depots</i> 	<ul style="list-style-type: none"> • [X] public toilets for women introduced in [X] stations, terminals, and depots

Table 7: Indicative list of outputs for project level interventions under each pillar

An illustrative example is given in Case Study 4

Chennai urban mobility gender program: draft implementation action plan

Case study	Chennai Urban Mobility Program: Draft Implementation Action Plan
City	Chennai
Year	2022
Program overview	<ul style="list-style-type: none"> • The Government of Tamil Nadu, under the Chennai City Partnership (and the Chennai Gender Program), worked with the World Bank to establish the 'Chennai Gender and Policy Lab' to improve the safety of women and girls in public spaces and to make public transport more gender inclusive. • To achieve this vision, the Government of Tamil Nadu is considering a five-year implementation action plan under which projects are categorized as 'mid-term projects' and 'long-term projects.'
Mid-term projects (to be implemented within 3 years of establishing the gender lab)	<ul style="list-style-type: none"> • ASSESS THE GROUND SITUATION <ul style="list-style-type: none"> – Conduct a baseline study of the perceptions about safety of women in public spaces. – Conduct gender inclusivity and usage study of public infrastructure. – Conduct safety audits to cover specific public spaces where incidents of crime are high. – Understand accessibility needs of women with disabilities. – Understand the utilization of government sponsored existing infrastructure like breast feeding centers. • STRENGTHEN PLANNING AND POLICY <ul style="list-style-type: none"> – Update the existing SOPs for GCC run shelter homes for the urban homeless. – Study the institutional mechanisms available for the implementation of the Vishaka Guidelines within GCC. – Pen a white paper on Safety of Women in Public Spaces in Chennai: Governance and budgetary challenges. – Include policy measures for gender responsive and safe mobility. • BUILD CAPACITY AND AWARENESS <ul style="list-style-type: none"> – Update the Tamil Nadu Harassment Policy 2002. – Review existing SOPs for the 181 helpline to make it more robust. – Train the people-facing GCC personnel on gender sensitivity. – Train the 'internal complaints committee's' (ICC) members in GCC and GCC run schools on the compliances to be met under the POSH act and conducting inquiries.

Case study	Contd.
	<ul style="list-style-type: none"> - Provide support to the GCC education department on implementation and monitoring of gender programs in the school system. - Initiate 2-3 campaigns on specific thematic areas. - Train MTC staff to collect, analyze, and use gender disaggregated data to improve gender responsiveness of public transport and spaces. - Provide gender sensitization training programs for MTC and GCP. - Build modules, identify trainers, and create a core group of 30 trainers in each of the departments to work as master trainers. - Train law makers (councilors) to implement gender budgeting and incorporating women's needs in urban planning. • IMPROVE INFRASTRUCTURE AND SERVICES <ul style="list-style-type: none"> - Provide infrastructure inputs for design through RFPs and DPRs. - Identify one part of the mega street package and build gender inclusion into it. - Build more police booths around vulnerable areas. - Upgrade safety features around six schools. - Prepare a technical report for carrying out gender-informed operations for route-rationalization and new routes for first/last mile connectivity from the bus stop/train station. - Create a plug-ins for existing apps like LAMB, CMRL, and Kavalan to enable reporting of harassment.
<p>Long-term projects (to be implemented year 4 onwards)</p>	<ul style="list-style-type: none"> • Assess the ground situation: Formulate a detailed gender mainstreaming plan for Chennai post the completion of these projects, based on key learnings. • Strengthen planning and policy: Formulate additional policy actions to achieve the objectives outlined above and incorporate key learnings from pilots and short terms projects for implementation. • Build capacity and raise awareness: Formulate additional capacity building and mass communication action based on traction on traditional and social media channels. • Improve infrastructure: Formulate additional infrastructure projects and services innovations based on continuous feedback from women users of public transport.

Case study 4: *Chennai Urban Mobility Program: Draft implementation action plan*

16. Components of the implementation action plan: Once these decisions are made, the implementation action plan can be detailed out as part of the planning

process before it can be implemented. The key areas to be covered are presented in Box 3.

Components of an implementation action plan

Describe in detail the activities mentioned in the framework

Each project that is listed as a one-liner in the framework needs to be detailed out to clearly explain what the project hopes to aim for and the activities to be carried out for achieving it.

Identify the stakeholders involved and the extent of their contribution

Once the projects are listed out in detail, it is important to identify all the stakeholders upfront. They could include stakeholders within the implementing agency, internal members directly engaged with the program, and external agencies that help in carrying out certain specific tasks. Another important section of stakeholders are various NGOs working at the community level, institutions, and individuals with similar interests.

List the resources and budgets needed to carry out these tasks

Creating a project budget is essential before starting the projects to set all resources in motion. The project budget should be created at the formulation stage of the program and it should be closely monitored till the end. Making a detailed budget will help secure funding from various sources.

To arrive at the cost of carrying out the projects, the following methods can be followed wherever suitable:

- Analyze the data in similar projects to decide the overall cost.
- Tap others with experience and knowledge in creating budgets, these could be project managers and field managers.
- Consult NGOs with experience in the field to get a realistic idea of the costs.
- Hold capacity presentations with service providers.
- Issue calls for preliminary competitive quotes.

The implementing agency can seek out various avenues for mobilizing finances/ budgets for the program, which include:

- Nirbhaya Fund (central government)
- Central budgets - regular and gender budget
- State budgets - regular and gender budget
- NGOs who have acquired funds for carrying out gender programs
- Grants from development banks
- Applying for competitive funds called by national and international agencies like UN Women and ActionAid

Dedicate timelines and milestones for each project

Timelines list out a series of project related events sorted in chronological order. The timelines should account for hiring staff members, setting up the implementation team, allotting tasks to external agencies like audits and workshops, examining progress, and so on.

Develop measuring tools to evaluate and monitor progress

Finally, it is important to develop tools that will measure the progress of the projects and give a realistic idea of the implementation of the overall program and the success achieved. This will help conduct impact evaluation studies during and after the implementation of the projects to monitor and consolidate progress. It will help in highlighting the lessons learned and reflect those in guidance documents. This is an important step warranting detailed guidance and tools; more detailed information is given in the next sub-chapter as a separate step.

Box 3: *Components of an implementation action plan*

(v) Design a suitable monitoring and evaluation framework

- Devise key indicators to track progress for each activity
- Establish monitoring and evaluation frequency and methods for baseline, mid-line, and end-line data collection
- Ensure inclusion of gender-responsive indicators and representation of women and persons of minority genders in surveys

17. A monitoring and evaluation (M&E) framework should be selected and finalized at the outset so that baseline, mid-term, and end line data collection can be planned.

The final activity for designing a gender-responsive urban mobility and public spaces program is to design an efficient M&E framework. This entails the following 5 steps:

- Develop a robust monitoring framework drawing on the targeted impact, outcomes, and outputs established during the theory of change and the KPIs selected for the implementation action plan.
- Specify data sources (primary/secondary; manual/technology-based) and work with agencies / teams collecting data to ensure that gender-disaggregated data for men, women, and persons of minority genders is obtained for each KPI.
- Undertake baseline data collection before project implementation.
- Set frequency for data collection (annual / quarterly / monthly) and produce regular monitoring reports during project implementation.
- Undertake end-line data collection within 6-12 months of project closure to produce an evaluation report.

18. Checklist to engender the M&E framework. Regularly tracking and

monitoring the participation of different groups – women, men, boys, girls, and persons of minority genders -- is essential to ensure that the benefits of the intervention accrue in an inclusive manner. Ensuring that gender-disaggregated data is collected is a basic minimum standard to ensure gender-responsiveness of the program. Over and above this, gender-responsive KPIs need to be devised and included while preparing the implementation action plan. A checklist to assess the gender-responsive of the theory of change, implementation action plan, and the M&E framework is presented in Table 8. This can be deployed when finalizing the monitoring framework. This checklist draws on the 'Gender Equality in Monitoring and Evaluation' and 'Good Practice Note' of the Government of Australia and the International Labor Organization's Guidance Note on Integrating Gender Equality in Monitoring and Evaluation (DFAT 2020; ILO 2020).^{5,6} The implementing agency can consider the points listed in the checklist when designing its M&E framework.



Checklist for devising gender-responsive theory of change, implementation action plan and M&E framework

Q1)	Does the theory of change clearly articulate how gender equality gaps will be addressed?	
Q2)	Does the theory of change include an explicit gender-responsiveness strategy, aligned with the national / state government's goals for gender equality and women's empowerment?	
Q3)	Have data sources and systems to collect and analyze gender-disaggregated data and report on differences in participation and access by men and women been established and tested?	
Q4)	Does the M&E framework include specific key performance indicators (KPIs) that measure progress towards gender equality for each selected intervention under the four pillars?	
Q5)	Does the M&E framework include both quantitative and qualitative indicators so that women's experiences of using public transport / public spaces can be gauged?	
Q6)	Does the M&E framework specify gender-wise targets for selected KPIs to encourage accountability for action?	
Q7)	Is institutional responsibility assigned, staff prepared and trained, partner organization selected, and separate funding set aside for collection and analysis of gender-disaggregated and gender equality data? Are there sufficient women staff involved in data collection?	
Q8)	Whether approach to data collection is gender-responsive in that it: <ul style="list-style-type: none"> a) responds to the different needs and constraints of men and women (for example, includes sufficient women data collectors and data collection is planned to account for women's time constraints / availability). b) finds and eliminates gender biases (for example, presumptions that women may not be working). c) covers excluded groups (for example, women and persons of other genders who may not be regular users of urban mobility systems and public spaces). d) Accounts for intersectionality and recognizes that not all men, women, and persons of minority genders have the same experience. 	
Q9)	Has a gender advisor developed or reviewed the M&E framework and/or provided guidance on how to make sure gender equality results are captured and reported in monitoring reports?	
Q10)	Does the monitoring report's structure ensure program reporting including performance information on gender equality under each program component, as well as a separate section detailing progress against the gender strategy that includes lessons learned and good practice examples?	

<p>Q11)</p>	<p>Does the M&E framework include specific questions, especially at the evaluation stage, to identify lessons on how the program has performed on promoting gender equality – what worked and what did not. Examples include:</p> <ul style="list-style-type: none"> • Increase in number / proportion of women, girls, and persons of minority genders using public transport? • Improvement in responsiveness of frontline staff to sexual harassment instances. <p>Has the improved mobility contributed to wider gender equality outcomes for example, increase in women considering educational / employment options further from their residences?</p> <p>Did the project communicate its gender-related objectives and interventions effectively, especially amongst users of public transport and public spaces?</p> <p>Did the project contribute to enhancing perceptions about safety for women and persons of minority genders in public transport and public spaces?</p>	
<p>Q12)</p>	<p>Does the M&E team have sufficient gender equality expertise in evaluation teams to capture information on outcomes and results and recommend actions and learning?</p>	
<p>Q13)</p>	<p>Are there enough women in decision making and senior management overseeing the development of the KPIs?</p>	
<p>Q14)</p>	<p>Does the M&E framework include qualitative indicators to assess the possible long-term effects on gender equality, especially around perceptions and shifting mindsets?</p>	
<p>Q15)</p>	<p>Does the M&E framework (especially at end line stage) question / or have quantitative / qualitative indicators to assess whether the positive gender-equality related outcomes are likely to be sustainable?</p>	

Table 8: Checklist for devising gender-responsive theory of change, implementation action plan and M&E framework

19. Considerations for primary data collection. The M&E team can choose between three main approaches for primary data collection at the baseline, mid-term and end-line stages of the project: one-on-one interviews, focus group discussions, and surveys. Each of these modes have advantages and disadvantages, particularly from a gender-

responsive point of view, as outlined in 'UN Women's Tool: How to Manage Gender-responsive Evaluation'. They need to be analyzed from the perspective of urban mobility and public spaces projects (Table 9). Therefore, it is advisable to include multiple methodologies for primary data collection as far as possible to maximize gender-responsiveness in responses.

Advantages and disadvantages of primary data collection methods

Method	Advantages	Disadvantages
<p>Interviews (one-on-one, conducted by an evaluator or a trained researcher)</p>	<ul style="list-style-type: none"> • Suitable for complex or sensitive topics, such as experience of sexual harassment on public transport / in public spaces • Provides context, depth, and detail • Helps to understand causes for women's responses and impact of action / inaction on women 	<ul style="list-style-type: none"> • Time consuming (in arranging and conducting interviews) • Cannot generalize findings • Paucity of trained women evaluators / researchers • Can be costly if evaluator and interviewees must be in the same location (video conferences may be possible but may limit effectiveness and number and type of participants owing to the gender digital divide)
<p>Focus group discussions (may include up to 20-30 participants, moderated by a trained evaluator or researcher)</p>	<ul style="list-style-type: none"> • Provides context, depth, and detail • Helps to understand causes for women's responses and impact of action / inaction on women • Faster and cheaper than one-on-one interviews • Brings out additional nuances, as a person may tend to think of more points and experiences when in discussion with others 	<ul style="list-style-type: none"> • Inability to give views anonymously • Possibility that gender-biases held by a few people influence other people's thinking
<p>Survey (Conducted through written / web-based/ telephonic mode with the help of a questionnaire)</p>	<ul style="list-style-type: none"> • Relatively inexpensive • Ability to reach more stakeholders • Depending on the size of the sample, suitable for comparison of findings (between groups or over time) • Allows anonymous responses 	<ul style="list-style-type: none"> • Does not provide context, depth, and detail or enable understanding of causes / impact • Usefulness depends on response rate • Difficult to verify quality of information

Table 9: Advantages and disadvantages of primary data collection methods

20. Gender-responsive indicators can be used for continuous monitoring and evaluation of interventions.

Gender sensitive indicators can be included to undertake regular monitoring and evaluation throughout the project's cycle, including quantitative analyses and focus group discussions. Implementing agencies are encouraged to undertake rigorous impact evaluations to understand what is working and what is not and from that learning reassess interventions and modify as needed. These impact evaluations can

provide global evidence of what works and what does not work. In this regard, both qualitative and quantitative indicators are useful. It is important to select indicators that will reveal not only the gaps that exist and the challenges and exclusion women face in the city but also ask for recommendations on the way forward towards women's inclusion, empowerment, and participation in social, economic, and political life (UN Habitat 2012).⁷ A brief list of possible indicators for different types of projects is presented in Box 4.

Gender responsive indicators for M&E

Gender responsive indicators for monitoring and evaluation (ADB 2013)⁸

Indicators for measuring improved transport services:

- Number of trips made by women and men in a defined period, by mode of transport.
- Number and percentage of women and men who are satisfied or dissatisfied with transport infrastructure and services, and reasons why.
- Travel time saved (hours per day) by women and men.
- Lower proportion of income spent on public transport by women and men.
- Average cost of trips made by women and men, by mode of transport used.
- Increase in sale and usage of flexible and multiple-trip tickets by male and female passengers.
- Number of male/female separate queuing systems at stations.
- Number of assaults or harassment on public transport reported by women and girls.
- Number and proportion (%) of male and female security officers at stations.
- Number and proportion (%) of transport service staff (drivers, inspectors, supervisors) trained in sexual harassment awareness and appropriate response.

Indicators for measuring gender-responsive physical design features:

- Number of women's market spaces constructed along highways or by bridges.
- Number of separate male/female toilets and larger capacity female toilets at stations.
- Number of separate male/female toilets and larger capacity female toilets on trains and vessels.
- Number of separate waiting and rest areas at stations, roadside stops, and ports.
- Number or proportion of women-only train carriages or buses.
- Number or proportion of reserved seats for women.
- Volume of additional space incorporated for parking of baby carriages or shopping storage on trains.
- Number of panic buttons installed at stations, roadside stops, and ports.
- Number and proportion of reserved shop spaces for women-owned businesses at stations.
- Number of street lights provided by kilometer of road.

Gender mainstreaming in decision making:

- Full-time gender specialist/focal point employed/appointed by the project.
- Proportion (%) of women consulted in project planning and design and attending project meetings from different socioeconomic groups.
- Number of meetings with local women organizations to mobilize women’s participation.
- Number and proportion (%) of women and men in stakeholder and road user consultations.
- Number and proportion (%) of women represented on tender boards, in road prioritization and decision making related to the planning, implementing, monitoring, and evaluating of projects.
- Number and proportion (%) of women employed by the project office by professional levels.
- Number and proportion (%) of women and men in stakeholder and transport user groups.

- Number and proportion (%) of male and female facilitators tasked to work with communities and transport user groups on transport design, planning, and consultation processes.

Capacity building and raising awareness:

- Gender-awareness training material developed for project management.
- Number of training sessions for executing and implementing agencies on gender and transport.
- Gender action plan implementation training delivered to project management.
- Number and proportion (%) of female project staff who participate in capacity-building workshops and activities.
- Development of a gender strategy for executing or implementing agency or the transport sub-sector.
- Study tours or lateral learning between executing and implementing agencies of gender-responsive transport projects.

Box 4: Gender responsive indicators for M&E

Case study	Improving Mobility and Urban Inclusion in the Amazonas corridor in Belo Horizonte Project (supported by the World Bank) (World Bank 2020)⁹
City	Metropolitan Region of Belo Horizonte (BH)
Year	2020
Program overview	<ul style="list-style-type: none"> • The project aims to support investments in urban infrastructure as well as capacity building and institutional strengthening for improved mobility and inclusion in the BH area, specifically the Amazonas corridor. • The project also aims to address prevailing gender gaps in the BH area by addressing sexual harassment and improving access to employment opportunities. • The project has integrated a gender lens in monitoring and evaluating project outcomes and outputs. Some of the key gender-disaggregated indicators are presented below.

Case study	Contd.
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Outcome indicators

<p>Improved quality of services for public transport users in influence of Amazonas Express</p>	<ul style="list-style-type: none"> • Beneficiaries satisfied with the quality of public transport services in the Amazonas Express (coverage, reliability, safety, personal security), differentiated by income and gender (percentage): <ul style="list-style-type: none"> – To be measured through annual surveys. – The survey to include questions about coverage, reliability, personal safety, and specific concerns of women, involving sexual harassment. – Percentage of women beneficiaries satisfied with the quality of public transport services to be estimated separately.
<p>Improved accessibility to opportunities for transit users in the Amazonas Express' area of influence</p>	<ul style="list-style-type: none"> • Job opportunities accessible within 60 minutes in influence of the Amazonas Express <ul style="list-style-type: none"> – Weighted accessibility to job opportunities within 60 minutes for women in relation to men to be estimated separately. – Assessment based on a gender-disaggregated matrix of travel time and spatial data on jobs.
<p>Improved urban living conditions of the poor in selected precarious settlements</p>	<ul style="list-style-type: none"> • People provided with improved urban living conditions – female and male. • Beneficiaries reporting satisfaction with key aspects of the citizen engagement process – female and male.

Component-wise output indicators

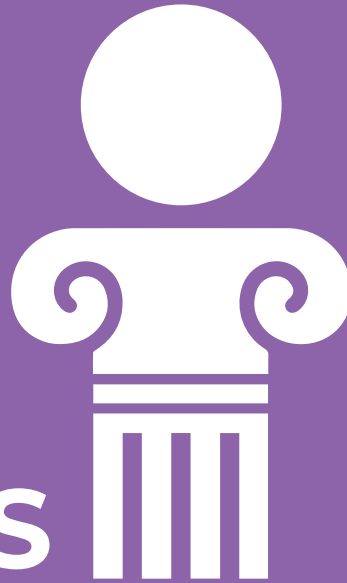
<p>Implementation of the Amazonas Express corridor (a set of main roads located in the BH area)</p>	<ul style="list-style-type: none"> • Reduction in total time spent by women in their daily commute (minutes). <ul style="list-style-type: none"> – Estimate travel time differences between, with, and without the implementation of the project and estimating consumer surpluses for each trip accessing the corridor. • Percentage of women employed in the Amazonas Express civil works (percentage). <ul style="list-style-type: none"> – Assess the contracts of the employees contracted by the enterprises awarded in the bidding process, with the civil works of the Amazonas Express.
<p>Urban upgrading of the Vila Cabana do Pai Tomás project</p>	<ul style="list-style-type: none"> • Percentage of women employed in Vila Cabana do Pai Tomás housing construction work <ul style="list-style-type: none"> – To measure, assess the contracts of the employees contracted by the enterprises in the bidding process, with the housing construction works in Vila Cabana do Pai Tomás.

Case study	Contd.
<p>Project management and institutional strengthening</p>	<ul style="list-style-type: none"> • Response protocol to address cases of sexual harassment is revised (Yes/ No) <ul style="list-style-type: none"> – Statistical records of sexual harassment cases identified and reported by users and responded to by BH Trans. – Reviewed on annual basis. – For the review to be considered successful, on a yearly basis, cases must be reported. The indicators will be: <ul style="list-style-type: none"> • Yes, if cases were reported after the revision. • No, if no cases were reported after the revision.
<p>Application in Indian cities</p>	<p>This is a good example of a gender inclusion project which lists output and outcome indicators to measure improvements in women’s burden of unpaid care work, employment opportunities, and reduction in sexual harassment which can be adapted by Indian cities while planning their infrastructure projects.</p>

Case study 5: *Mobility and urban inclusion good practice*

ENDNOTES

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- 9 World Bank. 2020. *Improving Mobility and Urban Inclusion in the Amazonas Corridor in Belo Horizonte*. Brazil: World Bank <https://documents1.worldbank.org/curated/en/843811585081182822/pdf/Brazil-Improving-Mobility-and-Urban-Inclusion-in-the-Amazonas-Corridor-in-Belo-Horizonte-Project.pdf>



HOW TO **ASSESS** **THE GROUND** **SITUATION**

- Understand gender differences in mobility patterns
- Understand safety concerns and threat perception of public transport and public spaces
- Identify gaps in current policies, regulations, and legal frameworks
- Identify gaps in institutional capacity and assess prevailing mindsets to deliver gender-responsive programs



- 1. The design of public transport services for women users and inclusive public spaces, begins with an on-ground baseline gender gap assessment of current services.** As discussed in Volume 1 of this toolkit, the ground assessment is meant to provide an understanding of the existing access barriers to women's use of public transport services and public spaces, as well as the underlying causes giving rise to the barriers. The baseline assessment seeks to quantify and benchmark what proportion of a city's women are using different types of urban mobility services. This 'how-to' guide provides some strategies and steps to assess the ground baseline situation for the following areas: (i) gender differences in mobility patterns; (ii) safety concerns and threat perceptions about public transport and public spaces including infrastructure design; (iii) current policies, regulations, and legal frameworks which create barriers for women's mobility and access to public spaces; and (iv) gaps in institutional capacity including mindsets and gender biases.

(i) Understand gender differences in mobility patterns

Leverage secondary data to infer demographic and socioeconomic characteristics for the city / region

Collect primary data through surveys and focus group discussions for users / non-users / households to understand mobility patterns across genders

Understand key drivers of gendered preferences of both users and non-users of public transport

- 2. A combination of primary and secondary sources can be utilized to better understand the gender differences in mobility patterns at the city level.** Every person living in a particular city is a potential user of public transport and public spaces. Thus, the starting point of designing inclusive public transport and public spaces can be reviewing existing

Pillar 1 components

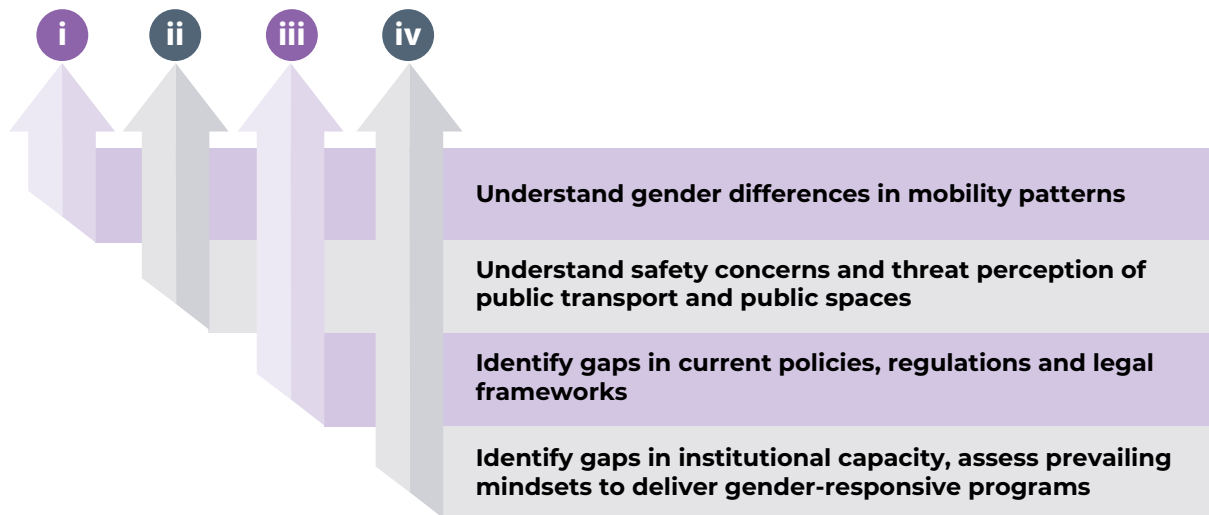


Figure 9: Pillar 1- Components

Source: World Bank 2022.

secondary data sources published by state, national, and international agencies to undertake a gender-disaggregated socioeconomic mapping at the city level. While an indicative checklist is presented in Table 10, the main objective of this secondary data analysis is to understand the demographic characteristics, labor market distribution, educational participation, time-use, and asset-ownership/use across genders to

determine the key drivers of mobility demand and use of public spaces. Following this secondary analysis, primary surveys on specific public transport facilities and at public spaces can help in understanding the gender disaggregated challenges. Secondary data analysis can be undertaken in-house at the implementing agencies or by individual consultants, such as economists or statisticians.

Checklist of key demographic and socio-economic characteristics for mapping potential public transport users

Disaggregated data to be collected – men, women, and minority genders

Demographic characteristics

Population (millions)

Age distribution of population (millions) by 5-year intervals

Marital status (millions): married/unmarried

Potential data source: Census data; surveys by state governments

Output: Estimate urban mobility needs by mapping the potential number of users from each gender

Disaggregated data to be collected – men, women, and minority genders

Labor markets distribution

Total size of labor force (millions)

Labor force participation rate (%)

Total size of workforce (millions)

Workforce participation rate (%)

Unemployment rate (%)

Distribution of workforce by sector (%): Agriculture, Construction, Manufacturing, Mining, Other Industry, Services*

Potential data source: Periodic labor force statistics, Ministry of Statistics and Program Implementation, Government of India; state economic surveys; other state-specific labor market surveys and studies

Output: Estimate demand for travelling to work by gender

Educational participation

Average earnings per capita per annum (INR)

Number of students enrolled in primary school, secondary school, tertiary institutions, and skill training institutes respectively

Potential data source: Annual reports of the Ministry of Education; state economic surveys; other state-specific studies

Output: Estimate demand for travelling for education by gender

Time-Use

Number of hours per month spent in unpaid work: cooking, child care, elderly care, and other domestic activities respectively

Number of hours per month spent in paid employment

Number of hours per month spent in education and training

Potential data source: Time-use survey 2019, Ministry of Statistics and Program Implementation, Government of India

Note: Refer to data pertaining only to urban areas

Output: Estimate demand for mobility of care

Asset ownership and use

Proportion of working-age persons who own their own mobile phone (%)

Proportion of persons with land ownership (%)

Proportion of working-age persons with a bank account (%)

Potential data source: National family and health surveys; state-level / city-level studies

Note: Refer to data pertaining only to urban areas

Output: Understand financial independence and ability to pay for public transport

Table 10: Checklist of key demographic and socio-economic characteristics for mapping potential public transport users

3. Primary data collection methods can be tailored to collect different types of gender data that records women’s perspectives, needs, and challenges with respect to public transport, urban mobility, and public spaces. There are a range of primary data collection instruments that can be deployed to collect gender-disaggregated data to assess user

preferences and map mobility patterns. As discussed in Volume 1 of this toolkit, an analysis of mobility patterns can cover not only the current users, but also non-users and those who are not travelling. The primary data collection tools mentioned in Table 11 may be tailored to cover both users and non-users. These can be categorized as per Table 11.

Primary data collection instruments

Type of primary data collection method	Objective	Target	Type of data collected	Examples of instruments
Household level survey <ul style="list-style-type: none"> • Users (at different frequencies of mobility) • Non- users 	To understand modal preferences, key mobility drivers, mobility patterns, reasons for usage / non-usage of public transport / public spaces	All residents in the city	Quantitative	<ul style="list-style-type: none"> • Questionnaires • Telephonic surveys • Web-based surveys • Mobile applications
User-level surveys		The users of public transport/ public spaces	Quantitative	<ul style="list-style-type: none"> • Questionnaires • Telephonic surveys • Web-based surveys • Mobile applications • Time-use diaries
Stakeholder consultations		Specific user groups	Qualitative	<ul style="list-style-type: none"> • Public community consultations • Focus group discussions • One-on-one interviews • Time-use diaries
Origin-destination surveys	To understand trip patterns and travel choices	The users of public transport/ public spaces	Qualitative	<ul style="list-style-type: none"> • Roadside interviews • One-on-one interviews • Questionnaires • Telephonic surveys • Web-based surveys • Mobile applications

Table 11: Primary data collection instruments

4. Primary surveys and stakeholder consultations can be designed to understand gender-disaggregated modal preferences, mobility drivers, and patterns and challenges in the use of public transport and public spaces. The key outputs of primary data collection, be it through surveys or stakeholder consultations, will be key quantitative and qualitative data to inform a gender-responsive design of an urban mobility and public spaces program. An indicative checklist of key areas to be covered during primary data collection is given in Table 12. provides sample questionnaires for conducting a household survey, a public transport user survey, and a focus group discussion. Typically, primary surveys should be undertaken by specialized survey firms, with oversight from personnel within the ULB / PTA. presents sample terms of reference for a survey agency.

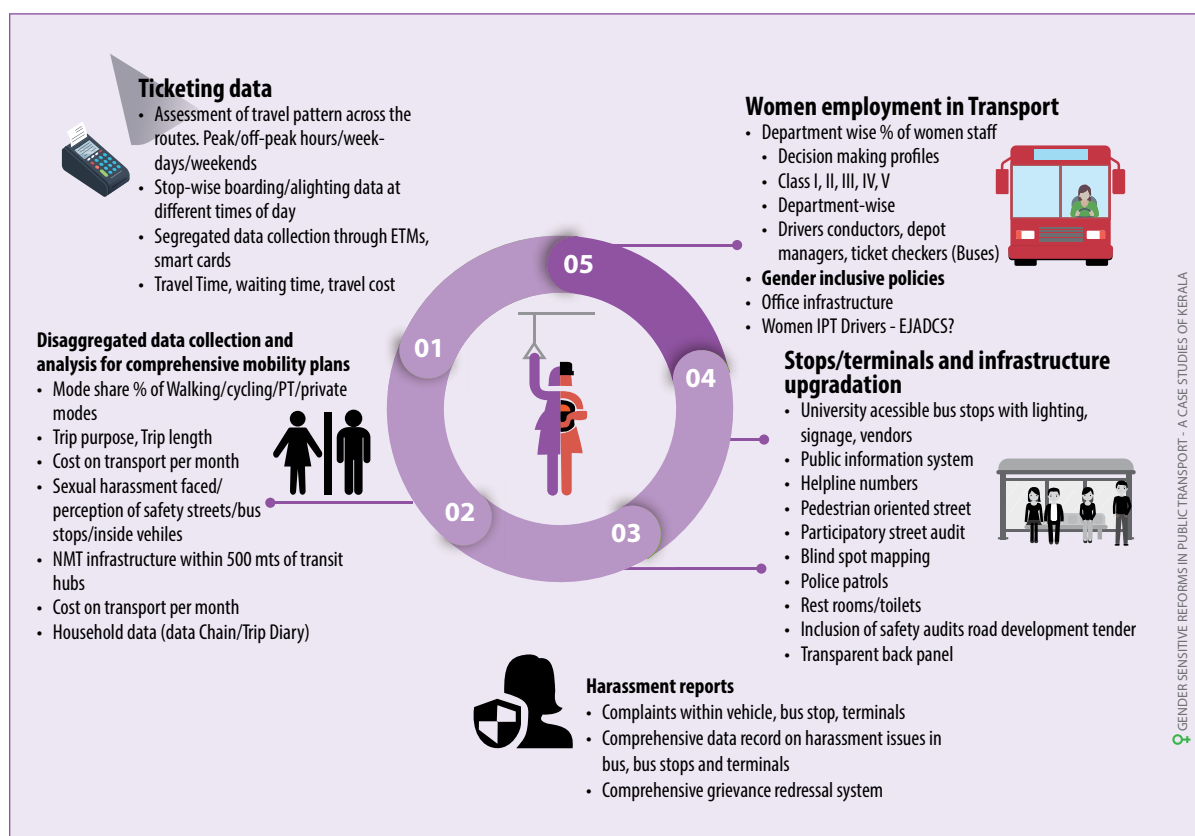
5. Qualitative focus group discussions and in-depth interviews can provide a deeper understanding of the key drivers of users' gendered preferences. These discussions could be held separately with women and men and scheduled at times convenient to maximize women's participation. They allow fine-tuning of larger surveys and associated questionnaires reflecting the local context. Specific targets can be set to ensure that the consultations represent women, especially in areas where they may be less likely to voice their concerns and needs. Similarly, open ended questions should be asked in private, with the help of women facilitators, to create safe spaces that enable women to speak openly (ADB 2013).¹ Implementing agencies can appoint specialized survey agencies, or partner with community-based organizations and women's groups to undertake these qualitative consultations.

Key areas to be covered in primary data collection on mobility (indicative)

Area 1	Mobility patterns
Area 2	Mobility drivers
Area 3	Barriers to using public transport
Area 4	Level of priority and satisfaction with the public transportation systems
Area 5	Expectations from public transport

Table 12: Key areas to be covered in primary data collection on mobility (indicative)

Case study	Study on Gender-responsive Reforms in Public Transport: Case of Kerala (GIZ 2018)²
City	Kochi, Kozhikode, Thiruvananthapuram
Year	2021
Program overview	<ul style="list-style-type: none"> The Kerala State Transport Department undertook a study to formulate suggestions for making transportation systems inclusive and safer. The study was undertaken with the support of the Indo-German cooperation project 'Integrated Sustainable Urban Transport Systems for Smart Cities' (SMART-SUT), as part of the Indo-German Green Urban Mobility Partnership (GUMP) and was jointly implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, and the Ministry of Housing and Urban Affairs (MoHUA), Government of India. One of the key recommendations made by this study was for KSTD to focus more on gender disaggregated data collection by analyzing ticketing data and disaggregated data collection for comprehensive mobility plans.



Case study	Contd.
Study recommendations	<ul style="list-style-type: none"> • A detailed framework with indicators and the mode of data management and analysis can be developed and monitored by the metropolitan transport authorities of Kochi, Kozhikode, and Thiruvananthapuram. • Assessment of ticketing data will help in: <ul style="list-style-type: none"> – Planning of women-only bus services on certain routes, or reservation of women's seats, if required, – Deployment of patrols on specific routes and bus stops based on footfalls at specific times of the day. • Studies have shown certain locational and time-specific trends for the occurrence of harassment in public places. Comprehensive records of harassment cases can help in identifying such trends.
	<ul style="list-style-type: none"> • Assessment of streets within 500m of major bus stands can help in improving last mile connectivity. Improvements in terms of footpaths, street lights, and vending zones can be undertaken. • A record of all improved bus stops and terminals can help in assessing future infrastructural investment requirements. • Safety at bus stops and terminals can be improved with components such as helpline numbers, CCTV cameras, passenger information systems, vendors, lighting, and dustbins. • Analysis of data collected under CMP at a disaggregated level can generate information on female mode share, trip purpose, trip length, travel costs, and key trip generators and attractions.
Application in other Indian cities	<ul style="list-style-type: none"> • Collection of gender disaggregated data on public transport systems in India is still in a nascent stage and the availability of this data will help plan gender responsive transport infrastructure and services. • This case study shows that the addition of simple provisions in the automatic fare collection system (AFCS) which allows gender disaggregation in data on purchase of tickets, passes, and cards, can provide valuable data on origin and destination, time of travel, and other aspects to help build a picture of gender disaggregated mobility patterns.

Case study 6: *Gender-responsive reforms from Kerala*

6. Use of big data analytics for identifying gender-disaggregated mobility patterns.

India is a rapidly digitizing country. While the gender digital divide continues to be pervasive, smartphone ownership among

women has grown rapidly, from 14% in 2019 to 25% in 2020, vs. 37% to 41% for men over the same period (GSMA 2021).³ Even at the state-level, mobile phone ownership and use increased amongst women in at

least 18 states between 2015 to 2019 (IIPS and ICF 2017, 2020, 2021).^{4,5,6} This leads to several possibilities for conducting big data analytics, such as exploratory data mining and machine learning for data-driven smart decision making. An analysis of human mobility is amongst the most frequently investigated applications of big data analytics. Data sources include mobile phones and applications, metro or transit cards, taxi or car GPS systems, bank cards, and wireless devices. Of these, mobile phones (trajectories or call records) produce the richest information

as they can track locations of individuals and passengers. Research based on multiple data sources can strengthen the analysis by integrating different categories of information. Several experimental studies have started across the world to understand gender-disaggregated mobility patterns and as smart phone usage amongst Indian women grows, these studies can be undertaken in India as well. Implementing agencies should typically partner with specialized private sector enterprises to design and implement these solutions.

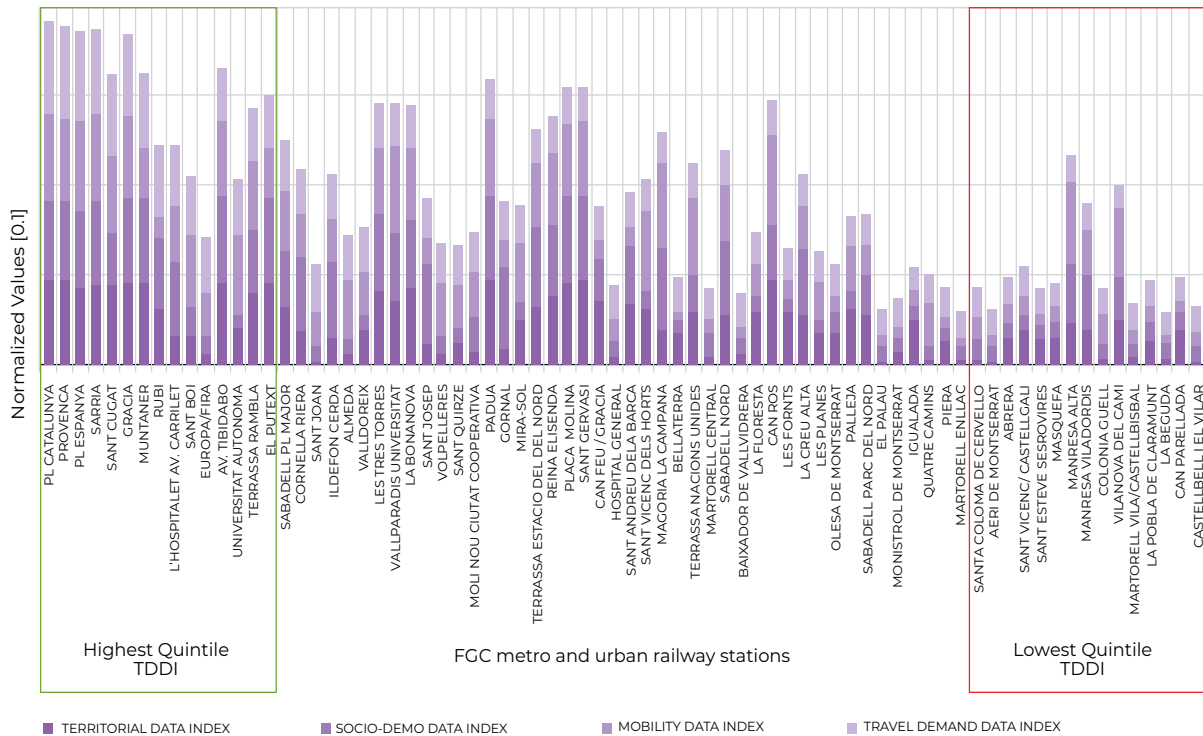
Case study	European Union’s DIAMOND project – supporting gender-inclusion in current and future transport systems through data mining and analytics (Choubassi et al. 2020)⁷
City	Province of Barcelona, Spain
Year	2018 – 2021
Program overview	<ul style="list-style-type: none"> • The European Union’s DIAMOND project analyzes and converts data into knowledge with notions of impartiality to support gender inclusion in current and future transport systems from the perspective of women as transport users and as professionals in the sector. • The project makes use of data mining and analytics, together with the use of elicitation techniques to gather and analyze gender disaggregated data, including new sources to identify, design, and evaluate specific measurements for fulfilling women’s needs and expectations from the transport sector.



Case study	Contd.
	<ul style="list-style-type: none"> • The knowledge gathered is to be fed into a self-diagnosis tool, a practical decision support system and to produce diverse material, providing recommendations on how to achieve fair gender inclusiveness in different scenarios and promoting female employment in the sector. • A pilot project has been undertaken to understand women's needs as users of metro and urban railway public transport to support the development of gender-equitable transport planning policies and to increase the percentage of women using public transport services studying data of relevant metro and urban railway stations managed by Ferrocarrils de la Generalitat de Catalunya (FGC) – the Railway Agency in Catalunya in the province of Barcelona (Spain).
Key developments so far	<ul style="list-style-type: none"> • Systematica (a transport planning and mobility engineering consultancy) carried out extensive research based on geographic information systems (GIS) for the analysis of structured open data. A series of open geospatial data sets were then selected, sorted, and filtered through. <ul style="list-style-type: none"> – Preliminary data: Data on boundaries of the province of Barcelona, localization of stations. – Territorial data: Urban fabric on land use, localization of points of interest. – Socio-demographic data: Census data about total population, gender, age, and nationality. – Mobility data: Localization of public transport, road infrastructure, and parking services.

Data typology	Indicators	Data Source
Territorial data	Land Use (Urban fabric)	Copernicus Land Monitoring Service
	Points of interest	Open Street Map
Socio-demographic data	Total population	National Statistics Institute
	Age of population	National Statistics Institute
	Gender of population	National Statistics Institute
	Nationality of population	National Statistics Institute
Mobility data	Public transports	OpenStreetMap
	Road Infrastructure	OpenStreetMap
	Parking facilities	OpenStreetMap
Travel demand data	Number of passengers	FGC Ferrocarrils de la Generalitat de Catalunya

- Data mining and analytics allowed the identification of a short list of positively and negatively relevant stations for women’s mobility through an analysis of gender-disaggregated travel demand data provided by FGC.



Way forward

To further characterize the selected stations, additional data analytics activities based on universal design indicators, including observations, user generated data from social media, and end users’ needs, and expectations collected through FGDs and surveys will be carried out.

Application in Indian cities

Once the city starts collecting data, data analytics based on neural networks, machine learning techniques, and geographic information systems (GIS) can be aimed to define a hierarchical model for the design parameters, influencing the inclusion of women, combating the barriers that are intrinsic to the public transport infrastructure, and supporting the development of an interoperable and user-friendly toolbox for fairness, self-diagnosis, and decision support in transport planning.

Case study 7: Supporting inclusion in transport systems

Case study	Study on Gender Gaps in Urban Mobility: A Case of Chile (Data2x 2019) ⁸
City	Santiago, Chile
Year	2016
Program overview	<ul style="list-style-type: none"> • The Govlab, United Nations Children’s Fund (UNICEF), Universidad Del Desarrollo, Telefónica • R&D Center, ISI Foundation, and University of Bologna came together to study gender disaggregated mobility patterns in Chile using data from mobile call detail records (CDRs).
Methodology	<ul style="list-style-type: none"> • Mobility patterns of 418,624 residents of Santiago were analyzed using around 2.15 billion CDRs collected between May 1 and July 30, 2016, in 51 (out of 52) neighborhoods in Santiago, Chile. Women made up 51% of the user sample. • For each individual, the number of distinct locations visited was computed by observing the areas that made up 80% of a user’s calls, how equally trips were distributed across locations and the radius of movement.
Key findings	<ul style="list-style-type: none"> • Women travelled to (on average) nine fewer locations than men. Their trips were more localized with their radius of movement about 1.1 km shorter than men’s. • Women distributed their trips among a few highly preferred locations, while men distributed their trips among many locations with almost equal probability. • Poorer women tended to be more localized compared to both men and higher income women. • A higher fertility rate and larger households (greater childcare responsibilities) indicate a greater mobility gap. • Public transport options increase the mobility of both women and men, though they do not close the gap entirely. <ul style="list-style-type: none"> – Having a stop nearby is associated with 1.39 more locations visited by men, but only 0.76 more by women. – The inequality is even more pronounced when considering socioeconomic status. Having a stop nearby tends to close the gender gap for the wealthier classes, but the same is not true for poorer individuals.
Application for Indian cities	In India, access to gender disaggregated call records data may not always be possible, but, when possible, it can be deployed innovatively.

Case study 8: Study on gender gaps in urban mobility

(ii) Understand safety concerns and threat perceptions about public transport and public spaces

Conduct user / non-user surveys and household surveys to understand safety concerns

Undertake safety audits of public spaces and transport services ex-ante, to inform design of urban infrastructure projects, and ex-post to understand impact and continuing challenges

7. To understand the gaps in existing services to ensure safety on public transport and in public spaces, primary data collection tools need to be deployed. City-level user surveys across public transport services (buses, metros, suburban trains), as well household surveys can be undertaken to record safety concerns, threats to safety, incidences of sexual harassment, and experience of using grievance redressal mechanisms to report sexual harassment on public transport and in public spaces. These can also be deployed to understand attitudes of bystanders towards prevention and intervention. Focus group discussions can be used to understand why women feel unsafe on public transport and in public spaces and barriers to reporting and support (or lack thereof) provided by frontline staff. In addition, surveys and focus group discussions can be held with the staff at grievance redressal facilities and transport service operators to ascertain their approach to dealing with instances of sexual harassment and gauge

their attitudes and mindsets towards sexual harassment. A checklist of the key outputs to be gauged from primary data collection is given in Table 13. Moreover, sample surveys provided in also contain questions on safety concerns and threat perceptions. As discussed above, specialized survey agencies should be appointed to conduct these user and household surveys.

8. Implementing agencies can introduce guidelines to conduct safety audits across public spaces in cities. As discussed in Volume 1 of this toolkit, safety audits are an essential tool to increase awareness about violence against vulnerable groups and help users and decision makers understand how men, women, and gender minorities experience the urban environment differently. Safety audits are a means of ensuring that women and persons of minority genders do not have to limit/modify their behavior to be safe and their concerns are heard, understood, and incorporated in infrastructure and service design. The steps to be followed for undertaking safety audits and an outline for a sample safety audit are presented in Tables 13 and 14. Implementing agencies can take support from CSOs, academic institutions, or private sector agencies for undertaking safety audits. While safety audits were conducted only physically in the past, in recent years several organizations have started harnessing mobile applications and crowdsourcing information using social media and web-portals for conducting digital safety audits. The terms of reference for a support agency to undertake the safety audit is presented in .

Key areas to be covered in primary data collection on safety and threat perceptions about public transport and public spaces






Area 1: Safety perceptions	
	Perceptions about public transport / city's public spaces (for example, streets and parks) for women and persons of minority genders on safety
	Threat perceptions about sexual harassment
	Qualitative discussion to understand safety perceptions and understand user definitions of safety perception categories
Area 2: Experience of sexual harassment	
	Type of sexual harassment experience
	Profiles of offenders
	Drivers of sexual harassment
	Qualitative narration of specific incidents of sexual harassment experienced in public transport / public spaces
Area 3: Grievance redressal mechanisms	
	Efficiency of grievance redressal mechanisms
	Reasons that stop women from reporting cases of harassment
	Qualitative narration of specific incidents of sexual harassment reported
	Steps that can be taken to motivate women and persons of minority genders to report cases of harassment
Area 4: Attitudes of bystanders about interventions	
	Attitude displayed by bystanders
	Qualitative narration of specific incidents of sexual harassment observed on public transport / public spaces
	Steps that can be taken to motivate bystander interventions
Area 5: Attitudes of frontline staff	
	Attitude displayed by frontline staff
	Qualitative narration of specific incidents of sexual harassment observed on public transport / public spaces
	Steps that can be taken to motivate interventions by frontline staff

Table 13: Key areas to be covered in primary data collection on safety and threat perceptions about public transport and public spaces

Key steps in a safety audit

Step 1: Identify an experienced support agency to conduct the audit

Step 2: Set the scope for the safety audit

- Choose the geographical boundary for the audit and specify the locations (for example, public transport (first mile / station / vehicle); public space (ward/neighbourhood/street))
- Identify and involve key stakeholders and decision makers
- Recruit participants with adequate representation across diverse social groups
- Select a methodology to combine physical and digital safety audits with quantified indicators that are georeferenced

Step 3: Undertake the audit

- Fix suitable times of the day/night and assign teams to audit different areas
- Walk about the area and ask participants to note their observations either through a special app for the purpose of verbal voice recordings on their mobile phones or through written notes
- Arrange focus group discussions with diverse community members or community based organizations to understand safety issues for women and persons of minority genders
- Arrange key informant interviews with government / private sector service providers operating public transport facilities / public spaces
- Roll out the digital safety audit using the dedicated mobile application, social media tools, and dedicated web portal
- Overall, the safety audit should be a participatory process where digital tools and physical surveys are deployed in a complementary manner to ensure participation of diverse population groups

Step 4: Implement the findings

- Organize the findings into a clear report with detailed georeferenced scoring
- Share the results with stakeholders, residents of the areas, and through social media groups and local media
- Implement low-capital intensive recommendations immediately and integrate remaining findings into pipeline project plans

Table 14: Key steps in a safety audit

Sources: Jagori 2010; WISE 2005

Practices recommended by United Nations (UN) Habitat's Safe Cities Program for successful safety audits

1. *Focus on the local level-* Considering the specific local context of the community helps participants contribute their best. One way of doing this for a ULB is to conduct the audit at the scale of the municipal ward using local citizens who can tap into their expertise and knowledge of the area.
2. *Involve professionals and key decision makers.* Examples of professionals who could be part of the audit team include gender experts, urban planners, architects, and academics, preferably women who are residents of the area. Professionals are likely to already possess connections with key resources and can quickly and effectively connect the audit team with what it needs. A key decision maker could be a senior government official, senior police officer, union leaders, or urban planners. Engaging decision makers from the beginning of the audit process improves the probability of the recommendations getting implemented at a later stage.
3. *Ensure representation of different groups:* A successful audit is possible if there is adequate representation in the auditing team of different social groups of the area such as non-profit organizations, the business community, groups representing minority genders, people with disabilities, and religious organizations, to name a few. Examples of creative partnerships include operating joint audits with local police to cover large areas or engaging university students as researchers in exchange for practical experience with city authorities. Participation from male community members has been encouraged as a way of recognizing that 'men play a critical role in defining women's experience and as such need to be involved.'
4. *Integrate the findings into short- and medium-term plans.* Once the safety audit has been conducted, the audit recommendations are to be integrated into public work plans and policy or informing contractors bidding for public projects of the audit results. This is important to attribute importance to the exercise and make it relevant as part of a wider gender inclusion strategy. Creating a clear, consistent and professional report on audit findings is also recommended.
5. *Measure long-term impact:* Impact evaluations of the safety audit can be undertaken to measure their long-term success in the prevention of sexual harassment and contributing to an overall sense of security for women and persons of minority genders.

Box 5: Practices recommend by UN Habitat's Safe Cities Program for successful safety audits

Nine key areas to be covered in a Safety Audit – recommended by Safetipin

Key Areas	Definition of the Areas	Indicators
Lighting	Lighting for the pedestrians measures the amount of brightness or illumination at a place and ranges from dark to bright. A place can be lit with street lighting or from other sources.	<ul style="list-style-type: none"> • Functionality/non- functionality of the street lights. • Positioning of the street lights on the roads.
Openness	Openness refers to how open the area is and whether a person has a good line of sight in all directions	<ul style="list-style-type: none"> • Number of blind corners on a road.
Visibility	Visibility refers to how visible one is to others. It is based on the principle of 'eyes on the street.' This comprises of the built environment like windows/doors of shops and houses along with the street, vendors, and hawkers.	<ul style="list-style-type: none"> • High boundary walls in the area. • Presence of street vendors and hawkers in the area.
People	People indicate the number of people around. This increases because of usage opportunities.	<ul style="list-style-type: none"> • Number of people in sight in a particular place of audit during late evening hours.
Walk path	Walk path indicates whether a person can comfortably walk in a place. This could refer to the quality of a pavement or space along a road.	<ul style="list-style-type: none"> • Quality of walk paths (unpaved, broken or not present). • Obstruction by vehicular parking, electric poles, and construction debris.
Transport	Transport refers to the ease of accessing any mode of public transport, that is, metro/bus/ auto/taxi and is measured in terms of the distance to the nearest mode.	<ul style="list-style-type: none"> • Walking distance to the public transport stand (in minutes). • Presence of a public transport stand within a 10 minutes' walk.
Gender Usage	Gender usage is about diversity, that is, the percentage of women and children in the crowd. This increases because of safety perceptions.	<ul style="list-style-type: none"> • Number of women and children seen around the bus stops during late evening hours.
Security	Security refers to visible security offered either by the police or private security guards (for example, along ATM/bank).	<ul style="list-style-type: none"> • Presence of police or guards in hailing distance.
Feeling	Feeling indicates how safe one feels in a place.	<ul style="list-style-type: none"> • This is a subjective parameter.

Table 15: Areas to be covered in a safety audit – recommendations by Safetipin

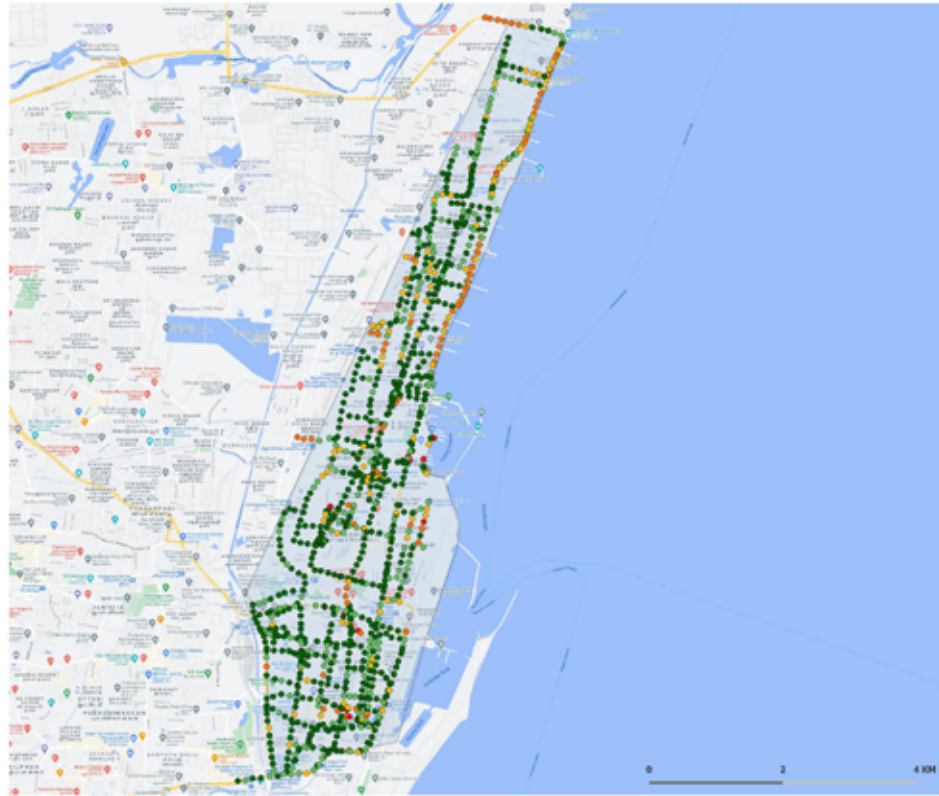
Case study	Tondiarpet, Chennai: A Safety Audit Report 2020
City	Chennai
Year of survey	2020
Survey details	<ul style="list-style-type: none"> • Tondiarpet was audited using two Safetipin applications – Safetipin Nite and My Safetipin. Mobile phones were mounted on windshields of taxis and using the app photographs of the area's roads were taken. These photographs were then assessed based on the eight audit parameters to generate audit pins at each location and generate a safety score for each audit point. • The data collection area included 19.3 sq. km and the total road length covered was 321 km. This included public spaces, such as metro stations, bus stops, public toilets, public parks, schools, markets, and temple areas. • The audit was based on eight parameters -- Lighting, Openness, Visibility, People, Security, Walk path, Public Transport, and Gender Usage. All parameters except feeling are objective and are rated on a scale of 0-3. • Each location was assigned a safety score that reflects the perception of safety in that location. It is a number between 0 and 5, (0-1) being poor and (4-5) being good in terms of overall safety.
Key findings	
Safety	<ul style="list-style-type: none"> • The overall feeling of safety in the area or the perceptions of safety for the Tondiarpet area was rated above average with a score of 3.8/5. • Parameters of lighting, public transport, and visibility were rated good or above average for most parts of the area, whereas walk paths and gender usage parameters were mostly rated poor or below average. • Gender usage parameters were rated low suggesting less use of public spaces by people, particularly women and children post sunset.
Lighting	<ul style="list-style-type: none"> • Street lighting is crucial for ensuring safe accessibility in public spaces and plays a vital role in people's, particularly women's, perceptions of safety on streets and in public places after dark. • 91% of the area had adequate street lighting which rated as good.
Visibility	<ul style="list-style-type: none"> • Visibility is another major concern for women and girls, good visibility enhances their perceptions of safety. • 35% of the area either had no or poor visibility which means people present on the streets could not be seen by other people living by working on the streets - the concept of 'eyes on the streets.'

Case study Contd.

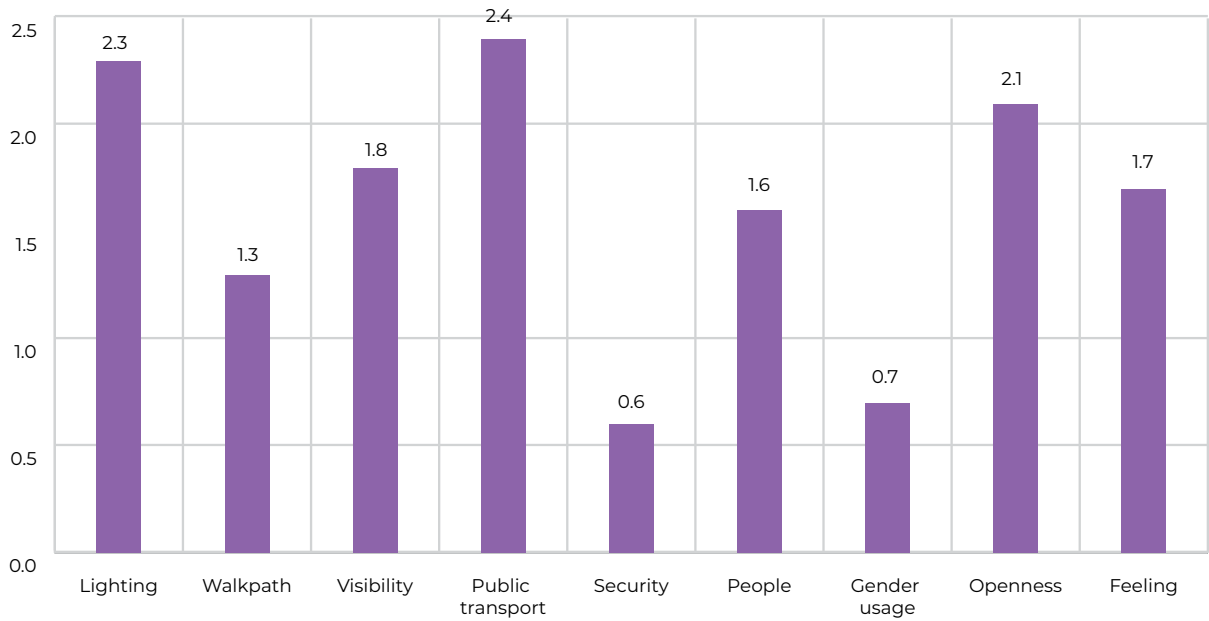
**Chennai:
Safety Score**

Legend

- Safety Audits
- Poor
- Below Average
- Average
- Above Average
- Good
- Chennai
- Base: Google Map



Overall Safety Scores in Tondiarpet, Chennai

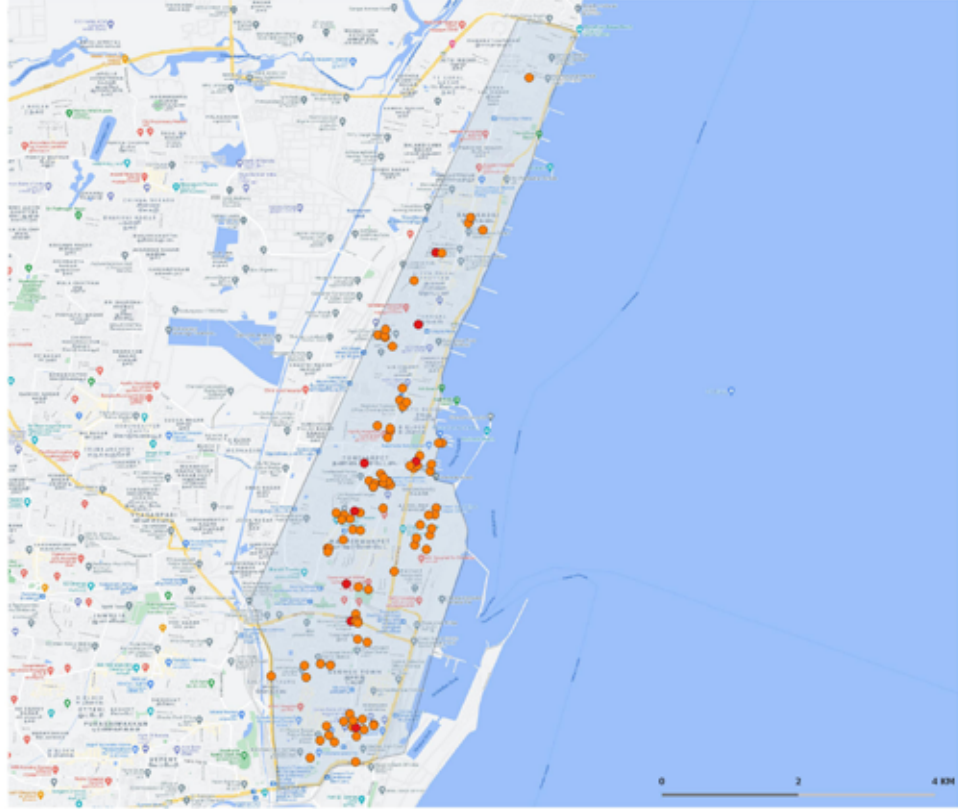


Parameter-wise scores for Tondiarpet, Chennai

Tondiarpet: Poor Lighting

Legend

- Safety Audits
- Poor Light (8)
- Some Light (91)
- Tondiarpet
- Base: Google Map



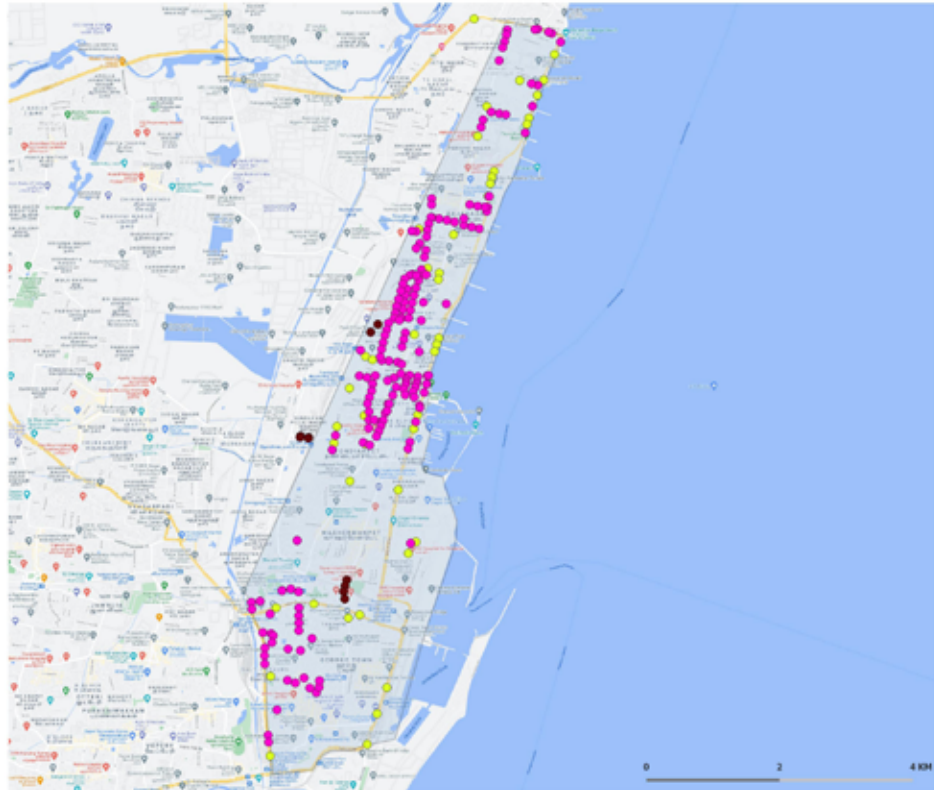
Visibility

Case study	Contd.
<p>Walk path</p>	<ul style="list-style-type: none"> 65% of the area was either without any footpath or had very poor footpath conditions - either unpaved, broken, or obstructed - which resulted in a poor score.
<p>Tondiarpet: Poor Walkpath</p> <p>Legend</p> <p>Safety Audits</p> <ul style="list-style-type: none"> None (158) Poor (566) Tondiarpet <p>Base: Google Map</p> 	
<p>Gender usage</p>	<ul style="list-style-type: none"> Only 20% of the area had women and children present in public spaces during the time of the audit, the remaining 80% had either no or very few women and children present on the streets. When this data is represented geographically it was seen that areas with lower ratings on gender usage were evenly present across the entire area barring a few locations which meant that there were no women and children present at night on most of the streets in the mapped area. 'Presence of gender in public spaces' data was overlaid on 'street lighting' data to geographically locate the areas where women and others were seen using public spaces which had very low street lighting. The heat map below clearly illustrates this correlation. The dark brown areas were where street lighting was good and the light-yellow areas were where street lighting was non-functional or inadequate. The blue dots are the audit points showing presence of gender.
<p>Public transport</p>	<ul style="list-style-type: none"> Only 15% of the area had either distant or out of reach public transport.

**Tondiarpet:
Footpath
Conditions**

Legend

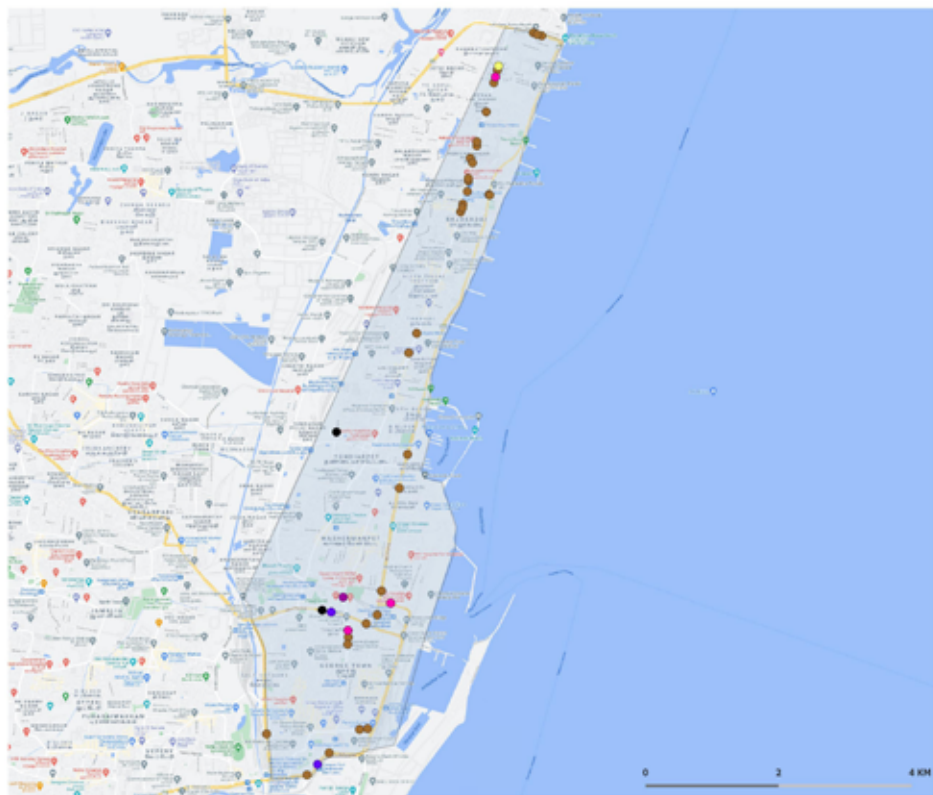
- No Space for Footpath (10)
 - No Built Footpath (171)
 - Broken Footpath (44)
 - Tondiarpet
- Base: Google Map



**Tondiarpet:
Accessibility
Elements**

Legend

- Curb Ramp (3)
 - Median Cut (2)
 - Zebra Crossing (36)
 - Pedestrian Ramp (3)
 - Footover Bridge (2)
 - Pedestrian Underpass (1)
 - Tondiarpet
- Base: Google Map



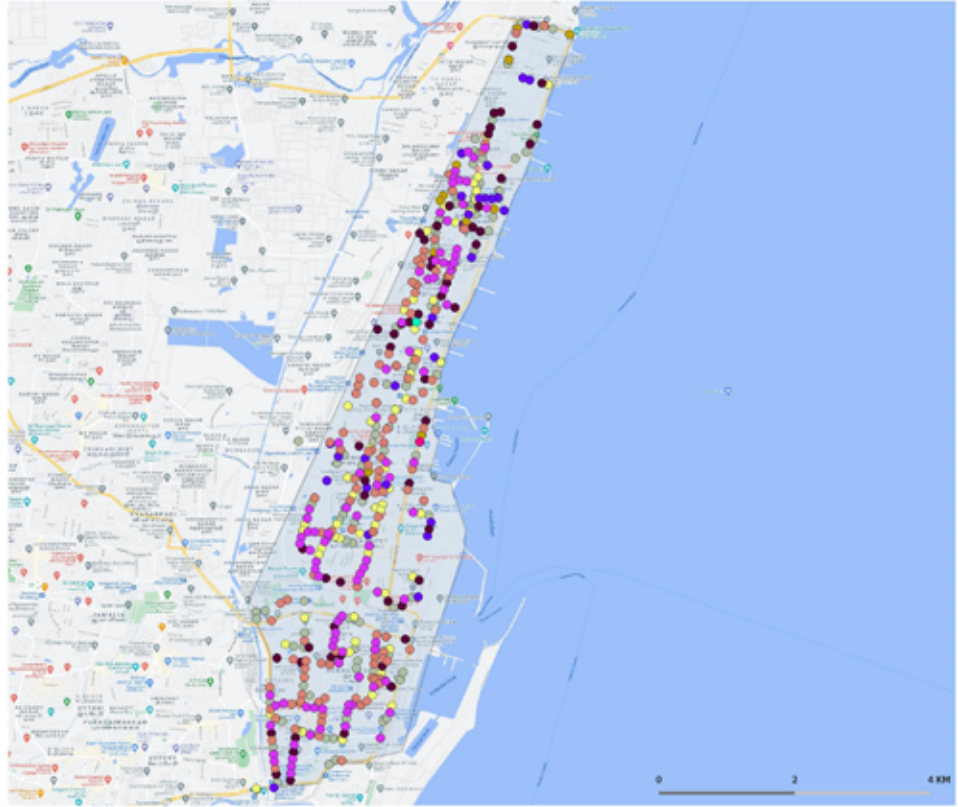
Case study

Contd.

Tondiarpet: Footpath Obstructions

Legend

- Shop Encroachment (92)
 - Repair Work (2)
 - Light Pole (1)
 - Electricity Pole (132)
 - Garbage Dump (77)
 - Construction Debris (16)
 - Construction Material (42)
 - Signage Pole (125)
 - Stalls/Vendors (208)
 - Tondiarpet
- Base: Google Map



Case study

Contd.

Tondiarpet:
Heat map showing
Gender Usage and
Street Lighting

Legend

● High Gender Usage

Lighting

■ Poor Light

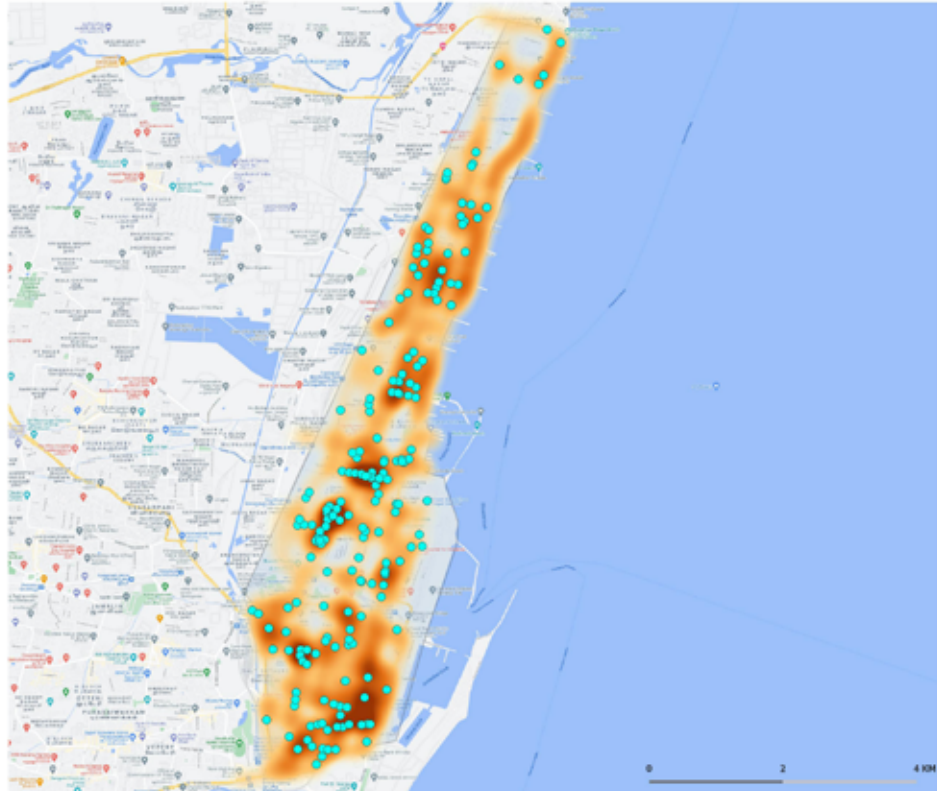
■ Some Light

■ Enough Light

■ Bright Light

■ Tondiarpet

Base: Google Map



SAFETIPIN
Supporting Safer Cities

Tondiarpet:
Poor Public
Transport

Legend

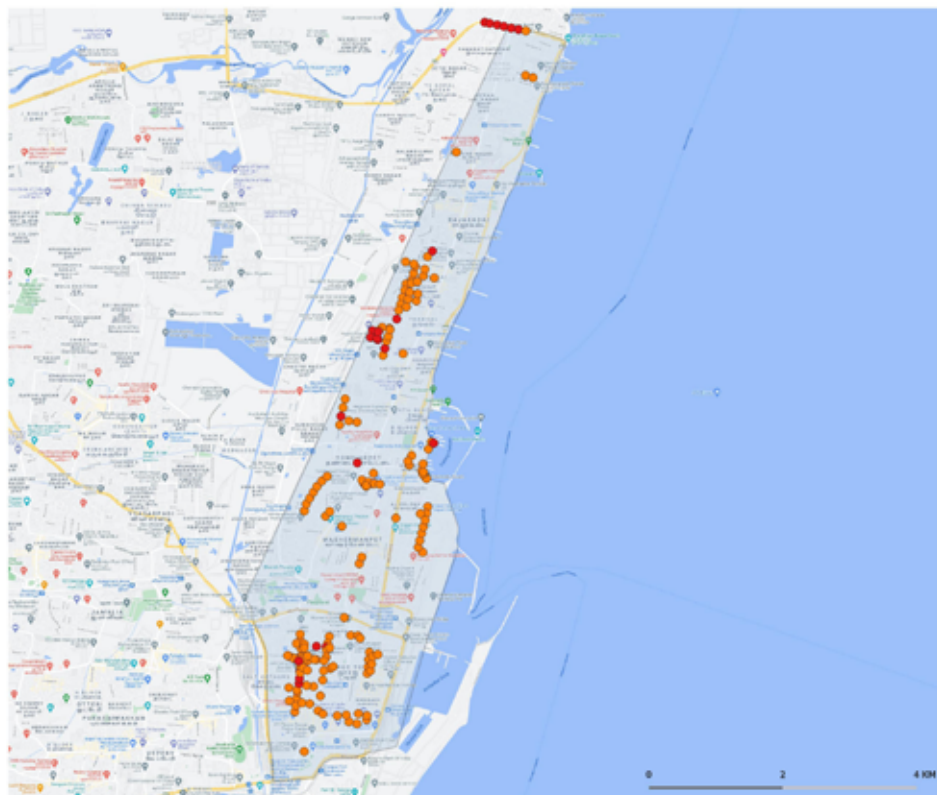
Safety Audits

● Unavailable (26)

● Distant (146)

■ Tondiarpet

Base: Google Map



SAFETIPIN
Supporting Safer Cities

Case Study	Contd.
Application in other Indian cities	Safety audit is an important initial step to gather data on the ground related to the built infrastructure. The findings can inform the changes required in various elements like lighting, footpaths, public toilets, bus shelters, and visibility. Based on the budget available, cities can either hire professional agencies to do the audits or plan a community led initiative.

Case study 9: Safety audit report for Tondiarpet, Chennai (World Bank/MOLO 2021)



Case Study	Study On Gender-Responsive Reforms In Public Transport: A Case Of Kerala (Giz 2018)⁹
City	Kochi, Kozhikode, Thiruvananthapuram
Year	2021
Program Overview	<ul style="list-style-type: none"> • The Kerala state transport department undertook a study to formulate suggestions for making transportation systems inclusive and safer. • The study was undertaken with the support of the indo-german cooperation project 'integrated sustainable urban transport systems for smart cities' (Smart-Sut) as part of the indo-german green urban mobility partnership (GUMP) and was jointly implemented by the deutsche gesellschaft für internationale zusammenarbeit (GIZ) gmbh and the Ministry of housing and • Urban affairs (MoHUA), Government of India.
Methodology	<ul style="list-style-type: none"> • A baseline assessment was conducted covering four areas: initiatives by the government of kerala, issues and perceptions of women, infrastructure assessment, and good practices. • Following a secondary data analysis, around 1,600 women were consulted through FGDs and user perception surveys. The stakeholders consulted included: <ul style="list-style-type: none"> – Transport department – Kerala State Road Transport Corporation (KSRTC) – Motor Vehicles Department (MVD) – Social Justice Department (SJD) – Kudumbashree – Kerala Police Department – Kerala Metro Rail Limited (KMRL) – NGOs which work in the realm of women's empowerment such as Sakhi and Anweshi • During the FGDs, women were asked about the issues faced by them as well as the key factors that affected their perceptions of safety. • Findings from the FGDs were used to design a perception survey, focusing on women's perceptions about: 1) safety in public transport journey, 2) infrastructure, 3) travel patterns, and 4) priorities for improving safety in public transport journeys.

Case Study	Contd.
Key Findings	
Experience / threat of sexual harassment	<ul style="list-style-type: none"> • 68% of the women respondents had experienced sexual harassment; those between 18-24 years were found to be the most vulnerable (74% of the respondents). • 82% of the women respondents felt safe in public transport during the day time, but less than 20% felt safe at night.
Women's mobility patterns	<ul style="list-style-type: none"> • Around 90% of the women respondents used public transport and 80% walked to the bus stop. • 63% of the respondents avoided travelling by themselves at night, and 82% preferred not to travel after 7 pm limiting employment opportunities. • 76% would use public transport, if safer. Out of these, 66% had access to personal vehicles.
Gender-responsive mobility services	<ul style="list-style-type: none"> • Women considered real time information about public transport services especially important. • Trained female conductors and reduction of crowding during peak hours also helped women feel more comfortable while travelling in buses.
Infrastructure assessment	<ul style="list-style-type: none"> • In terms of infrastructure, the following contributed to lack of safety for women: <ul style="list-style-type: none"> – Buses: high footboards, shutter windows, inadequate lighting, and narrow gangways. – Bus stops and terminals: poor lighting, unmaintained facilities, absence of public information systems and helpline numbers, and inadequate crime prevention. – Last mile connectivity: narrow deserted streets at night, low female presence, and poor visibility. – Women-only boarding gates helped while boarding and alighting from buses.
Application in other indian cities	<p>Based on the availability of funds and time, either a rapid or detailed assessment can be done to understand the ground situation. A comprehensive gender disaggregated survey as was done in Kerala can help inform design of public transport infrastructure and services and planning the interventions required.</p>

Case study 10: Study on gender -responsive reforms in public transport

9. Recommendations from the safety audits can be operationalized through the expertise of technical specialists.

Once a safety audit has been undertaken, it can be helpful to engage technical specialists such as architects, urban/transport specialists, project managers, civil engineers, geospatial technology experts, and urban planners who can translate the recommendations into actionable elements to improve infrastructure design.

(iii) Identify gaps in current policies, regulations, and legal frameworks

Review the extent to which gender issues are covered in relevant laws, policies, and related documents across sectors and departments

Prepare gender gap analyzes and recommendations for updating current frameworks along three key areas – safety, urban mobility, and urban planning

10. Identify gender gaps in existing relevant policies, regulations, and laws that impact women's mobility and rights to the city.

Central and state-level governance frameworks for urban planning and development include sector-specific policies, regulations, guidelines, and legal frameworks, including on urban mobility and public transport. Each of these governance documents specify the standards, rules, and laws which must be adhered to by implementing agencies when providing urban mobility services and public spaces. During the on-ground baseline assessment, it is important to identify whether these governance documents adequately address gender concerns. This can be done in a two-step manner as shown in Figure 10. Typically, implementing agencies can appoint a policy specialist with experience in designing and implementing gender-responsive projects (ideally in the transport sector) to conduct the gap analysis.



Steps to assess policies

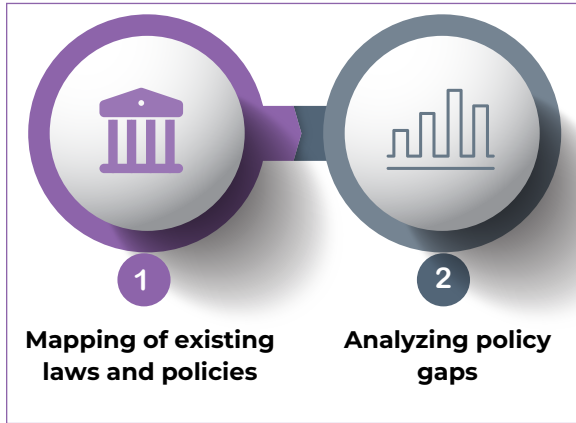


Figure 10: Steps to assess policies

Step 1: Map existing governance documents (central and state level) on safety and inclusiveness pertaining to the urban planning and urban mobility sectors

Indicative sub-areas and examples for three focus areas: safety, urban mobility, and urban planning are given below.

Focus area 1: Safety

Most legislations and policies on gender-based violence in public spaces address: (a) preventive measures, (b) punitive measures, and (c) provision of protection and restorative support to survivors of gender-based violence (GBV) and sexual harassment; and (d) transformative measures that address root causes of gender inequalities.

A select list of related policies, schemes, regulations and laws.

Policies	Schemes
<ul style="list-style-type: none"> • Draft National Policy on Empowerment of Women, 2016 	<ul style="list-style-type: none"> • Compensation Scheme for Women Victims/Survivors of Sexual Assault/ other Crimes, 2018 • Universalization of Helpline Scheme, 2015 • One Stop Centers Scheme, 2015
Regulations / Guidelines	Laws
<ul style="list-style-type: none"> • Standard Operating Procedures (SOPs) on grievance redressal in instances of sexual harassment - state / city-level or formulated by public transport authority • SOPs to be followed by relevant authorities (public transport operator/ ULBs / police and others) in cases of sexual harassment on public transport and in public spaces 	<ul style="list-style-type: none"> • The Indecent Representation of Women Act, 1986 • The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 • The Indian Penal Code, 1860- obscene acts and songs, assault with intent to outrage her modesty and disrobe, sexual harassment, voyeurism, stalking, sexual offences, etc. • The Transgender Persons (Protection of Rights) Act, 2019

Table 16: Safety related policies.

Focus area 2: Urban mobility and public transport

Policies	Schemes
<ul style="list-style-type: none"> • National Urban Transport Policy, 2014 • State / city-level non-motorized transport policies • Metro Rail Policy, 2017 • Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 2016 and Central Rules, 2017 	<ul style="list-style-type: none"> • Tailored services and subsidized fare schemes for women and persons of minority genders (developed at state / city / public transport authority level)
Regulations & Guidelines	Laws
<ul style="list-style-type: none"> • Comprehensive Mobility Plans • Non-motorized network (NMT) Guidelines • State-level Motor Vehicles Rules 	<ul style="list-style-type: none"> • The Motor Vehicles Act, 1988 • The Information Technology Act 2000

Table 17: Mobility and PT related policies

Focus area 3: Urban planning

Policies	Schemes
<ul style="list-style-type: none"> • Smart Cities Mission, 2015 • Atal Mission for Rejuvenation and Urban Transformation, 2015 • Pradhan Mantri Awas Yojana, 2015 	<ul style="list-style-type: none"> • State-level schemes for Street Vendors
Regulations & Guidelines	Laws
<ul style="list-style-type: none"> • State / city-level street planning guidelines • Model Building Byelaws, 2016 • State / city-level combined development and building rules 	<ul style="list-style-type: none"> • The Street Vendors (Protection of Livelihood and Regulation of Street Vending) Act, 2014 • UMTA Act and Rules where applied

Table 18: Urban planning related policies

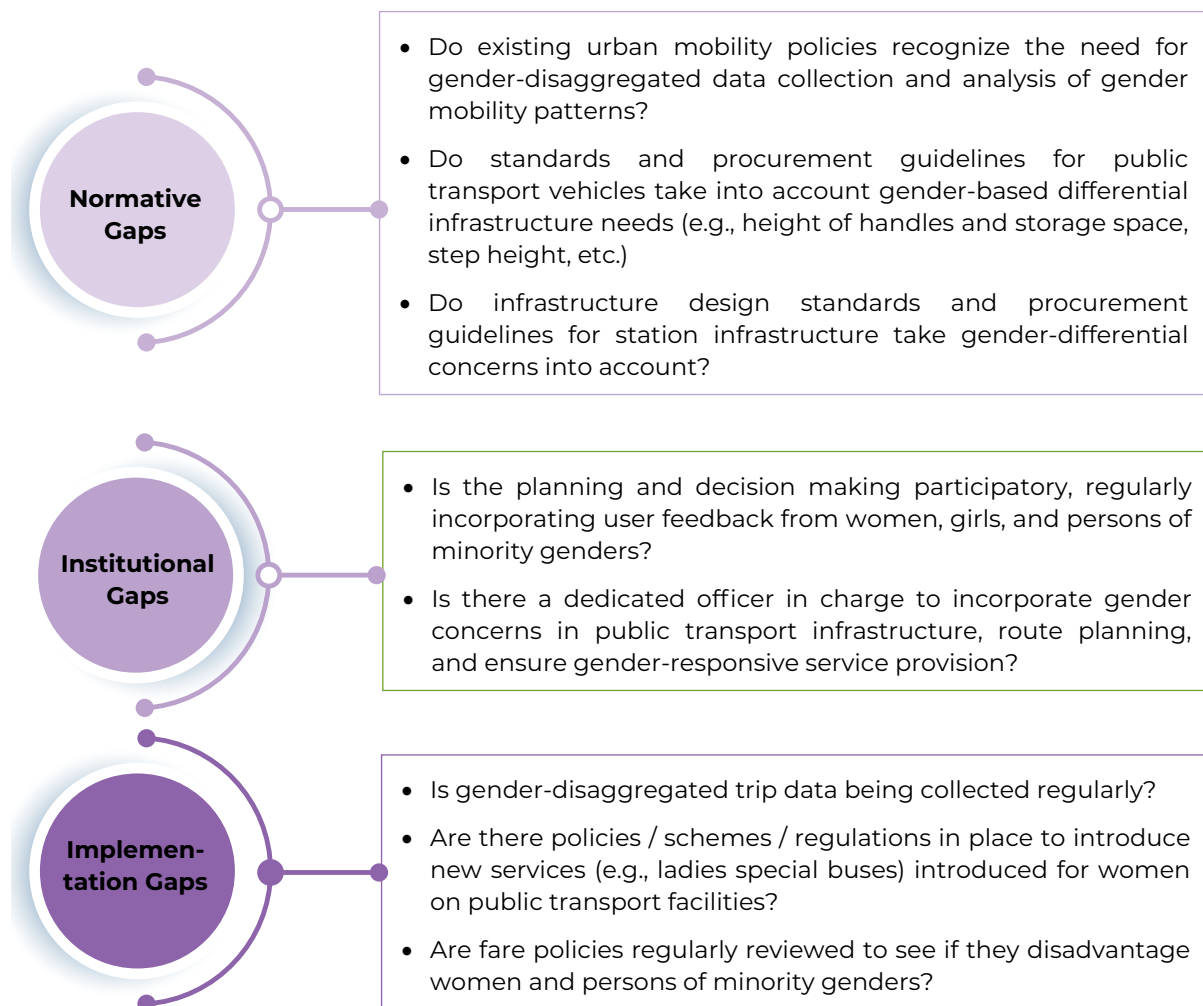
Step 2: Undertake in-depth assessment of the governance documents to analyze current provisions for inclusion and safety on public transport and in public spaces.

Indicative checklists to identify gaps in gender-responsiveness and safety measures are given below.

Checklist 1: Women’s safety



Checklist 2: Integration of gender-responsiveness in urban mobility



Checklist 3: Integration of gender-responsiveness in urban planning



Figure 11: Checklists to identify gaps in gender-responsiveness and safety measures

Case study	Chennai urban mobility gender program: Gap assessment report
State	Chennai
Year	2021
Overview	<ul style="list-style-type: none"> • The aim of the report was to provide an overview of the existing gaps in the state government's plans and programs. • A gendered assessment of guidelines, plans, and projects adopted by the Greater Chennai Corporation (GCC) was undertaken and gaps were identified. • The following are the key recommendations from the gap assessment of the policies, guidelines, plans, and projects/programs which were reviewed from a gender lens:
Policies	<ul style="list-style-type: none"> • The Tamil Nadu Prohibition of Harassment of Woman Act, 1998 (last amended in 2002) and other policies need to be overhauled to make them contextually relevant, and informed by current practices including legislative and institutional reforms that have occurred in the last decade.
Urban and regional development plans formulation and implementation Guidelines (URDPFI) 2014	<ul style="list-style-type: none"> • The guidelines are gender-aware and attempt to integrate a gendered lens in urban planning from an infrastructural perspective. • However, greater focus on integration and inclusion of women and girls in the planning process and on collecting gender-disaggregated data are required.
Service level benchmarks in urban transport for Indian cities	Public transport service providers need to devise mechanisms and systems for collecting and analysing gender disaggregated data
Complete street guidelines	<ul style="list-style-type: none"> • High level of gender integration was found in the 'complete streets evaluation network.' The manual provides outcomes and output indicators, disaggregated by gender, age, income, and ability. • Low level of gender integration was found in the 'complete streets planning manual' and the 'complete streets implementation manual.'
Safer city project, 2018-Nirbhaya Fund	50% of the funding for the project is proposed for initiatives like creating a GIS cell in GCC, real-time monitoring of street lights, creating a cyber cell, and CCTV cameras which are generally beneficial and not specific to women.
Mega streets program (MSP)	Specific activities to understand the use, perceptions and experiences of the selected streets from a gender and social inclusion perspective are required.

Case study	Contd.
Comprehensive plan for the Chennai metropolitan area, 2019	The CMP should recognise gendered mobility patterns and needs, including mobility of care work.
Second master plan for the Chennai metropolitan area, 2026	The document should include data on gender, including demography, economy, social infrastructure, mobility, shelter or spatial strategy, and land-use planning.
Application in other Indian cities	One of the earliest steps in designing a gender program involves analyzing the existing policies, laws, regulations, manuals, standards, and plans. The experience of the Chennai gender gap assessment shows that while some policies may need a deep overhaul, others offer good coverage but may lack clear guidelines for implementation.

Case study 11: Chennai urban mobility gender program - Gap assessment report

(iv) Identify gaps in institutional capacity and assess prevailing mindsets to deliver gender-responsive programs

Interview frontline staff and duty bearers to understand their attitudes, technical proficiency, and prevailing biases

Document findings of a training needs analysis and process gaps

11. Benchmark technical capacity, gender representation, and understand prevailing mindsets amongst duty bearers and frontline staff. Duty bearers and frontline staff are the key persons in-charge of ultimately implementing the interventions in the gender-responsive urban mobility and public spaces program. Their awareness, technical capacity, mindsets, and attitudes towards women and persons of minority genders are best benchmarked along the following parameters:

- Representation of women and persons of minority genders across levels, especially in decision making and at leadership

levels.

- Gender sensitivity and comprehension of the need for gender-responsive public spaces and mobility systems.
- Attitudes and responsiveness in addressing cases of sexual harassment on public transport, in public spaces, and in the workplace.
- Proficiency in technical skills required for designing and implementing gender-responsive programs.
- Gender-bias, gender-linked blind spots, attitudes towards women, girls, and persons of minority genders, and mindsets.

12. Primary data collection along these parameters can be done through surveys, focus group discussions, and structured interviews. In-person / web-based survey questionnaires can be complemented by closed focus group discussions and situational questions to gauge the attitudes, responsiveness in addressing cases of sexual harassment on public transport and public spaces, barriers to reporting such cases, and taking action

against the perpetrators. Furthermore, to evaluate proficiency in technical skills required for designing gender-responsive programs, a technical assessment may be designed and conducted. A detailed analysis of the survey and interview responses will enable identification of gaps in representation, key technical competencies, and prevailing gender biases amongst different stakeholders, which can be addressed through capacity building, training, and by raising awareness. Specific questions can be framed for staff across different departments of the implementing agency to assess their:

- Awareness of the impact of gender inequality, safety, sexual harassment, and knowledge of relevant policies (national, international, institutional) regarding gender mainstreaming in transport and public open spaces.
- Skills regarding technical ability to collect, report, and analyze gender-disaggregated data and inform their

plans and services. It will also include the ability to integrate gender in their policies, projects, and interventions. This can be assessed with respect to the presence of a gender advisor/expert and a careful assessment of the intersection of gender in the policy-planning framework of the institutions.

- Willingness to collaborate and organize gender sensitization workshops and training integrating gender in overall planning, policy framework.

At this stage, implementing agencies can choose to undertake an on-ground assessment leveraging in-house capacity, such as in the human resources division. Alternatively, they may also choose to hire technical experts or an expert agency. A more detailed discussion of the expertise required for capacity building is presented in the guidance note for Pillar 3.

A sample set of questions which can be applied for primary data collection is given in Table 19.

Benchmarking technical capacity and mindsets amongst staff at implementing agencies

A) Representation of women and persons of other genders across levels, especially in decision making and leadership levels

- What is the proportion of women employed in:
 - a. Frontline job-roles (drivers, conductors, ticketers, etc.)
 - b. Entry-level jobs
 - c. Mid-level jobs
 - d. Senior-level jobs
- What are the most common challenges faced by women employees in each of these categories (frontline / entry-level / mid-level / senior-level)?
- Is there any minimum threshold for inclusion of women and persons of minority genders in high level decision-making committees in the organization?
- What can be done, in your opinion, to incentivize more women to join the organization?
- Are there any internal policies and procedures to address gender discrimination at the workplace?

- Has the organization undertaken any specific measures (such as quotas, targets, and other incentives) to increase the representation of women and persons of other genders in the workforce?
- Are any following women-friendly provisions offered at the workplace for women in (frontline roles / entry-level / mid-level / senior-level)? (Select all that apply):
 - Flexible work timings
 - Menstrual leave
 - Maternity leave
 - Day-care centers in the office
 - Other (please specify)
- Has the organization run recruitment campaigns specifically targeting women and what impact have these had on the numbers applying and being recruited?
- How many employees – men, women, and persons of minority genders – have used the above provisions and what steps is the company implementing to encourage the uptake of flexible working?

B) Gender sensitivity and comprehension of the need for gender-responsive public spaces and mobility systems

- What, in your perspective, are the gender differences in the mobility patterns of women and persons of other genders?
- What do you think are the specific vulnerabilities that women, girls, and other genders face across income groups?
- Has the organization conducted any studies (focus group discussions, user perception surveys) to understand the challenges faced by women and people of other genders with regard to public transport and public spaces?
- Does the organization collect gender-disaggregated data on an ongoing basis to address the changing gender-specific needs of commuters?
- Does your organization have a manual or guideline to collect, analyze, and report gender-disaggregated data and use the results to inform public transport operations?
- Does the organization have any committee that specifically deals with the gender-related issues with regards to safety, accessibility, and affordability?
- Does the organization follow any participatory process to include women, persons with disabilities and gender minorities, and NGOs/ CSOs working with these groups to ascertain gender-specific issues and constraints?
- Does the organization engage with its employees (particularly women and persons of minority genders) to understand their mobility restrictions as employees of the firm?

C) Attitudes and responsiveness in addressing cases of sexual harassment on public transport, in public spaces, and in the workplace

- What is your understanding of sexual harassment? What are the different types of sexual harassment?
- What do you think women can do differently to reduce violence against women? What do you think men can do differently to reduce violence against women?
- Do you have a standard operating procedure (grievance redressal mechanism) established to guide staff on how to handle complaints, especially complaints of sexual harassment? How does the backend of the system work, and what kind of staffing and training is provided?
- Does your organization provide training to its front-line staff on how to handle complaints of sexual harassment? If yes, how many training sessions have been conducted in the last three years, for whom, at what frequency, and what was the content?
- What are the common reasons for the gap in instances of sexual harassment and number of cases reported? How have these issues been addressed?
- Have you ever observed any instances where women commuters have experienced harassment? Are female frontline workers more vulnerable to sexual harassment since their job entails interacting with lot of crowds when on duty?
- Is the environment supportive for a women employee/commuter to call out/respond if any instance of sexual misconduct happens? How do you think one should respond to a situation like this?
- Does the business have an explicit, well-publicized policy of zero tolerance towards gender-based violence and harassment? Is there a confidential complaint procedure?
- What are the initiatives taken to improve the safety of all workers, but specifically women and persons of minority genders, travelling to and from the workplace?

D) Proficiency in technical skills required for designing and implementing gender-responsive programs

- Does your department / organization have the technical skills for collecting and analyzing gender-disaggregated data?
 - a. If yes, what are these skills?
 - b. If no, how do you undertake gender-disaggregated data collection?
- What is the percentage of women employed in designing policies, frameworks, and transport infrastructure?
- Are you aware of gender-specific needs of women and persons of other genders for public transport and public spaces? Do you consult women, persons with disabilities, gender minorities, and NGOs/ CSOs working with these groups to ascertain gender-specific issues and constraints?

- Does your organization have a manual/guideline to advise on gender inclusion while planning, designing, constructing, maintaining streets, public transport infrastructure, parks, and play fields? If yes, could you please share the references?
- Does the organization employ data analytical tools for understanding the diverse needs of commuters? If yes, what tools are used?
- Is the staff provided technical training on gender mainstreaming? If yes, how many have been conducted in the last three years, what was the content?
- Do all employees undergo annual gender sensitization training that gives them an understanding of gender-specific issues, sexual misconduct at the workplace, and work-appropriate behavior and practices?
- How responsive are employees to the gender-sensitization training sessions? Do they believe they are important?

E) Gender-bias, gender-linked blind spots, attitudes towards women, girls, and persons of other genders, and mindsets

- Do you think existing public transport infrastructure caters to the needs of all genders? Do you think it needs to be modified to make it gender-responsive?
- How prevalent are the issues of harassment and safety of women in your city?
- What kind of behavior do you feel is the most problematic, causing unsafe situations for women and persons of other genders? What should change and how?
- In your opinion what are the reasons for women feeling unsafe in public transport and public spaces?
- Do you think the existing provisions for women's safety are enough? If not, what more needs to be done?
- In your opinion, would gender-diverse teams make any difference in providing gender-responsive public transport and public spaces to all?
- In your experience, have there been any differences in the skills which men and women deliver in the department? How challenging do you feel has this sector been for women? Why do you think that is so?

Table 19: *Benchmarking technical capacity and mindsets amongst staff at implementing agencies*

An indicative of list capacities to be assessed across different types of implementing agencies is given in Table 20.

Indicative list of capacities to be assessed

Stakeholder	Capacities to be assessed
<p>State transport department/ metropolitan transport authority or equivalent agency</p>	<ul style="list-style-type: none"> • Awareness on gender inequalities in mobility, differences in mobility needs of women and other minority genders. • Integration of gender specific needs in the policy and planning framework for all future projects and interventions. • Technical skills regarding collection and analysis of gender-disaggregated data. • Mindsets regarding integrating gender specific expectations and needs like safety while travelling/waiting at the bus shelters/metro stations/railway stations. • Specialized training for the grievance redressal cell or internal complaints committee (ICC) on prevention and management of sexual harassment.
<p>Urban or regional development authority</p>	<ul style="list-style-type: none"> • Awareness regarding gendered differences in use and access of public spaces. • Incorporation of gender as a perspective in spatial development plans, reports, and amenities. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment. • Sensitization regarding acceptance of gendered differences in access and use of public spaces and integration of specific gender-informed needs and expectations in the plans, projects, and amenities.
<p>Municipal corporation or district administration</p>	<ul style="list-style-type: none"> • Integration of gender-disaggregated concerns in all the projects/interventions' planning. • Knowledge and awareness regarding gender inequalities, gender injustice, relevant national and international policies aiming at gender mainstreaming, and gender mainstreaming practices. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
<p>Public works department / other road agencies</p>	<ul style="list-style-type: none"> • Awareness and knowledge of gender differences in mobility patterns and use/access to streets. • Integration of gender specific infrastructural needs like well-lit streets/roads, public toilets along the highways. • Specialized training for the grievance redressal cell or ICC on the prevention and management of sexual harassment.

Stakeholder	Capacities to be assessed
Regional transport office	<ul style="list-style-type: none"> • Capacity to collect and analyze gender disaggregated data with respect to driving licenses, vehicle registration. • Capacity to coordinate among various transport institutions for facilitating implementation of gender-responsive interventions. • Awareness levels regarding gender inequalities. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
Metro rail company	<ul style="list-style-type: none"> • Awareness on gendered differences in mobility patterns and needs of women and other minority genders. • Capacity to collect and analyze gender-disaggregated data with respect to percentage share of female travelers at various times of day/night. This can help in moving away from current peak-hour planning orientation. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
City transport undertaking, special purpose vehicles or operators	<ul style="list-style-type: none"> • Capacity to collect and analyze gendered data on smart mobility like street design, a public bike sharing system, and parking management. • Awareness levels regarding gendered differences in mobility patterns and needs of women and other minority genders. • Incorporation of gender as a perspective in business plans' development and interactions with the transport authority. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
Traffic police	<ul style="list-style-type: none"> • Capacity to handle a case of sexual harassment while on duty. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
Police	<ul style="list-style-type: none"> • Awareness levels regarding gender specific needs and concerns of women, girls, and other minority genders. • Capacity to collect and analyze data on safety through crime/complaint data. • Willingness to train and sensitize the workforce with respect to gender. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
Unions for para-transit drivers	<ul style="list-style-type: none"> • Awareness of gender specific mobility needs and safety concerns of women, girls, and other minority genders. • How to support relevant stakeholders in collection of gender-disaggregated data. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.

Stakeholder	Capacities to be assessed
Town vending committee	<ul style="list-style-type: none"> • Awareness levels on how perceptions of safety can be influenced by visibility of vendors on the streets. • Capacity to collect data on number of female/trans-street vendors in a city/UA. • Capacity to allocate vending zones to women and other minority genders. • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.
NGOs, CBOs, think tanks, research centers, experts	<ul style="list-style-type: none"> • Capacity to conduct research and collect primary data and analysis. • Capacity to conduct safety audits/satisfaction surveys etc. • Capacity to conduct training sessions focused on gender mainstreaming and sensitization. • Capacity to coordinate and establish a dialogue among various stakeholders. • Awareness level on gender inequalities, importance of gender mainstreaming, and relevant policy and planning frameworks.
Private organizations (private bus, ride hailing services)	<ul style="list-style-type: none"> • Ability to collect gender-disaggregated data through electronic ticketing machines/ applications for booking a ride. • Willingness to collaborate with CSOs and other relevant stakeholder organizations for collecting data. • Technical skills to operate / maintain technological interventions catering specifically to the safety needs of women, girls, or other minority genders (well-functioning and integrated SOS buttons, CCTV cameras). • Specialized training for the grievance redressal cell or ICC on prevention and management of sexual harassment.

Table 20: Indicative list of capacities to be assessed

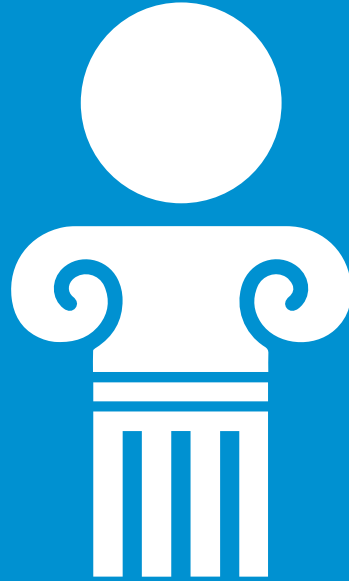
ENDNOTES

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HOW TO

STRENGTHEN PLANNING AND POLICIES

- Integrate a gender-lens in new and existing policies and plans
- Introduce gender exclusivity in decision making and key institutions



1. **Gender-inclusion begins at the planning and policy design stage.** As discussed in Volume 1 of this toolkit, there is a need to integrate a gender lens when planning infrastructure for urban transport systems and urban spaces right from the beginning to ensure an inclusive design. Moreover, inclusion also requires that new services be started which reduce access barriers for women and persons of minority genders seeking to access public transport and public spaces. This

necessitates a review and modification of existing policies, regulatory standards, and laws; introduction of new provisions; and a process to enshrine gender considerations in institutional frameworks. This 'how-to' guide provides a way forward in achieving this primarily by working on two elements: first, integrating a gender lens in new and existing policies and planning, and second, promoting gender inclusivity at key institutions, particularly in leadership and decision making.

Pillar 2 components

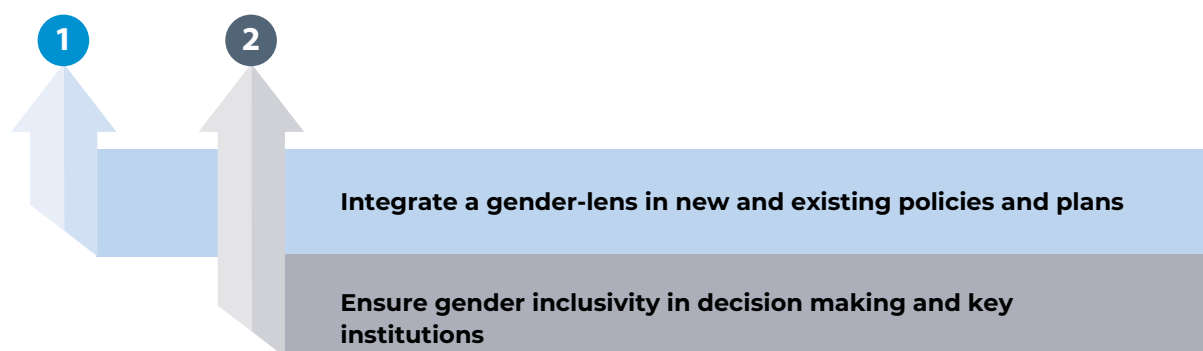


Figure 12: Pillar 2 - Components

Source: World Bank 2022.

(i) Integrate a gender-lens in new and existing policies and plans

Integrate gender elements when developing comprehensive mobility plans at the city level

Develop gender action plans with clear targets relating to women for outputs, outcomes, and impact indicators as part of the urban infrastructure projects

Frame specific policies addressed at gender mainstreaming transport services focusing on access, affordability, and enabling women's participation in the mobility sector workforce

2. Benchmarking to understand existing measures can take place during the on-ground assessment. As discussed earlier, during the on-ground baseline assessment, it is important to identify whether existing governance documents (policies, regulations, laws, and guidelines) adequately address gender concerns. Based on the checklists provided in figure 11, officials can benchmark how far these governance documents address concerns around safety and the integration of a gender-responsive design in urban mobility and in urban planning to identify key gaps

for policy action. In this section of the 'how-to' guide a few priority areas for policy action are discussed, which are likely to be important across Indian ULBs and public transport authorities.

3. Several countries, states, and cities have framed policies and enacted laws to ensure gender equality and to prevent and punish GBV in public spaces and public transport. These various acts aim to:

- Outline victims' rights and services, complaints processes, and duties of agencies.
- Prohibit gender discrimination and sexual harassment through penalties and imprisonment.
- Identify interventions to make the city and public transport inclusive and safe through training, introducing safety features, improving infrastructure, installing helplines, conducting awareness campaigns, and mandating gender auditing.
- Mandate a participative approach, periodic gender auditing, collection of gender disaggregated data, and increase in women's participation in the labor force.

The examples are given in Table 21.

Examples of global policies to ensure gender equality and preventing GBV

Law/Policy/Act	Location
State Policy on Women (2014)	Odisha, India
Draft State Policy on Transgender persons (2020)	Ministry of Social Justice and Welfare India
Prohibition of Women's Harassment Act (1998)	Tamil Nadu, India
Bawal Bastos Act/ Safe Spaces Act (2015; 2018)	Quezon City, and Manila City, Philippine
Seoul Metropolitan Government Framework Ordinance on Gender Equality (2015)	Seoul, South Korea

Law/Policy/Act	Location
Victims' Rights Act (2002)	New Zealand
Municipal Policy on Women Development (2018-2027)	Guatemala City, Guatemala
National Strategy on Combatting all forms of Violence Against Women and Children (2015-2020)	Cairo, Egypt
Protection from Harassment Act (POHA) (2014)	Singapore
Law no. 5742 (2016)	Buenos Aires, Argentina
Law no. 21153 (2019)	Chile
Amiga ya no estás Sola (Friend, You Are Not Alone Policy (2017)	Ecuador
TfL's Women Action Plan and Gender Equality Scheme (2004)	London, UK
Plan for Gender Justice (2016-2020)	Barcelona, Spain
Gender Advisory Services Technical Cooperation Program (2016-2020) (2021-2025)	Cairo, Egypt

Table 21: Examples of global policies to ensure gender equality and preventing GBV

A few policy recommendations in response to emerging issues in transport and urban planning in India are available in

4. Integrating gender elements when developing comprehensive mobility plans at the city level.

The Government of India encourages cities to develop long-term comprehensive mobility plans (CMPs) and MoHUA (erstwhile Ministry of Urban Development) has also provided city authorities with a toolkit for preparing a CMP (IUT 2014).¹ The toolkit outlines six

major tasks to develop a CMP: i) defining the scope of the CMP; ii) data collection and analysis of the existing urban transport environment; iii) developing a business-as-usual scenario; iv) development of sustainable urban transport scenarios; v) development of an urban mobility plan; and vi) preparation of the implementation program. Cities can integrate gender concerns while undertaking each of these tasks. The key actions for integrating gender concerns in tasks 1-6 while formulating a CMP are given in Table 22.

Integrating gender concerns while formulating a comprehensive mobility plan

Task	Guidance as per MoHUA's toolkit	Recommendations for integration of gender concerns
<p>Task 1: Defining the scope of the CMP</p>	<p>1.1 The consultant must prepare an inception report clearly indicating the following details: planning area, planning horizon, work plan, and vision.</p> <p>1.2 The planning area should cover the urban agglomeration or metropolitan area, or city region as identified in the master plan/ regional plan.</p> <p>1.3 A vision statement for the direction of the city's transport system should be based on a diagnosis of the current public transport, mobility, and urban transport environment and the future urban growth scenario.</p> <p>1.4 Relevant stakeholders should be consulted at all stages of the preparation of CMP.</p>	<ul style="list-style-type: none"> • The consultant could map the sex ratio (age-wise) of the population in the planning area. • The vision statement could clearly specify the city's goal of providing gender-responsive public transport and urban spaces. • The consultant could ensure that at least 30%-40% of the stakeholders consulted during the CMP preparing are women and persons of minority genders. • The consultant could devise a plan for gender-disaggregated data collection.
<p>Task 2: Data collection and an analysis of the existing urban transport and environment</p>	<p>The consultant must:</p> <p>2.1 review the city's profile;</p> <p>2.2 delineation of traffic analysis zones;</p> <p>2.3 review land-use patterns;</p> <p>2.4 review the existing transport system;</p> <p>2.5 study existing travel behavior;</p> <p>2.6 review of energy and environment;</p> <p>2.7 service level benchmarks;</p> <p>2.8 analysis and indicators (comparison with benchmarks);</p>	<ul style="list-style-type: none"> • The consultant could map women's socioeconomic status and employment patterns. • A review of existing transport systems could utilize gender-disaggregated data as far as possible and present results, especially on occupancy, mobility patterns, and safety separately for men, women, and persons of minority genders. • Household and individual surveys for studying existing travel behavior should collect gender-disaggregated data and present results and preferences of men, women, and persons of minority genders separately. At least 50% of the respondents for the individual surveys should be women and persons of minority genders. • Final indicators could present gender-disaggregated results as far as possible, especially on mobility and accessibility.

Task	Guidance as per MoHUA's toolkit	Recommendations for integration of gender concerns
Task 3: Development of a business as usual (BAU) scenario	3.1 Framework for scenarios 3.2 Socioeconomic projections; 3.3 Land use transitions; 3.4 Transport demand analysis; 3.5 Technology transitions; 3.6 Carbon-dioxide emissions and air quality; 3.7 Analysis and indicators (comparison with benchmarks).	<ul style="list-style-type: none"> Demographic and employment projections undertaken could be based on gender-disaggregated data and present results for men, women, and persons of minority genders separately. Transport demand analysis projections could be based on gender-disaggregated data and present results for men, women, and persons of minority genders separately.
Task 4: Development of sustainable urban transport scenarios	4.1 Framework for scenario; 4.2 Strategies for sustainable urban transport scenario; 4.3 Transport demand analysis of alternative strategies for sustainable urban transport; 4.4 Technology transitions under a low carbon scenario; 4.5 Carbon-dioxide emissions and air quality; 4.6 Analysis and indicators (comparison with benchmarks).	<ul style="list-style-type: none"> Strategies for sustainable urban public transport could incorporate gender concerns like safety and varied mobility patterns. Transport demand analysis projections could be based on gender-disaggregated data and present results for men, women, and persons of minority genders separately.
Task 5: Development of the urban mobility plan	5.1 Integrated land use and urban mobility plan; 5.2 Formulation of the public transport improvement plan; 5.3 Preparation of the road network development plan; 5.4 Preparation of NMT facility improvement plan; 5.5 Freight movement plan; 5.6 Mobility management measures; 5.7 Development of fiscal measures; 5.8 Mobility improvement measures and the National Urban Transport Policy's (NUTP) objectives.	<ul style="list-style-type: none"> The land-use and urban mobility plan could incorporate gender considerations to strengthen first and last mile connectivity, promote smooth interchange between different public transport modes, and maximize safety of women and persons of minority genders. Improvements could be identified in the level of service considering concerns of men, women, and persons of minority genders. The NMT improvement plan could focus on concerns of women and persons of minority genders, especially for walking and cycling infrastructure. Fiscal measures devised could provide incentives to women and persons of minority genders for using public transport.

Task	Guidance as per MoHUA's toolkit	Recommendations for integration of gender concerns
Task 6: Preparation of the implementation program	6.1 Preparation of implementation programs; 6.2 Identification and prioritization of projects; 6.3 Funding of projects; 6.4 Monitoring of CMP's implementation.	<ul style="list-style-type: none"> • Priority projects and interventions selected for implementation could consist of gender elements and include separate gender-responsiveness targets. • A separate set of indicators could be devised to track both the status and impact of gender-responsiveness targets across the selected projects and interventions.

Table 22: Integrating gender concerns while formulating a comprehensive mobility plan

5. Developing Gender Action Plans as an integral part of plans at the city level. Over and above the integration of gender elements in the CMPs, city officials can formulate dedicated gender action plans (GAPs) with clear outputs, outcomes, and impact indicators to measure progress. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) defines a GAP as: "A GAP is an integrated planning tool to include gender equality within a project, program and policy. It is based on detailed

analyses, which identify key gender inequalities and constraints that the project, program and policy should aim to improve" (SUTP 2018).² Table 23 shows the elements of a sample GAP with a checklist for each section to accompany the CMP. The consultant appointed for preparing a CMP could be required to also prepare a GAP, or a separate gender expert could be appointed for this task.



Key elements of a Gender Action Plan and checklist – sample

Elements of the GAP	Checklist
<p>1. Socio-economic profile of planning area</p>	<ul style="list-style-type: none"> • What is the demographic profile of the planning area? – sex ratio, gender-disaggregated age distribution, proportion of female headed households. • What is the employment profile disaggregated by gender? • What is the income profile of individuals and households disaggregated by gender? • What livelihood opportunities exist for women and persons of minority genders, and how can the project maximize the social and economic benefits of improved transport connectivity for these groups? • Have beneficiaries, clients, and stakeholders of all genders been identified in the planning area? • Has baseline data been collected and analyzed on gender relations, roles, and identities within the planning area?
<p>2. Gender and age disaggregated analysis of travel patterns</p>	<ul style="list-style-type: none"> • What are the diverse needs and priorities of women and men transport users? • What are the transport patterns of different groups? That is, what types of journeys do different groups of women, men, and persons of minority genders make? For what purpose and how? This should also be disaggregated by age groups. • What gender and age-related barriers exist in accessing transport infrastructure or services? • What are the relative costs of travel (in time, effort, money, and lost opportunities) for persons of different genders? • Is gender-disaggregated baseline data collected regularly and used to assess travel patterns by public transport agencies?
<p>3. Plan to improve safety for women and persons of minority genders:</p> <p>a. Policy / regulatory / legal measures</p> <p>b. Infrastructure changes</p> <p>c. Services for enhancing safety</p>	<ul style="list-style-type: none"> • Have all stages of a public transport journey been assessed (first mile / at station / in-vehicle / last mile) to maximize safety for women and persons of minority genders? • Is there a mechanism in place to collect data on sexual harassment complaints and track their processing? • Are safety audit SOPs in place for public transport / public spaces?

Elements of the GAP	Checklist
<p>4. Plan to introduce gender-responsive urban transport services:</p> <ul style="list-style-type: none"> a. Public transport b. Non-Motorized Transport c. Intermediate public transport 	<ul style="list-style-type: none"> • Have consultations been held with women’s groups, groups representing persons of minority genders, and transport authorities for formulating this plan? • Have physical design features that can specifically benefit women / persons of minority genders been included? • Have the transport services been evaluated for safety and gender responsiveness?
<p>5. Plan to introduce gender-responsive policies / regulations / laws for public transport and public spaces:</p> <ul style="list-style-type: none"> a. Fare-based policies b. Gender-responsive standard setting for infrastructure design c. Gender-responsive audit requirements for public transport and open public spaces d. Greater participation of women in decision-making and in the design and management process e. Ensuring safety of women in public transport and public spaces 	<ul style="list-style-type: none"> • Have international best practices been studied? • Does the plan estimate the financial cost / investment requirements of proposed projects / interventions? Are sources of financing proposed? • Does the plan include recommendations on institutional mechanisms? Does it identify government agencies / private sector institutions / non-governmental organizations / academic institutions or other organizations which can support its implementation? • Does it indicate the policy changes to be introduced? • Is there gender balance in the organization?
<p>6. Plan to introduce gender-responsive urban planning and design:</p> <ul style="list-style-type: none"> a. Guidelines for urban planning / design b. Gender-inclusive audits of public spaces 	

Elements of the GAP	Checklist
<p>7. Training plan:</p> <ul style="list-style-type: none"> a. Public transport authorities b. Urban local bodies c. Police department d. Other relevant government / private agencies 	<ul style="list-style-type: none"> • Have the specific needs for gender sensitization training been identified? • Have the specific areas for technical training been identified? • Has a training plan been drawn with clear measurable outcomes?
<p>8. Implementation plan:</p> <ul style="list-style-type: none"> a. Outputs / outcomes / impact indicators b. Institutional responsibility matrix c. Timelines and deliverables d. Monitoring mechanisms e. Impact evaluation framework 	<ul style="list-style-type: none"> • What are the specific gender-responsive outputs / outcomes and impact indicators that have been identified and integrated in the CMP? • What is the plan for gender-disaggregated data collection to track the indicators? • Are separate monitoring mechanisms required (besides those in place for monitoring the CMP)? • What are the mechanisms in place to track the gender-disaggregated impact of the projects prioritized in the CMP?

Table 23: Key elements of a Gender Action Plan and checklist – sample

Sources: SUTP 2018; World Bank 2022.



Photo: Gerald Ollivier/World Bank

Case study	Jiangxi Ji'an Sustainable Urban Transport Project (ADB 2012)³
City	Ji'an, People's Republic of China
Year	2015-2022
Overview	<ul style="list-style-type: none"> • The project is being financed by the Asian Development Bank (ADB) and executed by the Ji'an municipal government. • To make the public transport system more inclusive – a gender analysis and community consultations were conducted as part of the project's social impact analysis. The project has also been designed in accordance with the Asian ADB Effective Gender Mainstreaming (EGM) categorization. • The features of GAP include: <ul style="list-style-type: none"> – ensuring women's equitable participation in project-related public consultations. – incorporating gender-responsive design in urban transport infrastructure. – promoting increased employment opportunities for women. – building institutional capacity for gender mainstreaming.

Features of the Gender Action Plan

Output 1: public transport	<ul style="list-style-type: none"> • Targets: <ul style="list-style-type: none"> – Priority seating for people with special needs. – Installation of help buttons and security cameras on buses and at stations. – Well-lit buses and bus stations. – Employment of at least 20% local women in unskilled construction jobs and as drivers on public transport and 50% for ticketing, fare collection, and administration work. – Re-employment of female bus drivers from bus routes which are replaced by the bus rapid transport (BRT) system. – Equal pay for work of equal value for all BRT jobs. • Responsibility: Executing agency, design institute, contractors, municipal bus company, and All China Women's Federation (ACWF).
Output 2: Yudai River Rehabilitation and greenway	<ul style="list-style-type: none"> • Targets: <ul style="list-style-type: none"> – Employment of at least 20% women in unskilled local construction jobs at equal pay for work of equal value and 50% in greenery maintenance and landscaping jobs. – Well-lit paths around and within the greenway after dark. – Separate male/female toilets in the greenway. • Responsibility: Executing agency, design institute, contractors, municipal bus company, and ACWF.

Case study	Jiangxi Ji'an Sustainable Urban Transport Project (ADB 2012) ⁶
Output 3: Traffic management and urban roads	<ul style="list-style-type: none"> • Targets: <ul style="list-style-type: none"> – Employment of at least 20% women in unskilled local road construction jobs at equal pay for work of equal value. – Ensure accessible and safe pedestrian walkways along access roads and crossings with sufficient roadside lighting. – Road safety training and awareness building programs – ensure that at least 50% participants are local women. • Responsibility: Executing agency, design institute, contractors, municipal bus company, and ACWF.
Output 4: Institutional strengthening and capacity building	<ul style="list-style-type: none"> • Targets: <ul style="list-style-type: none"> – Recruitment of gender consultants to support GAP's implementation. – Appointment of a project staff responsible for gender mainstreaming and GAP implementation and reporting. – GAP orientation/training of key staff. – Training for bus drivers and conductors on women's safety needs. • Responsibility: Executing agency and municipal bus company.
Monitoring and Evaluation	<ul style="list-style-type: none"> • Gender specialist consultants will work with the program monitoring office and implementing agency staff to develop a detailed implementation and monitoring plan for gender activities. • They will also provide guidance in drafting first gender plan implementation progress report and review the subsequent reports prepared by the implementing agencies.
Application in Indian cities	Creating a GAP for any infrastructure project helps in gender mainstreaming and tracking gender related quantitative targets.

Case study 12: Jiangxi Ji'an Sustainable Urban Transport Project

6. **Policies may be modified to boost ridership and reduce the cost of travel for women.** State governments, city authorities, and public transport authorities can choose between a wide variety of policies to reduce the 'pink

tax' and incentivize women to choose public transport and reduce their cost of travel. This applies without being limited to fare policies. Essentially, the choice is between four types of fare policies, with an increasing degree of incentives (Figure 13).

Types of fare policies

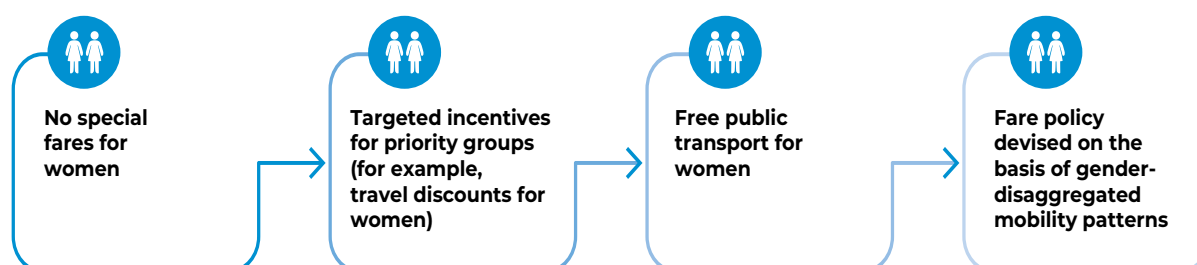


Figure 13: Types of fare policies

Source: World Bank 2022.

Types of fare policies

Fare Policies	No special fares	Targeted incentives for priority groups	Free public transport for priority groups	Gender-responsive fare policy
<p>Description</p>	<p>Same fare is charged for all persons; may include discounts for long-distance travel, mode-interchange fees, and higher peak-time pricing.</p>	<p>Discounted fares for special groups such as women and senior citizens includes offering special travel passes.</p>	<p>No charge for public transport use for women.</p>	<p>Fare policy is modified to bridge the gap between men, women, and persons of minority genders. A new fare policy is devised based on gender-disaggregated mobility patterns. This can be uniformly applied to all users or may include targeted incentives / free public transport to priority groups. Some of the elements of such a policy include:</p> <ul style="list-style-type: none"> • Distance based fare, regardless of transfers. • No mode interchange penalties. • Integrated fares across modes. • Time-based fares (peak / off-peak). • Offering discounts on specific routes more frequented by women.
<p>Implications for women</p>	<ul style="list-style-type: none"> • Tends to levy 'pink tax' on women as they generally trip-chain, travel shorter distances, and change modes often. • Has been found to result in high cost of travel for women vs. men in several cities. 	<ul style="list-style-type: none"> • Increases affordability. • Increases social equity within the public transport system. • Presence of higher number of women is likely to increase safety. • Off-peak travel discounts benefit women who travel for mobility of care (alternatively increase in off-peak services may be a higher priority). 		<ul style="list-style-type: none"> • Likely to benefit a wider set of users, not only women. • Reduces the effective gap between fares paid by men and women.

Fare Policies	No special fares	Targeted incentives for priority groups	Free public transport for priority groups	Gender-responsive fare policy
Financial implications	Higher percentage of costs are borne by public transport users. Most financially viable option for the public transport authority.	<ul style="list-style-type: none"> Revenue shortfall expected in the short- to medium-term, until number of users from priority increases sufficiently to bridge the loss in revenue owing to lower prices. Revenue shortfall accruing to the public transport authority needs to be assessed – it can be borne by the city authority or state government. Based on a cost-benefit analysis, incentives can be targeted, so that they are offered to smaller sub-groups, for example, women below certain income thresholds or only to elderly women / girl students or restricted to specific modes (for example, only on buses). 	Revenue shortfall is likely to be long-term and higher than in the case of travel discounts, may thus need to be borne by the state government. Alternative analysis for use of same resources to address mobility gaps is recommended.	<ul style="list-style-type: none"> Revenue shortfall is likely in the medium- to long-term. While it is likely to be lower than in the case of free travel, it would be higher than the targeted incentives option, as some male users may also benefit from the changes in the fare policy. Once estimated, the revenue shortfall can be borne by the state government or city authority. Likely to be costlier to implement than targeted incentives but with a better impact. Cost – benefit analysis is required to understand if this is a preferred option over travel discounts for priority groups.

Table 24: Types of fare policies

The following steps are recommended for arriving at a gender-responsive fare policy:

Step 1: Undertake user and household surveys to analyze travel patterns and estimate fare differentials paid by men, women, and persons of minority genders. Baseline data must be collected to ascertain whether prevailing fare policies are discriminatory and estimate the quantum of cost burden on women. The

guidance to understand gender differences in mobility patterns and collect data by undertaking surveys has been provided in the section - Identify gaps in institutional capacity and assess prevailing mindsets to deliver gender-responsive programs - on page 94.

Step 2: Undertake a cost-benefit analysis of the several types of fare policies that can be implemented.

To choose the optimal fare policy, state governments, city authorities, or public transport agencies should compare the expected loss in revenue in the short-term with the increase in users from priority groups, and therefore expected increase in revenue as well as social, economic, and environmental benefits in the medium to long run. Resources for conducting financial and economic cost-benefit analyzes are provided in

Based on the results of the cost-benefit analysis and mobility objectives of the authorities, the most suitable fare policy can be chosen. Subsequently, a plan for effective implementation of the policy can be devised. City authorities and public transport providers should undertake regular monitoring and evaluation of the fare policy implemented in the city. The progress and impact of the policy can then be assessed against the performance monitoring indicators.

Step 3: Design implementation and monitoring plan for the selected fare policy.

Case study	Free Travel by Public Buses for Women (Choudhury 2019; Goswami 2021) ^{5,6}
City	Delhi
Year	2019
Overview	<ul style="list-style-type: none"> • The Delhi state government launched free transport for female passengers in Delhi Transport Corporation (DTC) and cluster buses. • The objective of the scheme is to improve the safety of women in Delhi and accelerate the role of women in Delhi’s economy by improving their physical mobility.
How it works	<ul style="list-style-type: none"> • A special pink-colored single-journey ticket will be issued for women indicating it is free of cost. • The tickets will have a face value of INR 10 and the state government will then reimburse the transporters based on the number of such tickets issued. • The scheme is an opt-in scheme. Women who can afford to pay for their tickets can choose to do so. • An increase in ridership will be dealt with by a significant expansion of the number of buses in the network.
Outcomes	<ul style="list-style-type: none"> • Between March and August 2021, at least 76% of over 2 million bus journeys were using the special pink tickets. • In March 2021, the percentage of women passengers was high at 80%.
Application in other Indian cities	Following Delhi, other Indian states like Punjab and Tamil Nadu have also provided free travel for women in public buses. An analysis of whether affordability is the biggest issue women face in using public transport must be done and funds must be allocated accordingly. Financial sustainability is another aspect to keep in mind while rolling out free travel programs in cities.

Case study 13: Free travel on public buses for women - Delhi

Case study	Integrated Fare System (SUSA 2017, 2019) ^{7,8}
City	Seoul
Year	2004
Overview	<ul style="list-style-type: none"> • The integrated fare system was introduced with the aim of reducing the costs of multi-transfer journeys by ensuring that the integrated fare is lower than the sum of the basic fares for all modes used. • It makes use of distance-based rates and charges passengers based on the combined distance travelled on any mode of public transport. • The basic fare covers a total distance of up to 10 kilometers and allows passengers to make up to five transfers without paying an extra fee. A 100 Korean won surcharge is imposed for every 5 kilometers after the first 10 kilometers. • The system decreases the average public transportation fare by 30%.
T-Money (How it works)	<ul style="list-style-type: none"> • Since cash payments are not eligible for integrated fare discounts, T-Money - Seoul's proprietary public transport payment card – is used to facilitate the integrated fare system. • The card consists of a RF (radio frequency) chip and a RF antenna which are embedded for close range RF with the card reader. This ensures the transfer of information such as: <ul style="list-style-type: none"> – Boarding: The location and time information is received through global service providers to be stored with the fare information on the terminal (card reader). – Deboarding: The location and time of deboarding is stored on the card reader and the time of deboarding is recorded on the card. – Transfer: The deboarding time recorded on the card is reviewed to apply a discounted fare for transfers made within 30 minutes. – Subway station: The operation information and boarding/ deboarding information are collected from the subway station terminal and transmitted to the aggregation personal computer (PC). – Garage: The operation information and boarding/deboarding information are transmitted from the bus card reader to the aggregation PC. • The information is also used for comprehensive operation and management and for conducting an analysis of public transport services and usage. • T-Money is available as a stand-alone card, an add-on to credit/debit cards, or even as a subscriber identification module (SIM) for mobile devices.
Application for Indian cities	<p>An AFCS system can be introduced in the city via different models like SaaS, BOT, and outright purchase. Introduction of an integrated fare collection will help save money otherwise lost due to chaining. With smart cards that can be recharged even with cash, the issues with lack of smartphones/ connectivity/internet banking can be mitigated.</p>

Case study 14: *Integrated fare system - Seoul*

7. Incentive-based policies may be brought in by state governments to enable women’s workforce participation in the mobility sector. State governments can devise incentive-based mechanisms to reduce the financial barriers for participation of women and persons of minority genders in the mobility sector. These can take the following forms:

Type of incentive	Example
1. Upfront capital support	Capital expenditure involved in purchasing a vehicle can be covered under the incentives.
2. Cash support for trainings	Women and persons of minority genders enrolled in accredited driving training institutes can receive cash support to pursue driver training.
3. Financial incentives for employers	Employers could receive tax-incentives / subsidies / financial support for providing parental or menstrual leave or for hard / soft interventions to improve working conditions for women and persons of minority genders, for example, setting toilets, rest areas, and creche facilities.
4. Preferential procurement	Government agencies can undertake preferential procurement from women-owned businesses.
5. Financial incentives for community-based organizations	Community based organizations raising awareness / providing training/ mobilizing women and persons of minority genders for working in the mobility sector could be provided financial incentives per person.

To choose between alternate incentives, a cost-benefit analysis should be undertaken so that the value of public investments can be maximized. Resources for conducting financial and economic cost-benefit analyzes are provided in .

Case study	Reservations in auto driving permits for women (PTI 2021) ⁹
City	New Delhi
Year	2021
Overview	<ul style="list-style-type: none"> • Presently, there is a cap of 100,000 on the number of auto-rickshaws plying in the national capital. • The Delhi government is focusing on adoption of electric three-wheelers, e-autos, e-rickshaws, and e-carts under its electric vehicle policy. • The transport department has so far issued over 95,000 permits and of the remaining reserved more than 4,200 for e-autos in a bid to encourage adoption of electric vehicles for combating air pollution. • Out of over 4,200 permits for e-autos, 35% have been reserved for women.

Case study 15: Reservations in auto driving permits

(ii) Ensure gender inclusivity in decision making and key institutions

Implementing agencies to adopt strategies for diversity and inclusion across the talent pipeline to enhance women’s representation, particularly at leadership and decision making levels

Ensure opportunities for career advancement for women and persons of minority genders, including training and skill development

Establish and strengthen institutional mechanisms to guide and monitor implementation of D&I initiatives, grievance redressal, and gender action plans

8. Public transport authorities, urban local bodies, and even state governments could increase the representation of women and diverse social groups in staff and decision making. The first step is to assess the ground situation and benchmarking to ascertain the current representation of women across different departments and job roles. Following this, strategies for diversity and inclusion (D&I) can be adopted across the ‘talent pipeline,’ that is, from entry level through to middle and senior management and top leadership so that they do not just focus on attracting more women, but also support career development and retention. A sample checklist for the implementation of these strategies is presented in Table 25. Numerical targets in this checklist can be tailored to the local context.

Sample checklist for implementations of diversity and inclusion

Areas of improvement	Implementation checklist	Relevance for		
		Entry	Middle to senior	Leadership and decision making
Human resource policies and practices	Diversity and inclusion goals of the public transport authority / urban local body are communicated to prospective candidates.	✓	✓	✓
	At least 50% of the candidates interviewed are women or persons of minority genders.	✓	✓	✓
	At least 30% of the recruits for each job role are women or persons of minority genders.	✓	✓	✓
	At least one anonymous survey conducted quarterly amongst women staff to understand prevalence of sexual harassment.	✓	✓	✓
	At least one dedicated D&I officer is present in the human resources team.	✓	✓	✓

Areas of improvement	Implementation checklist	Relevance for		
		Entry	Middle to senior	Leadership and decision making
	A gender audit dashboard is updated regularly showing the proportion of women in each department, across job roles, and seniority levels.	✓	✓	✓
	All female employees are paid six-month maternity leave, in compliance with the Maternity Act (Amendment), 2017.	✓	✓	✓
	The company has established creche facilities in compliance with the Maternity Act (Amendment), 2017.	✓	✓	✓
	The company offers 12 days care work leave to all employees.	✓	✓	✓
	All job-adverts carry the line 'women encouraged to apply.'	✓	✓	✓
	Guidelines have been formulated directing the inclusion of women and persons of minority genders in decision making bodies for public transport and urban planning.			✓
	A gender audit is conducted for each high-level committee / short or long-term commission / other decision-making bodies annually, to ensure at least 30% representation of women and persons of other genders.			✓
Attraction of talent	Women leaders from the organization sent for pre-placement presentations.	✓		
	At least 10% colleges approached during recruitment are non-engineering.	✓		
	Include positions for subject matter experts for gender-responsive urban and public transport planning.		✓	✓

Areas of improvement	Implementation checklist	Relevance for		
		Entry	Middle to senior	Leadership and decision making
Recruitment	Engineering colleges with a higher proportion of female students preferred for recruitment.	✓		
	At least one woman forms part of each interview panel.	✓	✓	✓
	Hiring trends across seniority levels are measured to ensure increasing gender diversity in recruitment year-on-year.	✓	✓	✓
	At least two surveys conducted annually amongst employees with gender-disaggregated results on key barriers to growth and professional development.	✓	✓	✓
	If senior management roles cannot be filled by internal women candidates, lateral hiring of women is done from other organizations to meet the target.		✓	
Retention	At least 50% of the persons selected for training programs are women or persons of minority genders.	✓	✓	✓
Career advancement	At least one women-only training program is held annually based on gap areas identified by women managers in the survey.	✓	✓	✓
	Gender audit is conducted after promotions cycle, especially in mid-management bands.	✓	✓	✓
	At least 30% of those promoted in each cycle are women.	✓	✓	✓
	Diversity parameters are defined to track progress.	✓	✓	✓
	At least three upskilling and reskilling programs are launched annually to enable women and persons of minority genders to switch to growing departments (for example, women working in the HR department).	✓	✓	✓

Table 25: Sample checklist for implementations of diversity and inclusion

The gender disaggregated metrics mentioned in the implementation checklist above can be displayed in an internal gender audit dashboard which is updated

in real time and also reported in the annual report prepared by the public transport authority / urban local body.

Case study	Action on Equality: Transport for London's (TfL) commitments to 2020 (TfL 2020) ¹⁰
City	London, United Kingdom
Year	2016-2020
Overview	<ul style="list-style-type: none"> • Action on Equality is a set of principles and commitments being implemented by Transport for London for promoting equality among customers, staff, and stakeholders in compliance with the Equality Act, 2010. • Of the 11 principles of equality, three principles focus on workforce diversity, supporting employees, and fostering an inclusive culture: <ul style="list-style-type: none"> – Ensuring workforce diversity: Achieve a workforce which is reflective and representative of the diversity of London. Action on Equality: TfL's commitments to 2020. – Supporting current and future employees: Ensure that all future and current employees are supported to make the most of their skills and talents. – Engaging staff and promoting an inclusive culture: Create a more inclusive culture where all staff feel engaged. – Motivating business partners: Encourage more partner organizations to have diversity as a core value.
Workplace diversity measures	<ul style="list-style-type: none"> • 51% of the population of London is women and 45% of economically active Londoners are women whereas just under 24% of the TfL workforce is women. The Action for Equality agenda recognizes that a more diverse workforce necessitates an increase in both the diversity of the 'talent pipeline' and of senior managers. Some of the measures being implemented are: <ul style="list-style-type: none"> – Deliver an industry-wide schools engagement program which will encourage young people to consider a career in the transport industry and TfL. – Increase the diversity of candidates accepted to graduate and apprenticeship schemes through targeted advertising; attending specific skills events; using current graduates and apprentices as ambassadors; and their profiles to encourage further applications. – Use a range of platforms including science, technology, engineering, and mathematics (STEM) graduates to promote schemes and review all successful platforms annually.

Case study	Contd.
	<ul style="list-style-type: none"> – Promote and reinforce social and business cases for increasing the diversity of the workforce by raising awareness across all levels of staff through communications and training. – Provide development opportunities for middle managers, including the Springboard Women’s development program, peer-to peer coaching, and Black, Asian and Minority Ethnic (BAME) mentoring circles, and constantly look to identify possible areas for improvements. • Progress will be measured using the following indicators: <ul style="list-style-type: none"> – An increase in the current percentage of women (23.7 %), BAME (27.3 %), and disabled staff (2.13 %) among the total workforce. – An increase in the percentage of women (25.2 %), BAME (9.7 %), and disabled staff (1.78 %) among the senior workforce. – An increase in the percentage of women (29 %), BAME (43 %), and disabled people (2%) who apply for the TfL graduate schemes. – An increase in the percentage of women (17%), BAME (41 %), and disabled people (2%) who apply for the TfL apprenticeship schemes.
Application in Indian cities	<p>While cities may have overall policies for women’s empowerment, it would be useful for the transport authorities, through a UMTA, if in place, to have a common long-term action plan with measurable indicators to make transport infrastructure and services safer and more inclusive.</p>

Case study 16: *Good practice – Action on Equality, TfL*

9. Establish a dedicated team to implement D&I initiatives. At this stage, leadership from the public transport authority also needs to decide whether an in-house team should implement these initiatives or if D&I experts (firm / individual depending on the interventions selected) are to be contracted for implementation. Implementing agencies can also choose a combination of internal and external experts. A dedicated

D&I team may be required for bringing institutional changes within the public transport authority / urban local body / other implementing agency. The benefits and drawback of an internal D&I team vs. experts are given in Table 26 and should be kept in mind when constituting an implementation team. provides sample terms of reference for a D&I expert.

In-house vs external D&I team

	Establish in-house D&I team	Appoint external D&I experts
Benefits	<ul style="list-style-type: none"> • Aware of work culture. • Aware of legacy issues. • Can tailor D&I interventions to the requirements of the authority. 	<ul style="list-style-type: none"> • Subject matter experts with industry knowledge. • Can suggest innovative solutions that have proven to be successful.
Drawbacks	<ul style="list-style-type: none"> • May be unaware of market trends and industry standards. • May require considerable skill training for effectively implementing initiatives, 	<ul style="list-style-type: none"> • May not have experience working with government agencies. • May be priced at a premium.

Table 26: *In-house vs external D&I team*

10. Establish a Gender Advisory Committee to monitor GAP implementation. A gender advisory committee (GAC) can be constituted within UMTA to review each stage of the CMP process, transportation projects, policies, and programs, monitor implementation, evaluate impact, and implement a capacity building program from a gendered lens. This GAC can be supported by a dedicated team established for program implementation to monitor GAP’s implementation.

11. Establish internal institutional structures for grievance redressal for sexual harassment and ensure representation of women and persons of minority genders. The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (PoSH Act) applies to all workplaces, for example, municipal corporations, transport authorities, and metro rail. The act makes it mandatory for all workplaces with over 10 employees to establish an internal complaints committee (ICC) including at least one woman and one external member and specifies a clear process to handle sexual harassment complaints. Public transport authorities, urban local bodies, and implementing agencies

should constitute an ICC and register it with the department of women and child development at the state government level. provides a checklist of key compliances required under the POSH Act and additional resources. Implementing agencies can consider contracting legal and policy experts to ensure complete compliance with the provisions of the PoSH Act.

12. Strengthen grievance redressal cells to fast-track sexual harassment complaints by commuters and users of public spaces, ensuring representation of women and persons of minority genders. As discussed earlier, implementing a gender-responsive urban mobility and public spaces program requires advisors on prevention of sexual harassment to form a core part of the implementation team. In addition, public transport authorities / urban local bodies could enhance the capacity of existing grievance redressal cells, or also constitute a dedicated grievance redressal cell to fast-track processing sexual harassment complaints. The suggested functions of the cell, organogram, and key indicators to monitor its performance are given in Table 27.

Grievance redressal cell

1. Suggested functions

- Registering complaints of sexual harassment.
- Maintaining a database of sexual harassment complaints – clearly marking the following details:
 - Location of the incident.
 - Leg of the journey where the incident occurred (first mile/ at station / in-vehicle/ last-mile).
 - Details of the complainant.
 - Details of the accused.
 - How the complaint was reported (telephonic / text / WhatsApp / online / in-person).
 - Processing time.
 - End-result – case resolved / withdrawn / accused punished.
- Liaising with police authorities on behalf of ULB / PTA for investigation.
- Formulating and regularly updating SOPs on how to handle sexual harassment complaints for ULBs / PTAs, including:
 - Define and detail key steps in the process – reporting/processing/resolution.
 - Fix clear timelines for each process from the PTA / ULB side.
 - Fix institutional responsibility for each process, clearly differentiating internal responsibility and responsibility of external stakeholders (police, legal, witnesses, and bystanders).
 - Provide clear SOPs for bystanders and witnesses.
 - Institute clear no-pay loss policy for all PTA / ULB staff, that is, they will not lose pay if they appear as witnesses in a sexual harassment case and provide legal support if required.
- Conducting an analysis of revealed preferences as well as a qualitative study to determine the type of reporting mechanisms that women and persons of minority genders in specific locations would be comfortable using.
- Creating agile, simple, visible, yet confidential reporting mechanisms to suit the needs of the beneficiaries such as mobile apps, telephonic helplines, SMS based reporting through feature phone, an electronic kiosk, and an in-person emergency helpdesk.
- Managing complaints made via helplines / mobile applications / in-person.
- Coordinating across departments and agencies to ensure timely redressal of complaints as per timelines specified and agreed in the SOPs.
- Others, as necessary based on the specific situation at the PTA / ULB / implementing agency.

2. Suggested organogram



3. Suggested KPIs

- Number of complaints received per month (mode-wise).
- Percentage of cases referred to the right services.
- Percentage of complaints processed (mode-wise) (for example, were complaints received via text or WhatsApp processed faster than those received via telephone?)
- Proportion of complaints withdrawn (% of total received).
- Proportion of complaints dismissed by police / legal teams (% of total received).
- Proportion of complaints resolved in favor of the complainant (% of total reaching the courts / police).
- Proportion of complaints resolved in favor of the accused (% of total reaching the courts / police).

Table 27: *Grievance redressal cell*

Case study	'Bharosa' - Support Centre for Women & Children (Hyderabad City Police 2022; Women Safety Wing 2022)^{11,12}
City	Hyderabad, India
Year	2016
Overview	<ul style="list-style-type: none"> • The support center was set up to provide integrated assistance through police, medical, legal, and prosecution services along with psycho-therapeutic counselling apart from relief and rehabilitation for women facing physical, sexual, emotional, psychological, and economic abuse in private and public spaces. • A 24/7 helpline run by the police department with number 100 takes the calls related to women's cases and directs these calls to the 'Bharosa' support center where each case is received and directed to the concerned service experts. • Supporting Institutions: <ul style="list-style-type: none"> – Department of Women and Child Welfare, Telangana – Judiciary – Department of Health & Family Welfare, Telangana – United Nations Development Program – Hospitals – NGOs – Corporates
Objectives	<ul style="list-style-type: none"> • To provide integrated support and assistance to women affected by violence both in private and public spaces under one roof. • To facilitate immediate, emergency, and non-emergency access to a range of services, including medical, legal, psychological, and counselling support under one roof to fight against any forms of violence against women. • To work towards a balanced society where equality between men and women exists by resolving conflicts in families and society at large which helps in creating a safe city for women.
Service providers	
Assistance from case workers	<ul style="list-style-type: none"> • Every case is registered by a well-trained case worker who interacts with the victim empathetically and prepares a case profile. • The cases are categorized depending on the requirements of the victim and they are directed accordingly to different wings of center.
Police officials	<ul style="list-style-type: none"> • The support center facilitates the lodging of FIRs (first information reports)/NCRs (non-cognizable reports)/DIRs (domestic incident reports). • Police officials of the concerned area police station register the cases and also help the victim in prosecution of the culprit.

Case study	Contd.
	<ul style="list-style-type: none"> • They also ensure that safety and security is provided to the victim and the victim's family/supporters and follow up till the case reaches the concerned court by building the evidence required for the case.
Medical wing	<ul style="list-style-type: none"> • Complete medical help to the victim - both emergency and long-term including follow up - is provided by the medical wing. • Medical examination room is available at the support center. • Women affected by violence are referred to the nearest hospital for further medical aid after preliminary examination which is undertaken as per the guidelines and protocols developed by the Ministry of Health and Family Welfare.
Clinical counsellors	<ul style="list-style-type: none"> • Psychological counselling and therapy provided by empaneled trained psychologists and on call psychiatrists and therapists. • This counselling process is said to give women confidence and support to address violence or to seek justice for the violence perpetuated.
Legal officers, volunteers, and experts	<ul style="list-style-type: none"> • The legal officer provides legal aid, guidance, counselling, and witness and victim support till the case is closed and the victim gets justice. • Analysis of cases will be taken up by legal volunteers. • On call advocates and professors at law colleges help the cases which need expert advice along with national/state/district legal service authorities.
Rehabilitation services (NGOs and government officers)	<ul style="list-style-type: none"> • Shelter (short stay or long stay) and employment (capacity analysis, training, placement, and linking with banks for self – employment) services are provided by linking the victim to the concerned nodal officers of the different institutions and government departments by the case workers. • The temporary shelter facility for aggrieved women is provided by referring to the empaneled NGOs. • For long term shelter requirements, arrangements are made with Swadhar Greh/short stay homes (managed/affiliated with the government/NGO).
Video conferencing facilities for speedy justice	<ul style="list-style-type: none"> • To facilitate speedy and hassle-free police and court proceedings the center will provide video conferencing facility. • Through this facility if the aggrieved woman wishes to, she can record her statement for police/ courts from the center using audio-video electronic means.
Application in other Indian cities	<p>Integrated support centers may be established / strengthened where they already exist, so that a variety of support services relating to grievance redressal may be provided at a single place.</p>

Case study 17: *Good practice – Bharosa, Hyderabad*

13. Create a clear category to record sexual harassment complaints across GRMs.

Currently, the Government of India, state governments, police departments at the city level, private sector entities, and community-based organizations across the country operate several helpline numbers for women in distress. In addition to the Government of India's 181 helpline for reporting domestic abuse and 1091 for women in distress, a brief list of state government helplines is provided in Table 28. When a survivor has multiple touchpoints to seek redressal, they may be confused and even discouraged from reporting. In such a scenario, implementing agencies can approach the relevant state government departments operating the helplines to ensure separate complaint categories for sexual harassment in public places and in public transport (bus / metro / others) are created so that the complaints can be easily registered and monitored. Moreover, implementing agencies can popularize these helpline numbers at stations, in vehicles, and amongst their own staff.

14. Ensure that the SOPs integrate with ongoing efforts for prevention of violence against women at the state level.

To ensure staff at ULBs / PTAs / police stations/ helplines/other implementing agencies respond in a similar fashion based on the complaint and have the knowledge to sensitively handle and escalate instances of sexual harassment in public transport and public spaces, it helps to establish clear SOPs at city level. This can help in reducing the response time and enhance support for victims. SOPs can be formulated under the leadership of a large ULB in the city or by the command and control centre for sexual harassment. SOPs can lay out the precise

steps to be followed by implementing agencies, so that linkages and alignments across GRMs are created in the city. The SOPs should consider views of relevant partner agencies – such as PTAs, the police, government lawyers, amongst others.

15. Establish a command and control center to coordinate sexual harassment complaints across grievance redressal mechanisms.

Data related to sexual harassment in public spaces is sparse and even those collected is held with multiple stakeholders, thus not providing the complete picture. A unified command and control centre can help in collating information from different GRM platforms and ensuring quick resolution. The complete set of data can also be analyzed at the control and command centre via a dashboard, providing implementing agencies with the appropriate information to design evidence-based interventions. The centre may be managed by a municipal authority at city level and operated on public private partnership mode, to ensure efficiency as well as deployment of cutting-edge technology. City police, relevant legal authorities, and PTAs should be key partners of the centre. The centre can collect data on incidence of sexual harassment using quantitative parameters like the number of complaints received, the number of complaints resolved, the proportion of complaints withdrawn, the place, type, and time of harassment etc. to maintain a reliable database of harassment incidents. For example, this data may be analysed to generate heat maps across the city and identify “red zones” or hot spots of sexual harassment. Deployment of police may be increased at the hot spots.

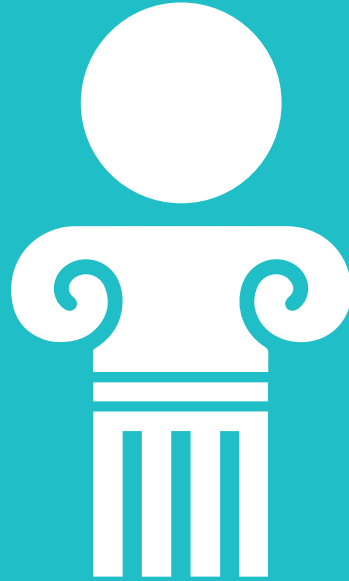
List of women helpline numbers across Indian states

State	Helpline Provider	Helpline Number
Delhi	Delhi Commission for Women	011-23379181, 23370597
	Delhi Women Protection Cell	011-24673366/4156/ 7699
	Shakti Shalini (NGO)	011-24373737
	Women Shelter, Support Survivors, Counselling	011-24373736
Maharashtra	Mumbai Railway Police	9833331111
	Mumbai Policewomen Helpline No.	022-22633333, 22620111
	Maharashtra Women Commission	7477722424/022-26592707
	Maharashtra Women Helpline	022-26111103, 1298 , 103
	MAJLIS – Maharashtra	022-26661252 / 26662394
	Navi Mumbai Police Station	022-27580255
Karnataka	Karnataka Women Police	0821-2418400
	Karnataka Women Commission	080-22100435/ 22862368, 080-2216485
	Mysore Women Police	0821-2418110/2418410
Madhya Pradesh	Madhya Pradesh Women Commission	07552661813/2661802/2661806/2661808/ 1800-233-6112
	Madhya Pradesh Mahila Thana	0731-2434999
Tamil Nadu	Tamil Nadu Women Helpline	044-28592750
	State Commission for Women	044-28551155
Punjab	Women Helpline Punjab	1091 / 112
	Women Helpline Amritsar City only	9781101091
	Punjab Women Commission	0172-2712607
Uttar Pradesh	Uttar Pradesh Women Commission	0522-2306403, 18001805220
	Uttar Pradesh Women Helpline	1090 / 112
Kerala	Kerala Women Police Helpline (Trivandrum)	9995399953
	Kerala Women's Commission	0471-2322590, 2320509, 2339878, 2339882
	State Vanitha Cell	0471-2338100
	Women Cell, Kollam	0474-2742376
	Women Cell, Kochi	0484-2396730

Table 28: List of women helpline numbers across Indian states

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- 8 SUSA (Seoul Urban Solutions Agency). 2019. A Smart Way to Introduce an Integrated Fare System. *Development Asia*, December 16, 2019. <https://development.asia/explainer/smart-way-introduce-integrated-fare-system>
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- 12 For more information, visit Telangana State Police's Women Safety Wing website at <https://womensafetywing.telangana.gov.in/bharosa1.html>



HOW TO **BUILD** **CAPACITY** **AND RAISE** **AWARENESS**

- Mandate training and capacity building of duly bearers
- Forge partnerships for raising awareness and enabling community action through campaigns



1. **Designing gender-responsive programs requires technical training and sensitization.** To naturally apply a gender lens when designing urban transport systems and urban spaces urban planners, transport engineers, economists, and finance persons require two sets of skills: first, they need to be sensitized to the concerns of women and persons of minority genders and appreciate that current design principles are not fully meeting their needs and second, they need to be equipped with the technical skills and

tools required to adapt design principles to bridge the gaps. Apart from training, large-scale campaigns are commonly employed tools to bring about social and behavioral changes. While training is an effective strategy at the individual level, at the wider level of the society media campaigns and community mobilization and advocacy can enable shifts in mindsets and prejudices against gender equality. This 'How-to' guide therefore provides the way forward on how implementing agencies can undertake the training and capacity

Pillar 3 components



Figure 14: Pillar 3 – Components

Source: World Bank 2022.

building of duty bearers and how they can forge partnerships for raising awareness and enabling community action through campaigns.

(i) Train and build the capacity of duty bearers

Identify the training agency to create and deliver training for duty bearers, frontline staff, and other stakeholders

Create a training plan and a content based on training need analysis

Measure training delivery and effectiveness

Compile the final training manual submitted by agency

2. Training of duty bearers in all these aspects is vital in achieving the overall objectives of building inclusive urban infrastructure. Institutions, such as public transport authorities and urban local bodies are strengthened in their attempts to gender mainstream the city when their personnel have:

- Awareness of the need for gender-responsive public spaces and mobility systems.
- Technical capacity for designing and implementing gender-responsive programs.
- Responsiveness in addressing cases of sexual harassment on public transport, in public spaces, and in the workplace.
- A mindset that overcomes gender-biases and gender-linked blind spots towards women, girls, and persons of minority genders.

3. The first step for the implementing agency is to identify the current gaps in technical skills and understand prevailing gender biases amongst its

staff. As discussed in the guidance note on how to assess the ground situation, a qualitative baseline assessment of the staff can be undertaken, ideally by the internal human resources (HR) team to understand the current gaps in terms of technical capacity and to map prevailing gender biases across the implementing agency. This assessment can also be undertaken by an external training agency. This assessment will enable the senior leadership to understand the priority areas requiring training and capacity building for which a specialized agency can be appointed to conduct the training.

4. Large scale capacity building within organizations at different levels that covers knowledge, technical skills, and attempts to shift mindsets is best done by hiring a training agency that has expertise in this field. Selection of a

suitable agency to implement a training program is critical for the sustainability of the gender-responsive program for urban mobility and public spaces in ULBs / PTAs and other implementing agencies. Over and above technical skills values and goals between the training agency (for example, CSO/NGO/academic institution/private sector agency/other) and the implementing agency should also be aligned to ensure the success of the program. Selecting the right agency begins with releasing a well-drafted 'terms of reference' document, with a clear scope of work that details the roles, responsibilities, and qualifications of the training agency. The tasks and overall responsibility of the training agency can be spread across phases so that the implementing agency can draw upon learnings in the early phases to fine-tune the approach for the later phases. A sample terms of reference (ToR) with a clear 'scope of work' and suggested team composition is provided in followed by guidance for selecting the training agency. Additional roles and responsibilities can be added to this ToR as required.

Guidance to select a suitable training agency is given in Box 6.

- 5. Once a training agency is in place, the leadership and HR teams in the implementing agency can work with it to create tailored training programs for duty bearers.** As noted in Volume 1 of this toolkit, duty bearers in the implementing agency fall into two broad groups: (i) senior and mid-level managers in the organization who take decisions about the operations of public transport, land use, urban planning, and urban services; and (ii) staff in people-facing roles, such as

drivers, ticket issuers, bus conductors, ticket checkers, helpline staff, traffic police, and personnel at the police stations. This also includes frontline staff of IPT and private buses who work with the implementing agency. Training programs need to keep in mind improvements at two broad levels: technical skills and awareness/gender sensitivity.

- 6. Training programs need to be customized to suit different stakeholders even if the topics addressed are the same.** Language, length, format, and the kind of tools used will differ for

Guidance to select a training agency

Selecting a training agency

1. Among the bidders, shortlist organizations that meet the eligibility criteria. At this stage, it is recommended that at least one bidder in different categories is shortlisted.
 - a. NGO/CBO
 - b. academic institution
 - c. private sector training provider
 - d. others.
2. Review the training experience submitted by bidders, including their focus areas, geography, capacity, and experience of conducting similar training programs with government and private sector agencies.
3. Review the team composition and assess the suggested experts:
 - a. Ensure that there is a gender balance in the suggested experts and that each expert has taken gender-sensitization training.
 - b. Accord preference to training agencies who include a greater number of women and persons of minority genders in their team.
4. Ensure the bidders have the capability to offer multi-modal training using conventional classroom and online training, but also innovative means like customized mobile applications, digital / physical storytelling, and interactive/immersive training modules (for example, virtual reality) as different formats may be required for different stakeholders.
5. It is important to have facilitators with an understanding of the local context, customs, culture, and language so that they can be incorporated in the sessions thereby making them relatable. Content and design of the training will need to be customized to the local context:
 - a. Accord preference to the bidders who can provide the training in relevant languages.
 - b. Accord preference to the bidders who include a greater number of local persons in their teams.

Box 6: Guidance to select a training agency

managers and frontline staff. A classroom environment and a seminar format may work well for managers, however, for frontline staff who are unaccustomed to such sessions, a different setting and an interactive approach where participants express their beliefs and views without feeling threatened could work better. Examples of such an approach is a training program for DTC bus drivers conducted by a Delhi-based community-based organizations, Jagori, which was conducted in a simulated environment and training program conducted in Pune (refer case study below). Some of the key areas of training for leadership, senior management, and mid-management in implementing agencies are presented in

7. Training can also be complemented by exposure visits to provide more practical, hands-on experiential learning to duty bearers. Senior leadership, mid-management, and even entry level staff could be sent to cities within/outside India where governments and/or the private sector have implemented gender mainstreaming programs in public transport, urban mobility, and public spaces. Web-based exposure visits and interaction sessions with relevant officials could also be organized in case physical exposure visits are logistically unfeasible. Locations for exposure visits could be identified by the training agency.

Two broad objectives of training and capacity building programs

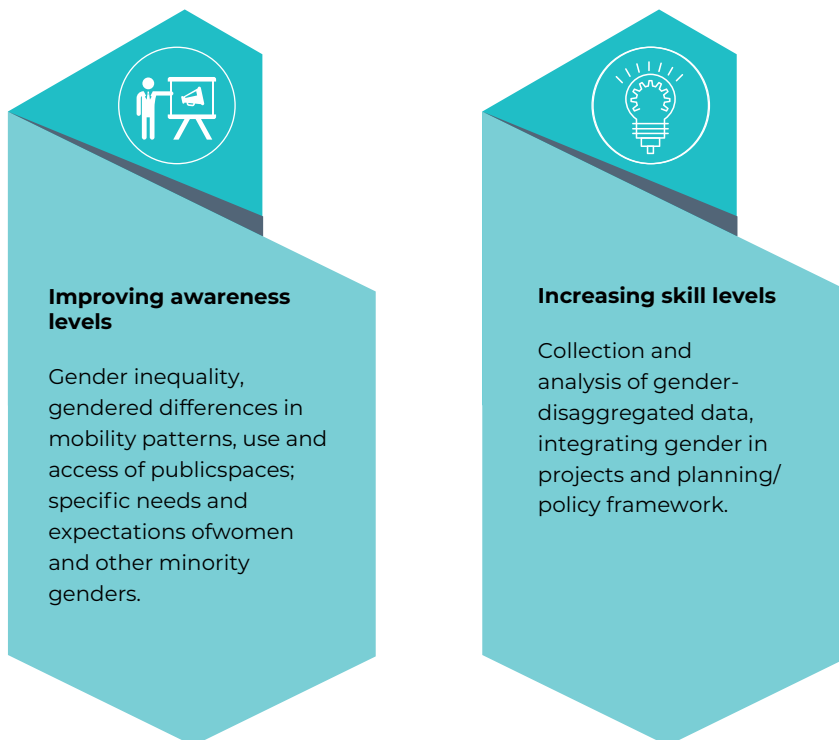


Figure 15: Objectives of training duty bearers

Source: World Bank 2022.

Case study	'Safe Travels: Increasing Girls' and Women's Safety on Public Transport' (3D Program for Girls and Women 2021)¹
City	Pune, Maharashtra, India
Year	2019
Overview	<ul style="list-style-type: none"> • In 2019, the 3D Program (document, drive, and deliver) for girls and women conducted a review of GBV in public spaces. A key recommendation from the review was the need to strengthen the capacity of public servants to prevent violence against women and children (VAWG), mitigate its impact, and increase accountability within and across public spaces. • A pilot training program was developed and delivered to enhance the ability of public servants to address VAWG in Purandar block in Pune district. • Partnering organizations: <ul style="list-style-type: none"> – Mahila Sarvangeen Utkarsh Mandal (MASUM) – Maharashtra State Road Transport Corporation (MSRTC), Pune Division – International Center for Research on Women (ICRW) – The 3D Program for Girls and Women
Objectives	<ul style="list-style-type: none"> • To empower public officials to understand their responsibilities to prevent and respond to VAWG. • To increase understanding of how gender norms can hamper or facilitate official responses to VAWG. • To facilitate partnerships to reduce and improve responses to VAWG in public spaces and increase girls and women's participation in public spaces.
Key features of the intervention	<ul style="list-style-type: none"> • Through a partnership with MSRTC, a training program was delivered over two weeks to 208 MSRTC bus drivers, conductors, and depot workers in Purandar block, Pune district. • A master training plan was jointly developed by MASUM, ICRW Asia, and the 3D Program to give participants a chance to understand the relevance and importance of addressing VAWG. • It covered the law and policy framework on VAWG in India; focused on the role that gender norms play in response to VAWG; provided opportunities to explore difficult situations and identify solutions; and allowed participants to understand their role in preventing VAWG across public spaces.

Case study	Contd.
	<ul style="list-style-type: none"> • The first five sessions were designed to be conducted separately while the last session brought together a cohort of officials from across sectors. • The training methodology was as participatory as possible. Recorded presentations by resource persons were coupled with live sessions and smaller group discussions of case studies. • Participant profile - Participants included 189 men and 19 women, including bus drivers, conductors, and other Purandar MSRTC depot staff. They included seasoned MSRTC staff as well as relatively new recruits. • Evaluation - A pre- and post-training survey was conducted with participants to assess the efficacy of the capacity building and to understand the learnings that had taken place over the course of the training.
Impact	<ul style="list-style-type: none"> • Overall, the training resulted in an increase in their knowledge and awareness of VAWG and related issues. While 11 participants scored zero in the pre-training survey component, none scored zero in the post-training survey. • A few participants did not understand the difference between consensual physical contact and abuse. These attitudes and beliefs were challenged during the training. • Perceptions around gender norms and stereotypes were challenged through training activities and their understanding of concepts such as gender and patriarchy increased. • In the pre-training survey, participants skipped questions related to what they could do about VAWG. In the post-training survey, however, the answers to the same questions included specific steps and accountability. Through the training activities, they were able to identify concrete steps that they could take to prevent and respond to VAWG. • Participants also suggested the need for training for senior staff since the immediate frontline workers lack the authority to take action on harassment cases.
Application in other Indian cities	<p>A well-designed training program addressing gender stereotypes, gender equality, sexual harassment, and inculcating bystander intervention skills for frontline staff can help bring about shifts in mindsets. Such changes must be measured to enable evaluation of the training program.</p>

Case study 18: *Good practice – Increasing safety on PT, Pune*

Title	'Marrakesh: Safe and Friendly City for All' (UN Women 2015, 2017)^{2,3}
City	Marrakesh, Morocco
Year	2015
Overview	<ul style="list-style-type: none"> • In Morocco, according to a national survey conducted by the high commissioner of planning in 2009, over 63% of the women living in urban areas reported that they had experienced some form of violence in public spaces, including on public transport in 2014. • The Marrakesh: safe and friendly city for all program began interventions in 2012 to develop, implement, and test a local safe city approach to prevent and respond to sexual harassment against women and girls, and other forms of violence in public spaces in some of the most disadvantaged neighborhoods in Marrakesh. • A committee was created to engage a wide range of partners: Women's grassroots organizations, the Wilaya (provincial government), the district office, the municipality of Marrakech, several national ministries, local NGOs, such as the Institut Marocain pour le Développement Local, and UNICEF.
Key features of the intervention	<ul style="list-style-type: none"> • To address the rampant sexual harassment, UN Women launched a city-wide initiative in 2014 in Marrakech, as part of its Global Flagship Program Initiative Safe Cities and Safe Public Spaces, with support from the Spanish Agency of International Development Cooperation, and in collaboration with city and regional authorities, women's groups, and UN partners. • The program engaged people from all parts of society—from city officials to transportation workers and media professionals—to understand where and how women felt the most vulnerable, who the perpetrators were, and what kind of interventions would be most effective. • Their first ever participatory safety audit was conducted as a community led initiative. Partnerships with CSOs were made and they presented the methodology and recommendations made by grassroots women during the audit process to local and national government representatives. • Taxi drivers were sensitized on sexual harassment in streets and mobilized by trade unions and Institut Marocain pour le Développement Local (IMADEL), UN Women's local partner, to take action. • In March 2015, UN Women Morocco developed a new partnership with private bus company Alsa and worked to integrate the issue of sexual violence prevention in Alsa's drivers' training modules. • Under the agreement, bus and taxi drivers were trained and sensitization videos on sexual harassment were broadcast on the buses' screens.

Title	Contd.
Impact	<ul style="list-style-type: none"> • Since the initiative, 1,520 drivers have been trained on responding to sexual harassment in and around buses and bus stops. • Gradually, people’s attitudes started changing. For many women, the process of leading safety audits, providing recommendations to city officials, and speaking out about the harassment had they had suffered for so long was empowering.
Application in Indian cities	Initiative like ‘Safe City’ programs and ‘Nirbhaya’ Fund’s projects are in progress in India. Under these programs, city-wide participatory training can be given to shift mindsets of frontline workers.

Case study 19: *Good practice – Safe city for all, Marrakesh*

8. Post the training, it is a good practice for the training agency to create the final training manuals. Training manuals are a ready reference, which reduce dependence on contingencies, give clarity and direction to the next facilitator, and officials approving the program. It also allows for ‘train the trainers’ programs to be introduced, such that without incremental expenses those who have already benefitted from the training can disseminate it to others across the organization as well as to the new staff. Apart from a physical training manual, the content should also be made suitable for a digital format. will allow training programs to be conducted through webinars and online sessions for those in remote areas.

9. Evaluations can help in gauging the effectiveness and retention because of the training programs. Depending on the duration of the training, evaluations can be done mid-way through the training or at the end of the training programs. Trainers can also provide pre-training questionnaires to set the baseline and create a comparator for the assessment. Some ways to assess the effectiveness of training are:

- Assessing knowledge: quizzes and tests post-training.

- Assessing mindset shifts: exit tickets post-training sessions, reassessing mindsets of stakeholders/observing changes post-training.
- Assessing behavior change: case studies or simulations for assessments on behavioral changes, participants reporting application of learning at the workplace in follow up training, and capturing stories and anecdotes of experiences and interventions post-training.

A sample pre-and post-training evaluation form for a session on gender norms and sexual harassment is presented in .

10. Engaging students and youth can be a high impact strategy to shift mindsets and bring behavioral changes early in the life. The case study below about the gender lab boys’ program is an example of such an intervention that was made with middle school boys. Apart from workshops, in a technological age they delivered using innovative ways on social media or through mobile applications to gain their attention and promote sexual violence prevention messages.

Case study	Gender Lab boys' program
City	Several cities in India
Year	NA
Project overview	<ul style="list-style-type: none"> The Gender Lab boys' program run by the Gender Lab Mumbai, with the aim of preventing gender-based violence by engaging boys in the age of 13-14 years in workshops and community action projects. These workshops are for 3-4 months. The classroom workshops focus on violent masculinity and its link to gender-based violence and aim to develop empathy. The program is funded by Rohini Nilekani Philanthropies which is spearheading the work of engaging young men and boys in India through conversations and activities to restructure and transform harmful social gender norms.

Key features of the intervention:

Theoretical +practical applications	Boys go through workshops around understanding different concepts on gender, sexuality, and feminist struggles and they take up an action project in their communities. For instance, a group of boys from one of the schools took up a project to prevent domestic violence. They went to a lawyer to understand the laws around it and created awareness among different families in their community.
Reflect on roles and relationships of men in society	It works towards creating a safe space for boys in schools through engaging in questions around how patriarchy impacts them and talking about its visible forms, such as bullying, verbal violence, sexual harassment, portrayal of men and women in media, and cyber bullying.
Impact	<ul style="list-style-type: none"> It increases boys' awareness, enabling them to identify acts of gender-based violence and understand how they can be catalysts of change. Till 2021, around 5,100 boys across Mumbai, Delhi-NCR, Indore, and rural areas of Haryana had undergone this training program.
Application in other Indian cities	This initiative to conduct such programs engaging young boys can be taken up by the education departments in different states to influence the minds of the next generation to question gender stereotypes, advocate gender equality, and deter from indulging in sexual harassment.

Case study 20 : *Gender Lab boys' program*

(ii) Forge partnerships for raising awareness and enabling community action through campaigns

Prepare community engagement plans with awareness campaigns to shift mindsets

Ensure that multiple communication mediums and avenues are identified to disseminate the advocacy campaigns

Establish partnerships with community-based organizations, corporates, and other private sector entities to scale up the effort across the community

Prioritize bystanders' intervention training and sensitization

11. For sustainable shifts in mindsets and influencing wider social norms, implementing agencies can initiate community action. Staff and duty bearers in the implementing agencies, as well as users of public transport and public spaces are part of wider society. Social and behavioral change campaigns, advocacy, and raising awareness at the community level are some of the most impactful ways in which patriarchal norms and entrenched attitudes among the public can be changed. These trigger gradual shifts in mindsets towards gender equality across large sections of society. Implementing agencies can support community action in four concrete ways:

- Develop regular community engagement plans to identify key thematic areas of support and projects to be implemented.
- Develop partnerships with CBOs to implement community engagement plans and/or support their ongoing initiatives.
- Implement bystander training and sensitization interventions.

- Execute mass media / digital media campaigns for social change.

12. Implementing agencies can devise regular community engagement plans to support awareness campaigns. For implementing agencies such as PTAs and ULBs, all users of public transport services or public spaces within the catchment area of their services in the city is the relevant community for engagement. Implementing agencies can begin by devising short-term, such as bi-annual / annual community engagement plans, and then as they gain experience and form regular partnerships with CBOs, longer plans can be devised. The community engagement plans can comprise of multiple small projects, or can have a single large project depending on the resource envelope available. The key decisions required to develop a community-based plan for the implementing agencies are given in Box 7. An indicative community engagement plan is presented in .

13. Implementing agencies can develop partnerships with CBOs to contribute to ongoing awareness campaigns and efficiently implement their community engagement plans. CBOs (CSOs, NGOs, others) play a critical role in the process of creating safe and inclusive spaces. Partnerships with CBOs create a symbiotic relationship where CSOs/NGOs provide training, capacity and expertise, and implementing agencies provide access to decision-making in turn, benefiting rights holders. CBOs can facilitate large partnerships, bringing together multiple stakeholders, such as civil society, academics, professionals, donor agencies, and governments on the same platform to work towards a common purpose or goal, leveraging the comparative advantage of each member. Implementing agencies such as ULBs / PTAs can benefit from joining these partnerships and supporting ongoing initiatives that align with the objectives of their community engagement plans. CBOs can help achieve clear

Key decisions required to develop a community-based plan

Key decision 1: What are the major thematic areas for advocacy?



- Prevention of sexual harassment of women and persons of minority genders.
- Equal rights to a city for women and persons of minority genders.
- Bystander interventions in sexual harassment.
- Subsidized transport for women and persons of minority genders – why should awareness be raised amongst the public for this?
- Safety on public transport for women and persons of minority genders.
- Special transport services for women and persons of minority genders – why should awareness be raised amongst the public for this?
- Employment for women and persons of minority genders in the mobility sector – why should awareness be raised amongst the public for this?

Key decision 2: What are the mediums through which awareness will be raised?



- Role and extent of mass media.
- Role and extent of social media.
- Road-shows and community-based training.
- Celebrity engagement.

Key decision 3: Whom should the city form partnerships with?



- Who are the major CBOs operating in the city on the selected thematic areas?
- Which are the major private sector entities (for example, IPT transporters like Uber/Ola and private firms prioritizing gender in their corporate social responsibilities activities) who can become partners?
- Are there any major international organizations (for example, UN Women / UNICEF, World Bank, ADB, others) who can become partners?
- Which of these will be suitable partners for:
 - individual projects in specific thematic areas / short-term;
 - overall community engagement plan and across multiple interventions / long-term.

Key decision 4: Role of the implementing agency



- What will be the role of the implementing agency (ULB / PTA) in the partnership?
- Providing space for advocacy material (for example, posters / audio clips) at stations/ in-vehicles/parks and other public spaces.
- Providing social media support for advocacy.
- Providing financial or in-kind support for the project.

Key decision 5: Frequency



- What will be the duration of this community engagement plan?
- How frequently will it be reviewed?
- What will be the duration of each project selected for support under the community engagement plan?

Key decision 6: Budget



- What will be the cost of the full community engagement plan?
- How will the community engagement plan and its projects be funded?
- What will be the implementing agency’s financial contribution, if any?
- What will be the implementing agency’s in-kind contribution, if any?

Box 7: Key decisions required to develop a community-based plan

outcomes for the community engagement plan, such as: (i) generate greater awareness around helplines, complaint mechanisms, and redressal systems; (ii) get

direct feedback from stakeholders based on the ground situation; and (iii) organize interactions between duty bearers and rights holders.

Partnering with CBOs

Implementing agencies can follow a simple process to identify potential CBOs as partners. Identify organizations that:

1. Operate with the target intervention group.
 - a. Undertake training/capacity building/awareness generation through regular and innovative means.
 - b. Focus on gender, harassment, safety, and women's empowerment issues.
 - c. Develop a comprehensive database and subsequently the landscape of the CBOs including their strengths and weaknesses, focus areas, geography, and capacity.
2. Create a rough mapping of the CBOs based on their experience in the space of addressing specific selected thematic area (for example gender-based violence especially from the view of sexual harassment in public spaces).
3. Undertake consultations with potential partners to mutually agree on best mechanics for the partnerships and the roles and objectives.
4. Ensure alignment of values with potential partners.
5. Develop implementation plans in consultation with the government stakeholders leveraging institutional resources and aligning with the government's activities and initiatives.
6. Discuss potential challenges and delays due to contracting processes and maintain regular communication.
7. Issue formal commitment letters to the partners/ sign MoUs on following the due process.
8. Choose a strong project lead who is credible, respected, and trusted by each member of the alliance, has technical knowledge, experience, and the ability to be inclusive. The absence of a strong leadership may lead to an unclear vision and subsequent collapse of the network.
9. Set up a governance structure, such as a governing board, executive committee or a steering committee.
10. Establish and carry out periodic joint program reviews to consult and validate the progress of the project. Consider supplementing these reviews with periodic updates via monthly newsletters, emails, or invitations to the board and project team meetings.
11. Ensure result reports are translated into the local language and brainstorm innovative ways to share these results at the community level.

Box 8: Partnering with CBOs

Case study	Gender Inclusive Cities Program (WICI 2010) ⁴
City	Delhi, India; Petrozavodsk, Russia; Dar es Salaam, Tanzania; and Rosario, Argentina
Year	2009-2011
Overview	<ul style="list-style-type: none"> • The Gender Inclusive Cities Program (GICP) was coordinated by Women in Cities International (WICI), funded by the UN Trust Fund in Support of Actions to Eliminate Violence Against Women and was implemented by four international project partners -Jagori in New Delhi, India; Information Centre of the Independent Women’s Forum in Petrozavodsk, Russia; Red Mujer y Habitat de America Latina in Rosario, Argentina; and the International Centre and Network for Information on Crime in Dar es Salaam, Tanzania in cities across the globe. • The first stage of this program consisted of knowledge-generation using the methodological tools of mapping, research, and review. • WICI, in partnership with local governments and NGOs, subsequently used this knowledge to pilot interventions designed to reduce public vulnerability and the exclusion that women and girls face.
Objectives	<ul style="list-style-type: none"> • The aim of the program was to create cities that are inclusive and respect the rights of all people, including women, to live, work, and move around without fear or difficulty.
Key features	<ul style="list-style-type: none"> • The project undertook advocacy efforts in partnership with the government, police, civil society organizations, communities, and other stakeholders, interventions to reduce vulnerabilities and exclusion faced by women and girls, and promote their access to spaces and rights. • Instead of viewing gender-based violence through the prism of isolated incidents, the project structured the issue within the context of poverty, age, disability, and other variables. • The project intersected gender with class, ethnicity, age, and sexual orientation to place the problem within a broad trajectory, drawing connections between gender and socioeconomic axes. • An international advisory committee was set up to provide inputs and feedback to the program which included a range of experts in the field of safe cities, VAWG, urban violence, and crime prevention.
Impact	<ul style="list-style-type: none"> • The advantages offered by this partnership were greater information-sharing capacities, the ability to situate local work within a much larger context, and greater stakeholder interest and visibility. • Led to the formulation of a detailed research report for each city involved in the project with detailed findings and conclusions from on -ground focus discussions, surveys, and safety audits on the status of women’s safety in these cities.
Application for Indian cities	Initiative like ‘safe city’ programs and ‘Nirbhaya’ Fund’s projects are in progress in India. Projects under this program can follow a partnership approach – to bring key stakeholders such as local NGOs and private sector entities together to implement and amplify campaigns.

Case study 21: Good practice – Gender inclusive cities program

14. Implementing agencies can prioritize the development and delivery of bystander training and sensitization.

Since millions of persons use public transport services or public spaces on a regular basis, implementing agencies, such as public transport authorities and ULBs are well-suited to being important partners in the development and delivery of bystander training and interventions. Implementing agencies can support CSOs/ NGOs/ academic institutions, and police

authorities in actively conducted training and sensitization campaigns on their premises. Staff at implementing agencies can volunteer their time to support in the development of SOPs for bystanders witnessing sexual harassment. Some of the principles of bystander training and sensitization, including an indicative bystander engagement plan which can be used in such projects are provided in Figure 16.

Bystander training and sensitization – key principles

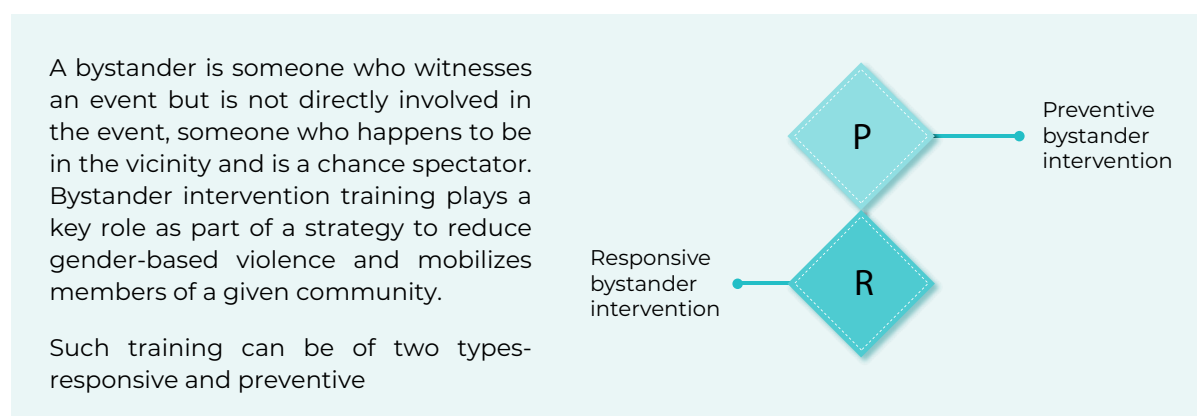


Figure 16: Bystander interventions

1. Responsive bystander training

Responsive bystander intervention training, motivates and empowers witnesses to interrupt situations that could imminently turn violent towards women. It does so by equipping the trainee with certain specific strategies to intervene in a potentially conflicting situation.

Receivers of responsive bystander training should be able to:

- Recognize sexual harassment.
- Feel a sense of righteousness and hence want to intervene.
- Reduce imminent harm in the present to the person being harassed.
- Show observers alternatives rather than showing the perpetrators to be wrong.
- Intervene to uphold the rights of the person being harassed rather than protecting them.
- Respect consent of the survivor for making an intervention and using intervention methods.
- Intervene without aggravating the situation.

2. Preventive bystander training

Preventive bystander training takes a wider approach to interventions and teaches the participants to identify risk situations before they become harassment cases and feel motivated to intervene. It tries to develop qualities in bystanders which are an antithesis of violence, such as kindness and empathy. It also trains participants to prevent sexual harassment from happening by recognizing the signs early on.

Receivers of preventive bystander training should be able to:

- Recognize what constitutes harassment including sexist or violent language even when it is used informally.
- Look critically at policies, systems, and the media and their explicit and implicit messages about harmful gender norms, sex and sexuality, and violence.
- Help others understand and practice a culture of consent in non-sexual contexts (asking before borrowing someone's possessions, posting someone's video online).
- Support survivors of sexual crimes.
- Understand how to make duty bearers and top officials accountable.
- Feel a sense of morality or righteousness to stand up for the rights of women.
- Recognize one's own patriarchal mindsets, attitudes, and behavior which do not support gender equality.
- Have knowledge of redressal mechanisms and procedures.
- Be confident of one's ability to intervene.

For users of public transport and public spaces, responsive bystander training is more suitable whereas for duty bearers, both types of trainings will be useful.

Steps for imparting training:

Step 1: Identify a target community to impart the training - likely bystanders in a situation where women passengers are harassed could be:

- (i) Frontline staff of public transport vehicles such as drivers, conductors, and cleaners.
- (ii) Frontline staff of the public transport authority in a depot or station, such as ticket issuers, security guards, and administrative staff stationed in the building.
- (iii) Shopkeepers and sales staff in commercial establishments within the premises of a depot/terminus.
- (iv) Cleanliness and maintenance staff — toilet cleaners, sweepers, and garbage collectors.
- (v) Daily commuters- men.
- (vi) Daily commuters- women and sexual minorities.

For (i) to (iv) training programs can be organized in partnership with associations and organizations to which they belong. Categories (v) and (vi) can be approached through training in workplaces/ schools/colleges/large open public spaces like beaches/parks and also through poster/radio/ tv campaigns.

Step 2: Before identifying how to enable bystander interventions, it is important to understand the key barriers to and enablers of bystander interventions in the target group.

Understanding barriers

- The fear of perceived negative consequences or harm to self.
- The belief that there cannot be a problem as nobody else is intervening.
- The assumption that someone else will intervene.
- Biases – conscious or unconscious, personal (for example, dislike for the victim or the feeling that ‘they deserve it’) or situational (not feeling the need to support a victim because she is out late at night).
- Being/feeling unrelated or unconnected to the victim.
- Agreeing with a norm or keeping quiet believing that everyone else approves of it though privately they too may disagree.
- Uncertainty of what is or is not socially/legally acceptable.
- To avoid being dragged into legal proceedings and police enquiries leading to time, money, and energy losses.

Understanding enablers

- A sense of morality or righteousness.
- Deep sense of empathy stemming from having faced harassment in the past and the helplessness that accompanies it.
- Firsthand exposure to gender rights issues.
- Recognition of one’s own patriarchal mindsets, attitudes, and behavior which do not support gender equality.
- Recognition of what constitutes harassment.
- Knowledge of redressal mechanisms and procedures.
- Confidence in one’s ability to intervene.
- High self-esteem to stand up for the rights of self and others.

Step 3: Decide on the training content and choose between responsive / preventive training

The constituents of the training are as follows:

Responsive bystander training	Preventive bystander training
Teach bystanders the appropriate behavior and choice at each stage:	Focus on ingrained social norms and mindsets:
Notice the event (or in a hurry and not notice).	Identify the risk factors to becoming a victim as well as becoming a perpetrator.
Interpret the situation as an emergency (or assume that as others are not acting, it is not an emergency).	Develop empathy by understanding the negative impact on victims.

Responsive bystander training	Preventive bystander training
Assume responsibility (or assume that others will do this).	Identify behaviors on the continuum of sexual violence, such as sexism, hostile attitudes towards women, rape myth acceptance, and victim-blaming.
Know what to do (or not have the skills necessary to help).	Identify early warning signs of domestic abuse and violence.
Decide to help (or worry about danger, legislation, embarrassment)	Addressing participant biases – conscious and unconscious.
	Being a responsible citizen.
	Learn about human rights and the concept of consent.
	Build confidence and learn contextual intervention skills.

Step 4: Decide on the training duration and format

Bystander engagement can be planned over a single or multiple spaced-out sessions and can use digital solutions. The duration will depend on the availability of participants and other resources. Language to be used as the medium of instruction, duration of the training, and format for imparting the messages will depend on the targeted trainees.

For example, consider a scenario where a group of shopkeepers in Delhi’s bus stand, Anand Vihar depot, are to be trained to call out disrespect to women bus passengers. Shopkeepers will not like to leave their shops to attend a session, so the format could be to do street plays in Hindi held within the premises of the depot on days of less traffic.

Organizations can also plan for a train the trainer program with NGOs giving bystander training and disseminate the same.

Sessions could be one hour each, spread over a few days covering various modules and delivered in the form of role plays, simulations, discussions, action plans, and community implementation projects. They are likely to be more structured and intense when conducted through an organization for its employees. Hence a tripartite partnership between the implementing agency (PTA/ULB), the trainer, and the receiving organization could work efficiently. Exact schedules and durations can be fixed depending on the availability of all the three stakeholders.


To scale up responsive bystander training, easy to understand posters, digital or mass media campaigns can be implemented.

A sample bystander training plan is presented below.

Sample bystander training plan

Responsive	Preventive
<p>OBJECTIVES:</p> <ul style="list-style-type: none"> • Reducing harm in the moment. • Showing observers alternatives rather than showing the perpetrators to be wrong. <p>TARGET BEHAVIORS:</p> <ul style="list-style-type: none"> • Intervention to uphold rights of survivors rather than protecting them. • Respecting consent of the survivor for intervention and using intervention methods. • Intervening without aggravating violence further. 	<p>OBJECTIVES:</p> <ul style="list-style-type: none"> • Reduction in harmful gender norms and behaviors. • Creating cultural shifts to promote gender equitable attitudes and behaviors. <p>TARGET BEHAVIORS:</p> <ul style="list-style-type: none"> • Calling out harmful, sexist, or violent language, even when it is a joke. • Being critical of policies, systems, and media and their explicit and implicit messages and passivity about harmful gender norms, sex and sexuality, and violence. • Practicing a culture of consent: ask before touching someone, borrowing their possessions, or sharing sensitive or personal information. Help others understand and practice consent in non-sexual contexts. • Supporting survivors, especially those with historically marginalized identities. • Educating others: share what is learnt with peers and start necessary conversations about standards of consent and respect in communities. • Community led interventions to hold duty bearers and top officials accountable.
<p>TRAINING TOPICS</p>	
<ul style="list-style-type: none"> • Risk factors (of victimization and perpetration). • Developing empathy by understanding the negative impact on victims. • Identifying behaviors on the continuum of sexual violence, such as sexism, hostile attitudes towards women, rape myth acceptance, and victim-blaming. • Identifying early warning signs of domestic abuse and violence. • Addressing participant biases – conscious and unconscious. • Awareness of redressal mechanisms and procedures. • Responsible citizenship. • Human rights and the concept of consent. • Confidence building and contextual intervention skills. • Learning practical skills to intervene. 	
<p>TRAINING APPROACH</p>	
<p>Participatory, action based, reflective, and transformative using simulations, role plays, videos, situational thinking, case studies, and reflections.</p>	

Table 29: Sample bystander training plan

Title	Right To Be's (previously Hollaback) 5Ds Model of Bystander Intervention (Right To Be 2022)⁵
City	New York, USA
Year	2016
Overview	<p>Right To Be's 5D model is a guide specifically for bystander interventions to enable bystander support against harassment. They also have a web link to share stories of harassment with a view to:</p> <ul style="list-style-type: none"> • Equip bystanders with skills to intervene and support women being harassed. • Help build a network of support by reminding others that they are not alone. • Give other people and organizations valuable information on where and how harassment is happening. • Amplify the stories of targets and bystanders. • Help make harassment visible.
Objectives	<p>The aim of the program is to:</p> <ul style="list-style-type: none"> • Create safe public spaces by supporting each other at the time of any sort of harassment through bystander interventions. • Help in building a network of support and in amplifying the stories of targets and bystanders. • Make harassment visible and documenting it.
Key features	<ul style="list-style-type: none"> • Right To Be's 5D model of intervention consists of: <ul style="list-style-type: none"> Direct: Confront the situation. Be firm, clear, and concise. Distract: Take an indirect approach to de-escalate the situation. Ask for time/directions. Delegate: Seek help from a third party. Document: If it is safe to do so, document the incident. Delay: Check in with the person being harassed. <div style="text-align: center;"> <p>THE 5-D'S OF BYSTANDER INTERVENTION</p>  <p>The Five D's are different methods you can use to support someone who's being harassed.</p> <ul style="list-style-type: none"> Direct: Confront the situation. Be firm, clear, and concise. Distract: Take an indirect approach to de-escalate the situation. Delegate: Seek help from a third party. Document: If it is safe to do so, document the incident. Delay: Check in with the person being harassed. </div>
Application in Indian cities	<p>'5Ds of bystander intervention' is a popular bystander intervention program that can be adapted to Indian conditions without alterations due to its universal applicability. It is an intervention program that can be easily taught to a large number of people in one-go, both online and in-person.</p>

Case study 22: Good practice – Right To Be's bystander intervention program

_includes an additional bystander training plan.

Title	Dakhal Do Campaign (Bhattacharya 2021)⁶
City/States	Uttar Pradesh, Haryana, Bihar, and Delhi
Year	2020
Overview	<ul style="list-style-type: none"> • Designed by Breakthrough India, the initiative aims to inspire people to call out acts of violence in their own lives or in the spaces as they move. • With the objective of raising awareness on how bystanders can become agents of change rather than just spectators, the Dakhal Do campaign was launched to promote bystander interventions to stop acts of violence against women and girls in India's public and private spaces.
Key features of the intervention	<ul style="list-style-type: none"> • To raise awareness and empower bystanders to recognize unhealthy and problematic behaviors and intervene before abuse or assault takes place, the campaign was mobilized in three ways: • Tied up with Bollywood celebrity, Rajkumar Rao to take the campaign to the masses through his own social media postings. • Radio Mirchi #DakhalDo contest: RJ Sayema joined in by targeting participants between 18-25 years of age to win a handcrafted mirror signed by her. Participants were asked to share their video stories through WhatsApp, stating how they intervened and prevented a potentially violent incident. • Mirror Selfie Pledge Challenge: encourages people to take a photo of themselves looking in a mirror and then to use this caption to post it on social media: '#DakhalDo kyunki dakhil dene se hinsa ruk jaaye, toh dakhil andaazi achhi hai. Let's hold up a mirror to ourselves every time we see violence against women and pledge to not walk away the next time! Join @INBreakthrough's campaign today.' People are asked to post it on their social media handles, tagging Breakthrough plus five friends and using the hashtag #DakhalDo in their caption.
Application in other Indian cities	Breakthrough India has conceived and executed thought-provoking 'call for action' initiatives in the field of women safety that can be studied and adopted in all the cities as a part of the 'raising awareness' pillar of a gender program.

Case study 23: *Good practice – Breakthrough's bystander intervention program, India*

15. Social and behavioral change campaigns can be deployed by implementing agencies through mass media, community mobilization, and storytelling. A campaign in this context can be defined as a strategy of change involving a planned set of activities and a finite timeline, which aims to push for

changes in policy, societal mindsets, or general social norms. Campaigns need to build awareness of women's rights as citizens with equal claim to the city and make them more visible in public spaces.

16. Owing to its reach and multiple platforms, the media is perhaps the most

powerful way to shape gender norms at a collective level. The prevention of sexual violence involves taking action against social norms which endorse this behavior. According to WHO, transformation of social norms is a vital component of strategies aimed at preventing this type of violence (WHO 2010).⁷ Mass media has a vital role in this transformation. The media is the main source of information for the public to know about the occurrence of such events. It can help deconstruct myths surrounding this complex issue by conveying information objectively and without bias. By presenting the individual and social consequences of sexual violence it can help the public understand that it is a social rather than a private issue (INSPQ 2017).⁸ By discussing the recourse available to the victims, mass media can spread awareness about these resources and enable the public to view the situation from the point of view of violation of rights.

17. The power of the internet can be harnessed to create awareness campaigns through various popular platforms such as YouTube, Twitter, and Instagram, in addition to traditional forms of media such as television, radio, and print. Implementing agencies can take the support of professional communications agencies to manage the campaigns on mass, digital, and social media to supplement the capacity of in-house resources as required. Community campaigns can be a valuable tool to engage with men and boys and shift mindsets. provides a sample terms of reference for hiring a professional communications agency. The case studies below show how various kinds of digital media have been used successfully in campaigns. The #MeToo movement is another example of a campaign that would not have reached the scale that it did without the power of the internet.

Case Study	Stand Up Against Street Harassment
City	Global
Year	2020-2021
Project overview	<ul style="list-style-type: none"> • A survey conducted by L’Oréal Paris with 15 countries revealed that 80% women experienced sexual harassment in public spaces but in only 25% cases someone intervened. • L’Oréal Paris consequently developed a training program and campaign in partnership with Right To Be! to discourage harassment and encourage those experiencing and witnessing harassment to take action and intervene. • A set of tools to guide people were created for training and a media campaign were utilized to ensure that the message effectively reached the people.

Key features of the intervention:

Media campaign	<ul style="list-style-type: none"> • An ad-campaign, showing instances of harassment and the intervention, built awareness of the issue. • L’Oréal Paris mobilized their spokespeople to advocate the message against street harassment and direct people towards the training program. • They featured in short video messages and posts on their social media platforms to speak about how the training program helped them.
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Case Study	Contd.
Training on the 5D methodology	<ul style="list-style-type: none"> • A dedicated website was launched to provide free-of-cost interactive digital training on utilizing the 5D methods of distracting the perpetrator, delegating by asking for some help, documenting the harassment, directing by speaking up, or delaying by comforting when experiencing or witnessing harassment. • Separate training for those experiencing and witnessing harassment utilize visuals and short videos on how to implement the 5Ds and stand up to the perpetrator.
Application in Indian cities	Leading consumer retail brands can be engaged to plan and execute such awareness programs using mass and social media.

Case study	Blank Noise's use of digital media
City	Began in Bengaluru and spread to the whole country
Year	2003
Project overview	It is a volunteer-led project that has been working to tackle street harassment and change public attitudes towards sexual violence through creative initiatives. The initiative has since evolved and taken different forms, spreading across India. In its campaigns it has employed various innovative methods like staging theatrical public protests, community-based art, and using social media to expose a wrong-doer, among several others.

Key features of the intervention:

The Blog	The Blank Noise project's blog serves as a platform for women to share testimonies of street harassment and experiences that are often suppressed for fear of ridicule and humiliation.
Using text messages	Women who are harassed on the streets send text messages to report the details of the harassment. These are fed into a database that is linked to police reporting systems. The idea is to eventually create a map of unsafe spaces using concrete examples of crimes. This will enable lawmakers to take simple steps, such as changing the lights in a particular area or posting extra security personnel.
Posting testimonials of harassment online with pictures of clothes worn	#I Never Ask For It: Under this campaign, women send in the garment that they were wearing when they experienced sexual violence, threat, or intimidation. The testimonies are shared online with pictures of the garment worn. The objective is to break preconceptions that women get harassed because of the clothing they wear.
Application in other Indian cities	It is already a pan-national initiative; cities and towns can organize similar advocacy programs where women are seen to reclaim public spaces thus raising awareness.

Case study 24: Blank Noise's use of digital media

Case study	Hazme el Paro – Pilot project to reduce violence against women and girls (VAWG) in public transport (Gonzalez 2016; World Bank 2016, 2020)^{9,10,11}
City	Mexico City, Mexico
Year	2016
Overview	<ul style="list-style-type: none"> • Pilot project organized by the World Bank to prevent violence against women and girls (VAWG) in Mexico City. • The name of the pilot project 'Hazme el Paro' was inspired by the colloquial expression in Mexico 'have my back.' • The project team saw a unique opportunity to try to give public transport users tools to enable them to become active interveners without violent confrontations.
Objectives	Ensure safety of women and girls when using public transport from sexual harassment in physical as well as verbal forms.
Key features of the intervention	<p>The initiative has four main components:</p> <ul style="list-style-type: none"> • Sensitization: <ul style="list-style-type: none"> – Training of bus drivers and messaging to transport users were aimed at starting to deconstruct misconceptions around sexual harassment. For example, the communication campaign worked against the idea that 'women are asking for it' whilst the mobile application allowed users to go beyond reporting cases of unwanted touching to also report cases related to leering looks or verbal misconduct. – Drivers were regularly trained on the contents of a response protocol, which included escalating steps for bystander interventions in the buses. There was strong collaboration in the project with InMujeres to train police officers around the intervened area on how to give appropriate attention to survivors during situations that required their involvement. • Mobile application and data generation: Through the mobile application Hazme el Paro, complaints about the different forms of sexual harassment were anonymously registered and geolocated to identify hotspots. The mobile application also activated a message of rejection of sexual harassment from the control center that was heard inside the buses. The data collected was shared with the counterpart from InMujeres to open a dialogue with other relevant authorities. • Referrals to service providers: The application allowed users to configure it to be able to receive a call from a Citizens' Office of the police department after initiating a report. Employees of the control center provided survivors with orientation and referred them to existing services. • Co-responsibility: Since effective prevention and response to sexual harassment in public transport calls for a coordinated approach between different stakeholders, the pilot sought to put in place a package of solutions and tools for the transport community to intervene in cases of sexual harassment by providing a mobile application that users could use to record and report instances of VAWG. In this sense, the pilot aimed at fostering behavioral changes by facilitating the reporting of a sexual violence event by all users, whether it happened to them or to other users through a mobile application.

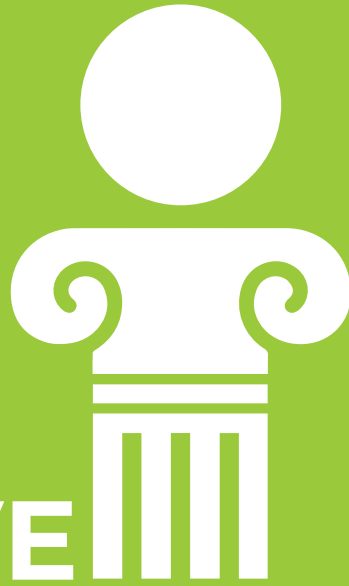
Case study	Contd.
Impact	<ul style="list-style-type: none"> • The results of the pilot project demonstrated changing attitudes towards sexual harassment, indicating that a multi-pronged approach had the potential to be effective. • The project was the subject of a quasi-impact evaluation. Positive results were shown in terms of increasing awareness about sexual harassment among transport users on the intervened route; the increase in young men wanting to intervene was also significant. • The results were limited as evidence showed that to trigger behavioral change sustained and continuous intervention were important, and the pilot only lasted four months.
Challenges and learnings	<ul style="list-style-type: none"> • Local culture reflected in campaigns helped in conveying the message more easily. Use of local language and phrases made it more impactful. • Baselines surveys and focus group discussions helped understand social aspects of problems, especially behavioral, which needed to be addressed. • Participation of stakeholders helped create ownership of the project. • Organizational concerns of stakeholders must also be taken into consideration. Need to identify how it benefits them too. • Social and attitudinal changes take time. Efforts need to be consistent and frequent. • Owing to cultural practices, some messages may be more effective than others, although not entirely ideal in addressing the problem.
Application in Indian cities	<p>Pilot projects are good starting points for involving cities to conduct integrated gender projects and this is a good example of a multi-pronged pilot project which even on a small scale showed significant change in attitudes during impact evaluation.</p>

Case study 25 : *Good practice- Reducing VAWG in PT- Mexico*

ENDNOTES

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HOW TO **IMPROVE** **INFRASTRUCTURE AND SERVICES**

- Enhance women's safety on public transport and spaces
- Apply a gender lens on infrastructure design and public transport services



1. **A gender-responsive approach to infrastructure and service design can alleviate safety concerns and improve women's experience of using public transport services.** To ensure that women and gender minorities have a safe and comfortable journey while using public transport, there is a need to design infrastructure and services using a gender lens. For example, as primary care givers, women may travel with small children or elderly people or carry grocery bags. High steps to board a bus or lack of escalators in a metro station affect them more than male passengers. Ensuring the safety of women and persons of minority genders when using public transport and public spaces (such as, streets and metro stations) needs to be a paramount concern for city planners, ULBs, PTAs, and others.
2. **Integration of gender equality and social inclusion (GESI) concerns helps build gender-responsive infrastructure**

and services. Several city authorities have already started integrating GESI considerations as a mandatory step in their infrastructure projects. Introduction of GESI principles in all projects by default, rather than only in 'women only' projects can inculcate a gender-responsive outlook across the board. Cities are also developing gender equality and social inclusion action plans (GESI AP), which provide a framework to translate gender outcomes into specific and measurable activities and provide baselines to track progress. This includes an example of a GESI framework adopted by BMTC. This 'how-to' guide provides a roadmap and way forward on how implementing agencies can improve infrastructure and services for creating gender equal public transport and urban planning solutions.

Table 30 summarizes key recommendations under Pillar 4, clearly laying out how they respond to GESI concerns.

Pillar 4's components



Figure 17: Pillar 4 - Components

Source: World Bank 2022.



Key recommendations under pillar 4

GESI concern		Service options for implementing agencies		Trade-offs
		Infrastructure	Services	
Safety	High prevalence of sexual harassment in public transport and in public spaces	<ul style="list-style-type: none"> Enforce crime prevention through environmental design (CPTED) principles to street design, lighting, and transit stops. Ensure provision of safety infrastructure (for example, CCTVs) in vehicles and stations. Establish one stop centers at public transit stations in partnership with departments of women and child development (WCD). Install emergency hotlines at transit stops and in vehicles. 	<ul style="list-style-type: none"> Establish strong grievance redressal mechanisms for reporting sexual harassment with clear standard operating procedures and partnerships with key stakeholders. Strengthen grievance redressal cells to manage sexual harassment complaints received via mobile applications, SMS, WhatsApp, telephone, in-person, or other mediums. Establish clear SOPs for handling sexual harassment complaints at city level Establish command and control center for managing sexual harassment complaints Issue gender-responsive guidelines for intermediate paratransit operators. Hire more women in management and frontline service roles. Increase presence of emergency response personnel / marshals in vehicles / stations in partnership with the police. 	<ul style="list-style-type: none"> Application of CPTED and universal design principles can raise costs of infrastructure projects. A grievance redressal cell staffed with gender and safety experts will be necessary for effectively managing sexual harassment complaints. High priority should be accorded to low investment measures and partnerships with WCD and the police, as they can be implemented quickly.
Distance travelled and trip duration (avg)	Women typically travel shorter distances, and are limited within a more restricted geographical area.	<ul style="list-style-type: none"> Prioritize walking infrastructure – wide, obstruction-free footpaths, street lighting, and clear signages. Build dedicated bicycle lanes. 	<ul style="list-style-type: none"> Introduce short, circuitous bus routes to meet the needs of women commuters. 	<ul style="list-style-type: none"> Adequate street lighting entails lower capex than other infrastructure measures and will have maximum impact on women's trip experience during first and last mile.

GESI concern		Service options for implementing agencies		Trade-offs
		Infrastructure	Services	
Purpose of travel	Engage in more unpaid work related travel, such as household or care related work, that is, mobility of care; more likely to travel with dependents.	<p>Modification of vehicle design to ensure:</p> <ul style="list-style-type: none"> • Ensure storage space in vehicles for small bags through modification of vehicle design. • Increase ease of entry/exit on vehicles for women and persons with disabilities. • Provide sufficient restrooms for women and persons of minority genders at stations. 	<ul style="list-style-type: none"> • Ensure sufficient seating for women, children, and elderly at stations and in vehicles through seat reservations. • Plan for additional bus services / stops near markets, schools, and hospitals away from the city center. 	<ul style="list-style-type: none"> • Design of new vehicles can include gender-responsive features if procurement guidelines and standards are modified – a relatively low cost, high impact measure.
Timings	More likely to travel during off-peak hours; prefer travelling during day time.	<ul style="list-style-type: none"> • Ensure sufficient shade / cover at stations / waiting areas to protect from rain and sun. 	<ul style="list-style-type: none"> • Arrange for ladies-special services during off-peak hours. • Support service-on-demand leveraging on IPTs during off-peak hours. 	<ul style="list-style-type: none"> • Introducing additional bus services may necessitate an increase in bus fleet, which will involve higher investments. These can be lowered by supporting with IPT providers.
Preferred modes ¹	More likely to undertake chained trips and combine multiple modes, especially public transport and IPT.	<ul style="list-style-type: none"> • Plan for multimodal terminals, with dedicated space to interchange to IPT, such as autos, taxis, and richshaws as well as parking space for bicycles and private vehicles. 	<ul style="list-style-type: none"> • Introduce mobile application to integrate IPT with public transport and create combined trip options. • Introduce digital ticketing systems. • Introduce common mobility cards. • Provide request stop service on buses during late evening hours. • Allow preferential boarding and alighting. 	<ul style="list-style-type: none"> • Several of the service-based measures do not require high investments, such as request stop programs or preferential boarding. • Investments in digital ticketing systems require higher upfront investments, but will offer more efficiencies in the long run.

Table 30: Key recommendations under pillar 4

(i) Enhance women's safety on public transport and in public spaces

Prepare strategies for improving safety of women on public transport and in public places through prevention measures and through clear reporting mechanisms

3. Safety of women and persons of minority genders can be enhanced during two stages – before and after the criminal offence. The categorization into pre- and post-crime occurrence allows an implementing agency to analyze the key gaps in preventive and responsive infrastructure/services and identify priority areas. For prevention of sexual harassment and other offences, deterrents include the design of the physical infrastructure, strategic transport policy, and operational elements. In addition, implementing agencies can also work on improving the speed and quality of response on receiving reports of harassment.

A. Prevention of crime

Incorporate CPTED and universal design principles in building plans to make the built infrastructure safe and inclusive

Leverage AI, IoT, and related technology-based interventions for crime prevention and deterrence

Create and implement SOPs, guidelines, and checks for public transport and intermediate paratransit

Take measures to enhance presence of women in public spaces by ensuring gender balance in people-facing staff, street vendors, and the like

Introduce regulations to promote densification and mixed use of public spaces by incorporating TOD principles

1. Through physical design

4. The crime prevention through environmental design (CPTED 2022)² approach deters criminal behavior through use of design principles. The concept of CPTED is that if the

Sub-components of safety aspects



Figure 18: Sub-components of safety aspects

Source: World Bank 2022.

infrastructure is designed to achieve the desired outcome of low crime, the requirement for external measures of surveillance such as CCTV cameras and security personnel will be lesser. Application of CPTED principles to street design, lighting, and transit stops can help avoid design pitfalls that can aid criminal activities. This is especially useful to prevent attacks on women and persons of minority

genders in lonely, dark spots on streets and stops. Figure 19 provides a checklist applying CPTED principles to urban spaces and mobility infrastructure. Installation of specific physical infrastructure features to enhance safety, including street lighting are discussed in sub-section - apply a gender lens to infrastructure design and public transport services.

Crime deterrence through physical design

PUBLIC SPACES	TRANSIT STOPS	BUILDINGS
<ul style="list-style-type: none"> • Ensure pavements, entry and exit points in markets, stations, bus terminals, and parking are free of encroachments to allow unencumbered movement • Create women dedicated parking areas that are reserved around the city, are easily accessible, well-lit and near exits. 	<ul style="list-style-type: none"> • Display real-time route information, timetables, and helpline nos. in buses, bus stops and terminals • Build overhead crossovers between platforms rather than dark, lonely tunnels below the tracks • Have lit stations, bus stops without opaque advertising boards 	<ul style="list-style-type: none"> • Create high arched ceilings in stations for openness and to reduce fear • Provide spacious platforms to increase feelings of safety • Install long straight escalators, to avoid mezzanines where criminals might lurk • Locate well lit women’s toilets centrally and equip with proper fittings designed for privacy • Close off areas under stairwells to avoid giving a hideout for criminals

Figure 19: CPTED through physical design

Source: World Bank 2022.

2. Through use of technology

5. Implementing agencies can also consider increasing the adoption of technology-driven surveillance and emergency services to enhance safety for women and persons of minority genders. Technology-based infrastructure solutions can aid both prevention and

response to criminal offences. A list of solutions that implementing agencies can consider adopting are presented in Table 31. Each of these solutions requires that the implementing agency has a strong information technology team.

Suggestions for technology-based solutions to improve safety

Intervention	Function	Tech-Infrastructure required	Prevention of criminal offence	Response to criminal offence	Support personnel
CCTV monitoring	Surveillance	Cameras and control room for monitoring	Yes	Yes	Yes – to monitor feed in real-time and play back
Emergency response mobile application	Emergency response and to report harassment for both survivors and bystanders	Control room for coordination	Yes	Yes	Yes – to support the victim and coordinate with police patrol vans, ambulance, other services
Emergency button in vehicles					
Emergency SMS service					
Helplines					
Digital crowdsourced map where women can mark the exact location of harassment	Information dissemination	To be hosted on the website/ apps of the implementing agency	Yes	Yes	Yes – personnel to update and maintain the web portal

Table 31: Suggestions for technology-based solutions to improve safety

3. Through gender-responsive guidelines for public transport and intermediate paratransit (IPT)

6. Authorities can introduce standard operating protocols and guidelines for PT and IPT operators. Implementing agencies can introduce guidelines on the basic minimum infrastructure and services essential for the prevention of sexual harassment on public transport as well on intermediate public transport facilities. IPT refers to modes such as autos, rickshaws, minibuses, jeeps, and tempos that operate on a metered, shared, or per seat basis on

routes operated by the private sector with intermediate stops. It fills the gap between demand and supply of urban transport in India. Particularly in Tier II Indian cities that have a population between 1 and 5 million, the number of women commuting by IPT modes is twice that of men (Vasudevan 2019).³ State governments and city authorities can consider a range of guidelines and measures to enhance the gender-responsiveness of IPT operators (Table 32).

Gender-responsive integration of IPT with Public transport

Measure	State government	Implementing agency	IPT unions
i. Make police verification of drivers mandatory at the time of employment.	√		
ii. Ensure IPT drivers undergo gender sensitization training and training on prevention of sexual harassment in partnership with CSOs/NGOs.	√		√
iii. Encourage IPT unions to adopt SOPs created to prevent sexual harassment inside buses and metros.	√		√
iv. Ensure that IPT vehicles display the name and photograph of the driver as well as women SOS helpline numbers inside the vehicle where passengers can see it.	√		√
v. Provide designated IPT stands which have adequate shelter and are well-lit, giving preference to women-driven IPT vehicles.		√	
vi. Devise schemes to provide financial incentives and skill training in partnership with CSOs / NGOs to encourage women/persons of gender minorities to become IPT drivers.	√		
vii. Simplify licensing procedures for women and persons of minority genders at regional transport offices (RTOs), to encourage them to take up driving of IPT vehicles.	√	√	
viii. Plan gender-responsive transit zones.		√	
ix. Offer park-and-ride facilities, especially for women, elderly persons, and the differently abled.		√	
x. Ensure parking lots are well-lit and offer designated preferential parking for women, elderly persons, and differently abled persons close to station entrance.		√	
xi. Develop a common mobile application to integrate IPT and PT modes – can be developed in partnership with private sector service providers.	√	√	
xii. IPT regulations to be strengthened to reduce unlicensed, unverified vehicles.	√		√

Table 32: Gender-responsive integration of IPT with Public transport

4. *Through enhancement of women's presence in public spaces*

7. Implementing agencies can take measures to enhance the representation of women and persons of minority genders among frontline staff. As noted in Volume 1 of this toolkit, increasing diversity in frontline roles makes women

and persons of other genders most visible and normalizes their presence in public transport and public spaces even in late evening hours enabling a shift in mindsets. The increased presence of women and persons of minority genders add to a feeling of safety.

Enhancing representation of women in frontline roles

Implementing agencies can adopt a suite of measures, ideally led by the internal human resources department to enhance the representation of women in frontline roles:

a) **Undertake a study to understand why women hesitate to apply for frontline roles and barriers to their participation**

- Undertake surveys of existing frontline staff / undertake household surveys.
- Identify and implement interventions to ease the key barriers preventing women and persons of minority genders from taking up frontline roles.

b) **Ensure decent working conditions for women frontline staff**

Undertake regular surveys of women frontline staff and ensure basic needs for decent working conditions are met including:

- Separate, clean, and functioning toilets.
- Sanitary napkin dispensaries / changing facilities.
- Flexible working hours (if desired).
- Adequate breaks between duties (especially for women drivers and conductors).
- Adequate consideration towards gender-sensitive uniform design, keeping social norms and safety in mind.
- Access to emergency helpline numbers in case of sexual / physical harassment by passengers or colleagues.
- Access to anonymous grievance redressal in case of verbal / other abuse by colleagues.

c) **Undertake group-based recruitment and work assignments**

Women can be assigned to work on ladies special services for at least 30-40% of the time, in partnership with other women frontline workers.

Moreover, women frontline workers can be recruited in groups / batches of at least 4-6 at a time, to foster a sense of community so that they are not singled out amongst male colleagues. This can be an effective technique to reduce drop-outs.

d) **Dedicated technical and soft skills training for women frontline staff**

Implementing agencies can start low-cost training for women who wish to take up roles as frontline staff, such as drivers, conductors, cashiers, and ticket checkers. CBOs/NGOs can also be brought in to support this training. Trained personnel can then be recruited by the agency.

e) **Engaging male frontline staff to be allies**

In partnership with CBOs, implementing agencies can undertake training and gender sensitization workshops with male frontline staff so that they can be more accepting of colleagues from other genders.

f) **Establish targets for recruitment**

Implementing agencies can also set quantitative targets to increase diversity in frontline roles (for example, 30% of new drivers recruited will be women or persons of minority genders annually).

Box 9: Enhancing representation of women in frontline roles

8. Encourage and incentivize women street vendors and reserve space for them in the transit environment.

ULBs / PTAs can formulate guidelines to reserve space (up to 50%) or undertake preferential allotment for women vendors on pavements around bus stops, at stations or transit points, and inside metro stations. This will bring more women into common public spaces and make women passengers subconsciously feel more secure. However, it must be noted that women street vendors are themselves often the target of street harassment by male street vendors and pedestrians. Therefore, using their presence to provide a sense of security to other women pedestrians must be done in a sensitive manner in consultations with them and noting their preferences for area and time. For example, women vendors can be given exclusive vending zones near metro stations where there are more women passengers. Alternately, they can be allotted certain time slots of the day in mixed zones when more women are in the vicinity.

9. Coordinate with traffic police and police services to increase presence of women personnel.

Increased number of women run police control rooms, women patrols, and prominently placed women police helpdesks in public spaces can be launched. Increased presence of women police in plain clothes can also be requested in public spaces and transport

with hidden cameras to record the offences and make on the spot fines or arrests. Pilot community policing initiatives and vigilance groups with high representation of women can also be supported by implementing agencies in collaboration with the police. For instance, shops/stores in the vicinity of bus stops can provide 'safe havens' for women in distress or community support groups can be created to escort lone women travelers during late evening hours.

10. Devise special loan schemes to include women in the mobility field.

Subsidies and schemes can be introduced to encourage women to take up entrepreneurship in the intermediate public transport (IPT) sector. A specific intervention can be for central / state governments to start a loan scheme for women who wish to purchase and operate vehicles like electric autorickshaws, shared autos, and taxis to increase the representation of women in IPT.

5. Through regulation of land-use around transit stations

11. Modifying zoning regulations can encourage a mix of land use around a bus terminal or metro station.

Combining residential, commercial, and institutional land use improves safety for women passengers due to an increase in activities and natural surveillance.

However, it is important to regulate the kind of commercial establishments that are allowed to conduct business in a transit environment. For example, the presence of a liquor shop near a bus stop or at the exit of a metro station increases the likelihood of harassment of waiting or exiting women passengers by inebriated bystanders.

12. Floor space area (FSA) regulations can be used to encourage densification.

Densification around transit areas is intricately connected to safety and inclusiveness because developing a walkable street network that maximizes pedestrian and bicycle access and having well-lit streets foster an inviting experience on the way to transit which in turn attracts people to live and work in the area. In the Brazilian city of Curitiba, local legislation leveraged FSA to achieve a dense mixed-use development along its BRT (bus rapid transport) corridors. Developments close to roads with good public transport were allowed floor space up to four times plot size, while the coefficient decreased the further a site was from public transport. ULBs and PTAs need to integrate land use and transport planning to achieve a desired pattern of growth along the transport axes. Densification provides natural surveillance against criminals and hence a safer transit environment for women and minority genders.

B. Reporting criminal offences

Ease reporting to encourage women to come forward to complain, an important step in deterring crimes

Set-up institutional mechanism for effective coordination amongst various duty bearers set-up to hasten the grievance redressal process

Collect and analyze detailed crime data to design effective prevention programs

1. Through effective grievance redressal mechanisms

13. Ease reporting for sexual harassment grievances.

Studies across the world and in India have found under-reporting of sexual harassment at public places to be a significant challenge. Survivors refrain from complaining to authorities for a variety of reasons, such as lack of awareness, perceiving the crime to not be serious enough to report, fearing reprisals from the perpetrator, social stigma, and victim blaming. In such a scenario, implementing agencies can adopt a variety of techniques to break stigma and make reporting easier for women and persons of minority genders. Women will be more likely to report if the process of reporting is made easier, if there is clarity that some justice will be done post reporting, and if there is a shift in mindsets converging around the norm of reporting. Some of the steps that can be taken by implementing agencies to enhance reporting are given in Figure 20.

Steps to enhance reporting

Action area 1: Ease reporting

- Introduce SMS /WhatsApp / mobile-application based reporting, including anonymous reporting.
- Allow reporting for up to 30 days after an incident occurs.
- Ensure presence of women officials to register reports.
- Train and sensitize frontline staff for taking reports.

Action area 2: Shifting mindsets

- Launch mass media campaigns which portray reporting in a positive light
- Plan for celebrity led campaigns on multiple channels - social media, radio, street plays, and physical hoardings.
- Organize group sessions to allow survivors to share their experiences in partnership with trained facilitators.

Action Area 3: Action post reporting

- Communicate clear SOPs that will be followed post reporting.
- Designate officers in implementing agencies (e.g., a grievance redressal cell) with a clear responsibility to coordinate with the police, and other relevant stakeholders for follow-ups post reporting
- Support frontline staff who agree to be witnesses to the incident

Figure 20: Steps to enhance reporting

14. Coordinate with multiple external stakeholders for rapid action post reporting.

Once a sexual harassment crime has been committed, there should be a clear grievance redressal mechanism to enable reporting the crime quickly, ensure the survivor gets suitable assistance and support, and the investigation gets underway immediately. While some infrastructure and service-based measures that implementing agencies can consider are enumerated below, throughout this process, it is important to keep ethical considerations as a central guiding principle (refer to Box 10).

- As noted in the Guidance Note on Pillar 2, grievance redressal cells can be strengthened by the implementing agency** to manage sexual harassment reporting and coordinate with the police and other relevant stakeholders to expedite investigations. This cell can establish clear SOPs and appropriate actions to be taken for different situations, especially sexual harassment. A dedicated command and control center can also be established at city level to manage sexual harassment complaints.
- Establish one stop centers at public transport facilities.** The Ministry of Women and Child Development has established over 700 one stop centers (OSCs) across the country. These shelters provide women

facing sexual and domestic abuse a single point of contact for medical, legal, social, and psychological aid. Implementing agencies can partner with the departments of women and child development at the state level to establish one stop centers within selected stations and transit points (for example, metro stations, bus depots, and train terminals) to provide assistance to women who have experienced violence in or around public transit (PIB 2021; WCD 2022)^{4,5}

- To be effective, OSCs are generally staffed with a center administrator, case workers, medical personnel, police facilitation officer, psycho-social counsellor, legal counsellor, security guard, IT staff, and multi-purpose workers.
 - OSCs are also integrated with the women helpline to improve the functioning and responsiveness of OSC staff. This can be done with state governments and/or central government helplines.
 - A fully functioning OSC can facilitate access to services like a functioning telephone, emergency response and rescue services, medical and legal assistance, psychological counselling, and shelter.
 - OSCs should be established in line with the detailed implementation guidelines provided by the Ministry of Women and Child Development: https://wcd.nic.in/sites/default/files/OSC_G.pdf
- Clearly marked, functional emergency telephone hotlines to be installed at stations and transit points, including bus stops, metro platforms, and rail stations.** These can be attached to the wall at regular intervals within public transit buildings and within easy reach in parks and other public areas. These hotlines must connect to the nearest police control room and be monitored through a 24X7 control room. Implementing agencies can also

consider installing passenger assistance alarm strips or bells in the interior of metro cars and buses which allow passengers to contact transit drivers immediately when there is an emergency. To improve ease of analyzing data, uniform categories

to record cases of sexual harassment in public spaces across various helplines like 181, 100, and 1091 will help. Suggested key performance indicators which can be used to assess the effectiveness of the GRM and trends in occurrences are given in Table 33.

Key indicators to assess effectiveness of the GRM

Number of complaints that have been raised.

Number of complaints that have been raised with respect to sexual harassment.

Location, timing, and type of complaints with respect to sexual harassment (Table 34).

Number of complaints by status (received, action in the process of being implemented, resolved).

Average timeline of grievance redressal.

Table 33: Key indicators to assess effectiveness of the GRM

Data to collect regarding nature of harassment

	Location	Type of harassment
Verbal	As applicable	Catcalls
		Sexual comments about the body
		Sexual propositioning
		Others
Physical		Rape
		Intentional sexual touching/ groping
		Others
Non-verbal		Staring
		Stalking
		Provocative gestures
	Indecent exposure/ flashing	
	Display of pornographic content	
	Photography/ videography with an intent to sexually intimidate	
Others		

Table 34: Data to collect regarding nature of harassment

(iv) **Partner with police agencies to ensure rapid response.** Implementing agencies and local / traffic police can establish standard operating procedures to expedite response mechanisms when receiving sexual harassment complaints. In particular, data from harassment complaints can be analyzed to map and identify sites which experience higher

prevalence of cases and presence of police vans can be increased, especially in these areas. State governments can also require all paratransit motor vehicles such as autos/ taxis/tempo to also have emergency hotlines installed inside the vehicles and women’s helpline numbers displayed prominently.

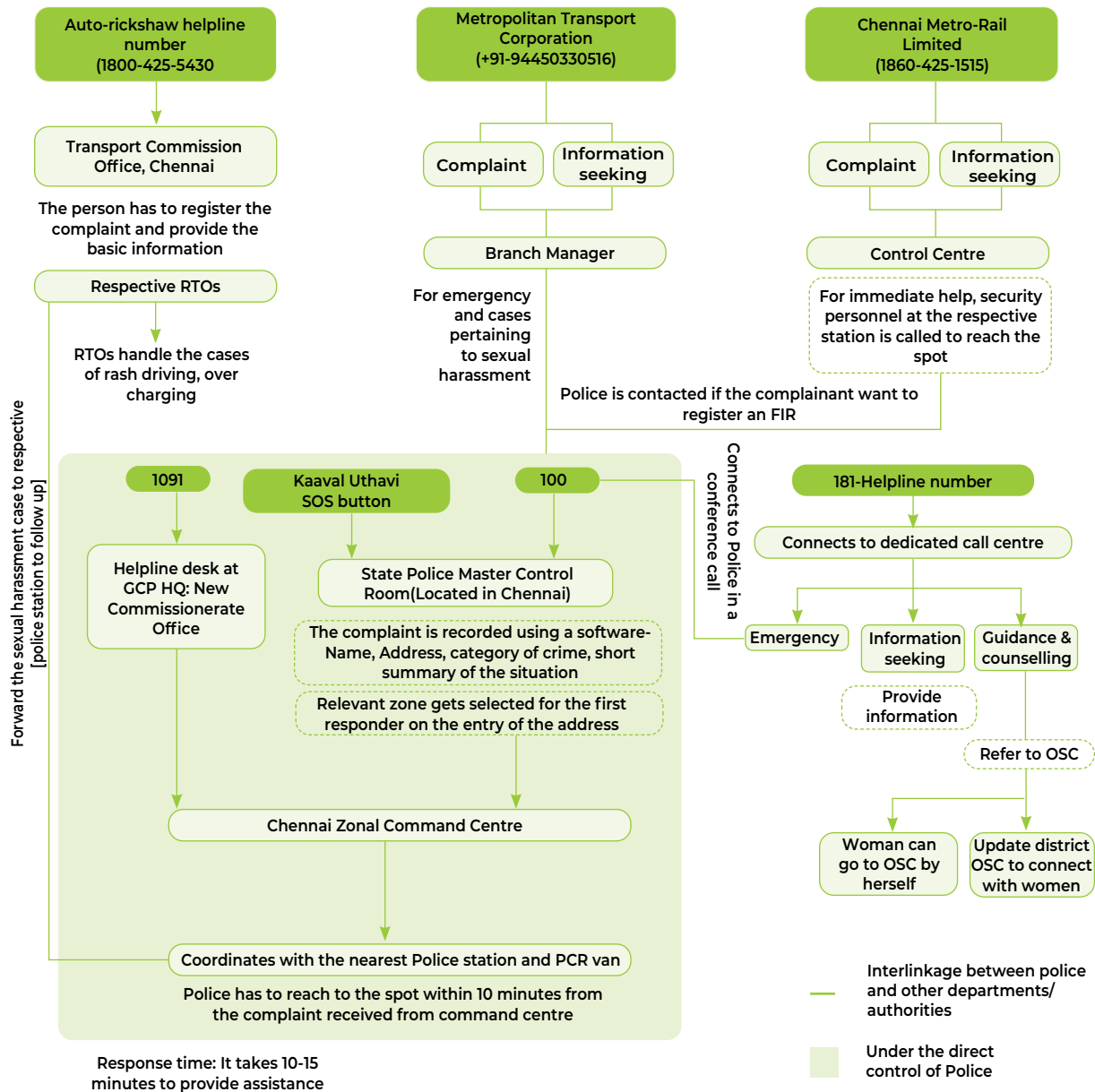
Case Study:	Grievance Redressal Mechanism
City	Chennai
Project overview	<ul style="list-style-type: none"> • A grievance redressal mechanism has been made available to assure 24x7 access to help through multiple modes for women in distress. • Provisions have been made to receive complaints in-person at police stations or through helpline numbers, online complaint forms, text messages, and emails.

Key features of the intervention:

Registering complaints through helplines	<ul style="list-style-type: none"> • The police operates helplines on 100 and 1091 numbers to provide immediate assistance within 10-15 minutes of the call. 35 all women police stations exist in Chennai for registering a complaint in person as well. • The social welfare department also runs a helpline and connects calls to the police in case of emergencies. The police initiates action to aid and the helpline responder remains on call to provide moral support. One-fourth of the 16,540 complaints registered by them between 2018 and 2020 were against harassment and violence. • The Chennai Metro Rail Limited (CMRL) and the Metropolitan Transport Corporation (MTC) maintain helplines which provide emergency help in addition to addressing queries through calls or emails. The CMRL control center sends security personnel to the respective metro station while MTC connects to the police.
Registering complaints against autorickshaw drivers	<ul style="list-style-type: none"> • A designated helpline that connects to the transport commissioner’s office registers complaints against autorickshaw drivers. Complaints of sexual harassment registered by the helpline are transferred to the police. • Additionally, it is mandatory for autorickshaw drivers to display the customer care number behind the vehicle.
Online complaint registration	<ul style="list-style-type: none"> • The Tamil Nadu police provides an online complaint registration system available on their website in English and Tamil. • The complainant needs to fill basic information regarding name, district, gender, contact details, description of incident, and the place of occurrence of the crime.

Case Study:	Contd.
	<ul style="list-style-type: none"> • The complaint is sent to the respective district's deputy commissioner of police and is then redirected to the local police station. • The complaint is responded to within 7 days and the revised status can be checked via the complaint reference number provided via online mode. However, a first information report (FIR) can be registered only in person.
Mobile application	<ul style="list-style-type: none"> • The Tamil Nadu police runs the Kaaval Uthavi mobile application and provides users the facility to immediately alert the police in an emergency using a SOS button. • Pressing the SOS button on the application's home page starts a 5 second countdown following which the police is sent an alert with the user's information, location, and a short video from the back camera of the mobile phone. • The master control room then ascertains the authenticity of the complaint through a call and directs the zonal command center to assist the victim. • The app also allows women to raise complaints along with location, time and kind of harassment. This facility will encourage more women to complain hassle-free.
Recommendations provided by the World Bank study team for strengthening the system	<ul style="list-style-type: none"> • To have clearer complaint categories and record the types of harassment. • To introduce a text-based SOS system to indicate distress for easier access to GRMs. • To leverage presence of existing government machinery. • To conduct awareness campaigns about helpline numbers.





Application in other Indian cities - For a grievance redressal mechanism to work effectively, a coordinated effort amongst the various channels is of paramount importance to ensure that the complainant is referred to the right service. Streamlining the number of channels and promoting one or two key ones appropriate for different target groups will help women recall the number / mobile application / other means and come forward to raise complaints. The complaint categories could be exhaustive enough to capture various kinds of harassment to help build a clear picture of the ground situation.

Case study 26: GRM in Chennai City

Source: World Bank 2021.

Ethical considerations during redressal (UNICEF 2021)⁶

While addressing survivors' grievances, it is critical to conduct the redressal procedure ethically from data collection to developing protocols for the redressal mechanism. Survivors are frequently hesitant, fearful, and have certain inhibitions when it comes to reporting sexual harassment incidents. As a result, it is critical to earn their trust and provide them with a comforting and reassuring redressal experience. Thus, such ethical considerations as safety, respect, confidentiality, and non-discrimination can be kept in mind throughout the process:

1. Treat every survivor with respect.
2. Ensure the safety of survivors and their families.
3. Don't disclose any information at any time to any party without the informed consent of the person concerned.
4. Don't reveal the identity of the survivor to media or the public.
5. Provide services and support without discrimination on any grounds.
6. Provide all the possible information and options available to the person so she can make choices.
7. Inform the person that she may need to share information with others who can provide additional services.
8. Explain to the person what will happen as you work with her.
9. Explain the benefits and risks of services to the person.
10. Explain to the person that she has the right to decline or refuse any part of the services. Explain limits to confidentiality.

Box 10: Ethical consideration during redressal

(ii) Apply a gender lens to infrastructure design and public transport services

Integrate GESI (gender equality and social inclusion) concerns for improving infrastructure and transport services across the different stages of travel

15. Implementing agencies can create gender-responsive public transport infrastructure and services by integrating GESI concerns across the public transport journey. A public transport journey can be broken into four stages: (i) access to and egress from public transport; (ii) waiting at the transit station; (iii) boarding and alighting the vehicle; and (iv) travelling inside the

vehicle. As discussed in Volume 1 of this toolkit, women and persons of minority genders face barriers at each stage. Implementing agencies can incorporate gender-responsive design features in the infrastructure and services that people need to interface with at each of these stages. SOPs and checklists to incorporate gender-responsive features for each stage are presented in the sections below. Further, provides sector-specific checklists for ensuring gender-sensitive elements in design of public transport infrastructure, including bus stops, buses, metro stations, and metros. These checklists include aspects like safety,

Sub-components of ‘applying gender lens’

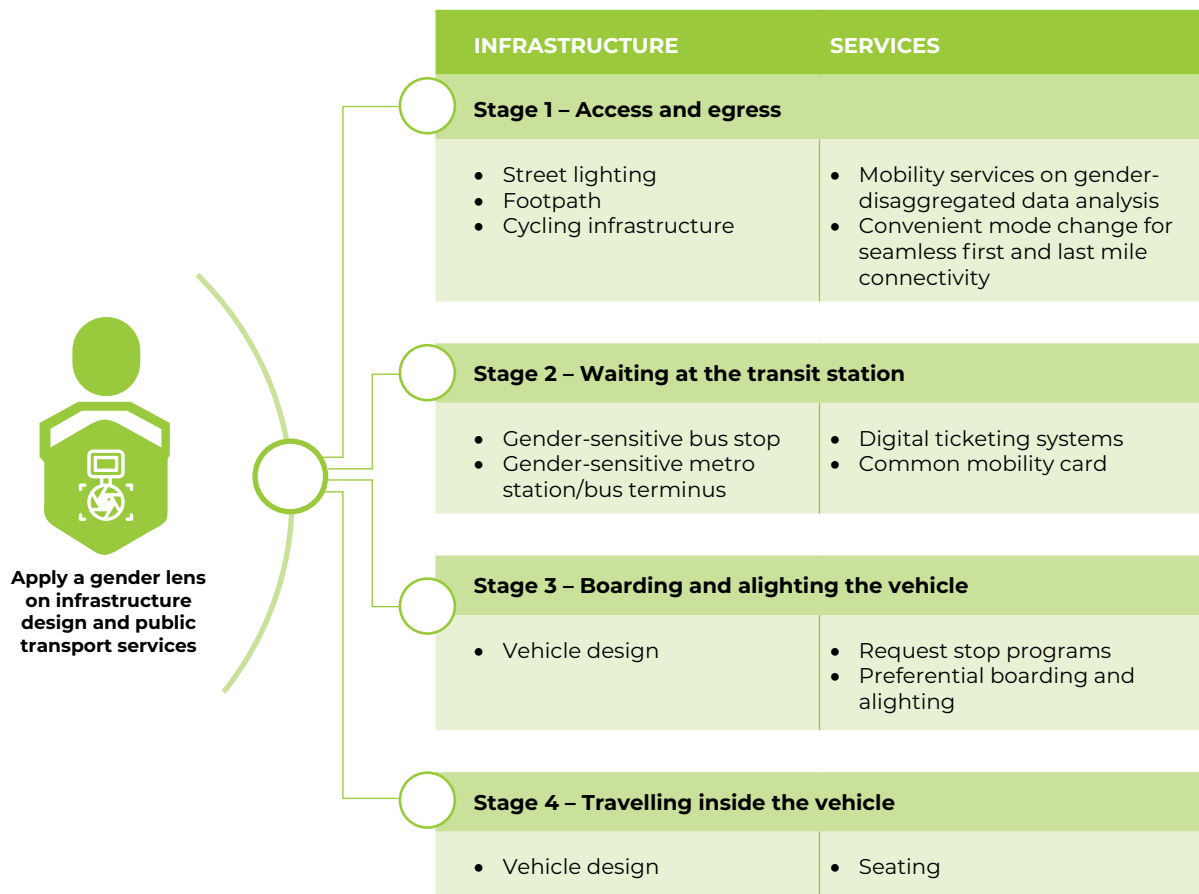


Figure 21: Sub-components of ‘applying gender lens’ aspects

Source: World Bank 2022

accessibility, and responsiveness to mobility of care needs.

16. Built infrastructure in cities and urban spaces can also be viewed from a gendered perspective to shape an inclusive environment for the residents of a city. There are key issue areas in the built environment that constrain, inconvenience, and even endanger women, girls, and gender minorities - mobility, that is, moving around the city safely, easily, and affordably; safety and freedom from real and perceived danger / violence in public and private spaces; health and hygiene and the ability to lead an active lifestyle that is free from health risks in the built environment; and

climate resilience, that is, being able to prepare for, respond to, and cope with the immediate and long-term effects of disaster and security of tenure – accessing and owning land and housing to live, work, and build wealth and agency. For women to be able to access a full range of public services, workplaces, schools, and other key amenities, economic opportunities must be unlocked so that they feel at ease and connected to others in the city allowing them to stay mentally, physically, and emotionally healthy. To build social networks, urban planning needs to evolve to include a diverse perspective. The World Bank’s ‘Handbook for Gender Inclusive Planning and Design’ (World

Bank 2020)⁷ sets out practical approaches, activities, and design guidelines that show how to implement a participatory and inclusive design process that explores the experiences and uses of the city from the perspective of all citizens: women, men, and sexual, gender, and other minorities. Therefore, this toolkit is focused more on public transport and urban mobility. Drawing on this Handbook, provides quick reference checklists for gender responsive features for street design and public toilets.

A. Placing a gender lens on infrastructure design

Stage 1: During access and egress

Ensure functioning street lights are in place to improve safety and perceptions about safety and mechanisms available to monitor and control them remotely

Design functional footpaths which follow principles of street design, universal accessibility, and other related principles

Promote cycling infrastructure and services to improve mobility and first and last mile connectivity

Sub-components of 'applying gender lens' - Infrastructure

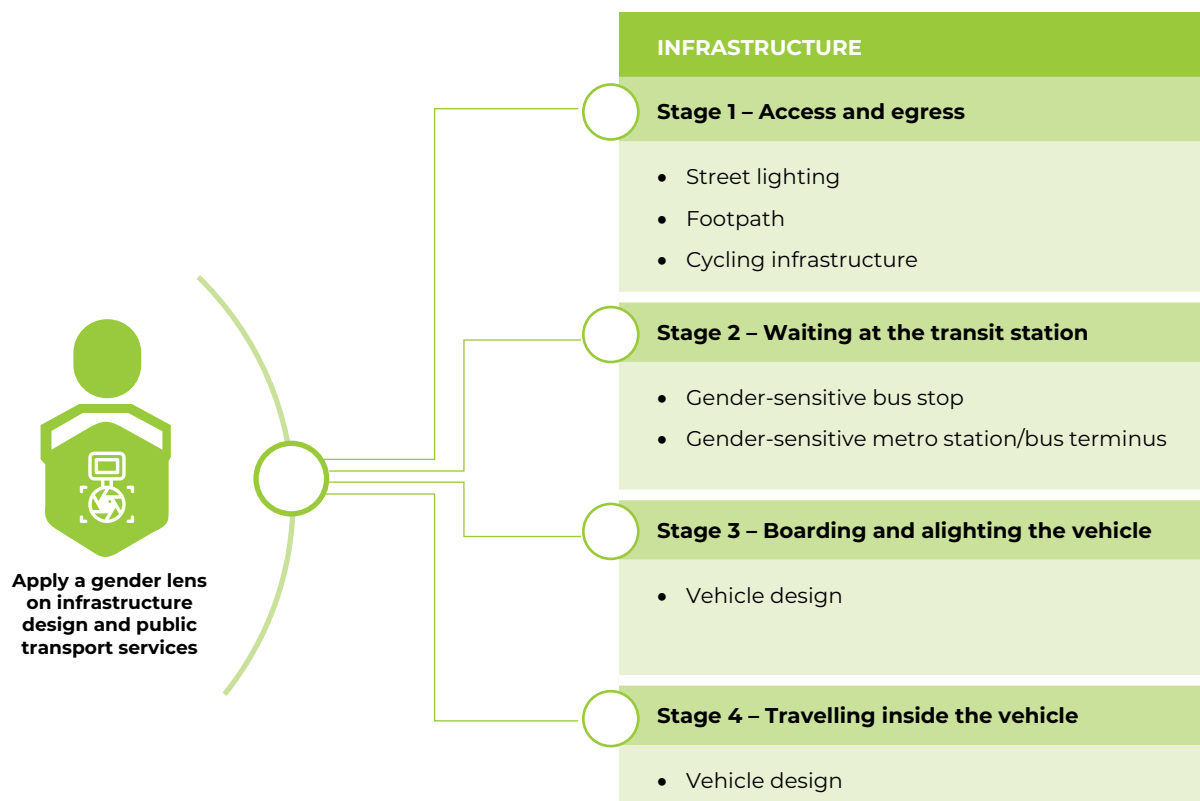


Figure 22: Sub-components of 'applying gender lens' aspects - Infrastructure

Source: World Bank 2022.

Element 1: Street Lighting

17. The objective of street lighting in the context of gender mainstreaming of street infrastructure is to illuminate walkways and eliminate shadow areas thereby reducing the risk of sexual harassment crimes on the street. Good visibility and natural surveillance of transit areas by surrounding shops and residences is a positive reinforcement of safety for women. ULBs can use existing standards established by the bureau of Indian standards (BIS) or energy efficiency services limited (EESL), as well as international standards as a guideline to monitor the efficiency of their street lights. Monitoring whether all street lights are functioning requires monitoring on a ward-by-ward basis. For maintenance of street lights, technologically advanced solutions, for example, remote sensing programs to monitor street lights from a master control station (MCS), are now available and have been adopted by some ULBs. Increasingly these street lights combine multiple

features (Nhede 2018)⁸ (for example, air quality, weather, and traffic monitoring) to make best use of investments.

18. Prioritizing energy efficient streetlights can enable cost savings, which can increase coverage of street lights disproportionately benefitting women. Implementing agencies can also opt for energy efficient designs or solar powered street lights. Energy conserving solutions such as LEDs have about 75% electricity saving with significantly better light quality and the added advantage of eliminating mercury waste disposal (SERDP-ESTCP 2022).⁹ Solar powered lamps have an initial high cost but savings are realized in the form of low maintenance costs once installed (USAID 2010).¹⁰ Opting for these technologies can cut street lighting costs dramatically thereby enabling city municipalities to ensure that remaining financial resources can be used to provide lighting in remote and power-underserved areas where women are at particular risk in dark public spaces.

Checklist for ensuring functional street lighting

<p>Do the existing street lights comply with established standards?</p>	<p>The bureau of Indian standards (BIS) has established standards (IS 1944) for street lights in India. These standards pertain to level of illumination, specific height of street poles, mounting height of street lights, including LEDs (light emitting diodes) lighting standards.</p>	<p>More information</p>
	<p>Compendium of international standards on streetlighting by the World Bank; can be used for comparative purposes.</p>	<p>More information</p>
	<p>Handbook of Quality Control of Streetlighting by EESL also provides useful information on selection of third-party inspection agencies.</p>	<p>More information</p>
<p>Spacing of street lights</p>	<p>Street lights are present every [X] meters</p> <p>Functional street lights are present every [X] meters.</p>	
<p>Frequency of street light audits</p>	<p>Monthly / quarterly / annually.</p>	

Failure rate of street lights	Number / percentage.
Performance of street lighting on latest safety audit	Score on safety audit.
Proportion of street lights that are energy efficient	Number / percentage.

Table 35: Checklist for ensuring functional street lighting

Case study	Chennai Street lights (Shekhar 2018)¹¹
City	Chennai
Year	2020
Project overview	<ul style="list-style-type: none"> • In Greater Chennai Corporation, all the street lights are monitored by a remote group monitoring system. This enables remote switching on/off of the street lights in real time. Alerts regarding unlit street lights are sent to the concerned engineers who receive an SMS from the system. This enables quick addressal of non-functional lights. • Smart street light solutions are in line with the infrastructure of upcoming smart cities in India.
Key features of the intervention	
Previous system of tracking through SMS	Citizens can either complain online or by calling the helpline 1913. A docket number is assigned to the complaint for follow up and checking the status and the complainant can expect to receive regular SMS (short messaging service) updates till the issue is resolved. There is also the option of replying to the SMS if the complaint has not been satisfactorily resolved.
Remote sensing system	<ul style="list-style-type: none"> • In 2020, the corporation switched to a remote monitoring system in pillar boxes which can be monitored from a central location. As of 2020 there were over 7,700 pillar boxes and around 60 street lights are fitted to a box. Each box has a panel to monitor the lights. The panel shows power usage and has a SIM (subscriber identification module) card which allows it to send a message to the central location if a light malfunctions. • One pillar box controls several lights. Lights are switched on and off as per a pre-set time and if any light does not work, the local engineer is alerted.
Cost	The cost of one equipment was around INR 56,000 and the cost of the project was INR 40 crore. The corporation received INR 14 crore from the Nirbhaya Fund and INR 25 crore from the central government commission (Gautham 2020). ¹²

Case study	Chennai Street lights (Shekhar 2018) ¹¹
Application in other Indian cities	For street lights in India to be brought up to international standards, apart from switching over to energy efficient lights, a smart solution that will collect accurate baseline data and a detailed analysis of the data is required. With the smart city initiative, integrated control and command centers (ICCCs) are becoming a widespread practice in many Indian cities and addition of street light monitoring in the ICCCs will help make street light management efficient.

Case study 27: Good practice - Chennai street lights project

Element 2: Footpaths

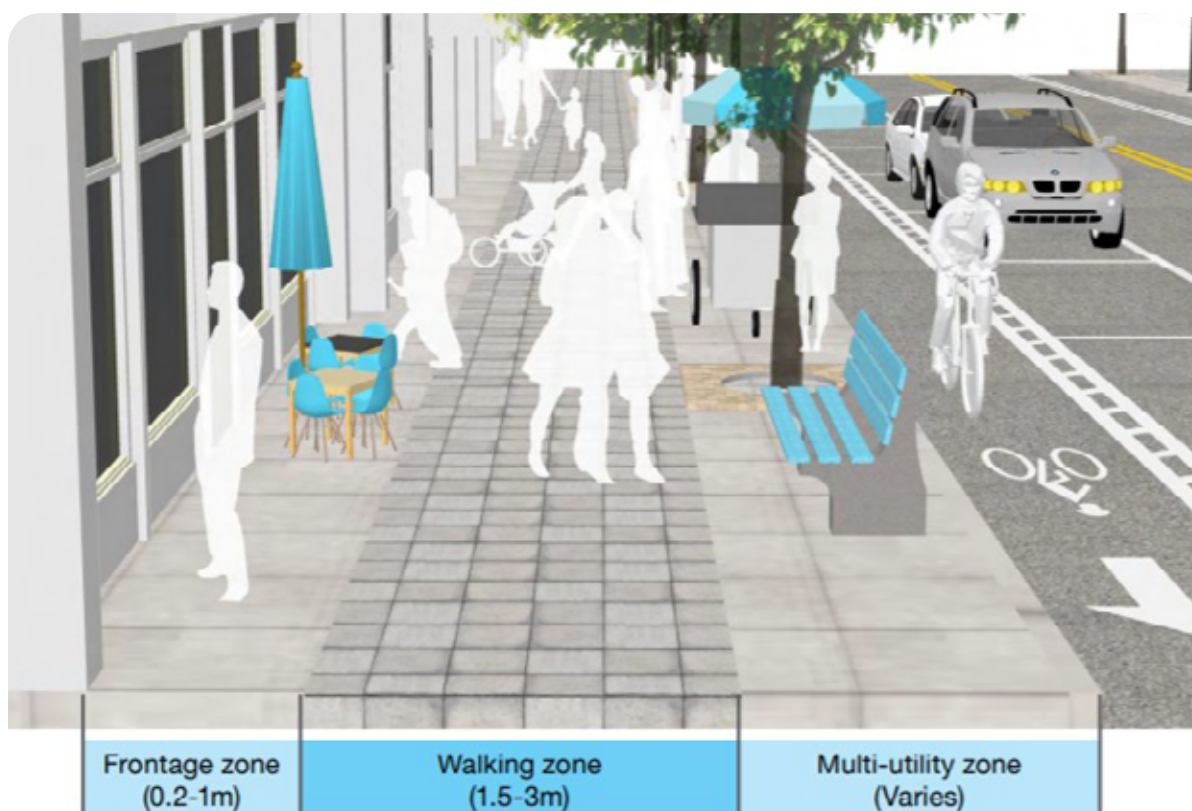
19. Maintaining Non-Motorized Transport (NMT) infrastructure is a key component of gender-responsive urban planning given the high proportion of women walking or cycling to commute. Footpaths are a transportation system/network by themselves which require regular

maintenance to ensure that they are wide, continuous, uniformly paved, and without cracks or bumps for comfortable walking. Such pavements should meet universal accessibility requirements for the less mobile as well. Footpaths can also be enhanced with the use of ramps, emergency pedestrian push buttons, and a clear policy on removal of obstructions.

Checklist for ensuring functional walkways and footpaths

Do the existing footpaths comply with established standards?	Guidelines for pedestrian facilities, Indian Road Congress.	More information
	Good practice note: Integration of road safety considerations in transit-oriented development projects, the World Bank.	More information
Does the height and width of the footpath meet existing design standards?	Design standards for footpaths depend on their location (IRC 2012). ¹³ The height of the footpath should be 150mm to ensure universal accessibility and at the same time prevent illegal parking by not allowing vehicles to mount over the footpath.	
Does the footpath have a gender-responsive design?	A gender-responsive footpath has three zones- a frontage zone, a walking zone, and a multi-utility zone. Suggested dimensions for each zone are shown in the figure below (WRI 2020). ¹⁴	
What is the quality of the footpath?	Uniformly paved (Yes / No) Without cracks (Yes / No) Continuous (Yes / No)	

Is the footpath unencumbered?	Yes / No – List of main encroachments
Is there a process established to regularly remove obstructions from the footpath?	No / Yes – Details of process and frequency
Does the footpath have ramps at the end?	Yes / No
Is there a clear process for establishment and space designation for street vendors?	No / Yes – Details of process
Are nature-based solutions being used for space demarcations?	Nature based solutions, such as planting local trees along the footpath will not only provide natural shade but also help absorb dust and mitigate noise. Roots should be considered in such plans with flush cover over the roots. Yes / No and details of areas where they are being deployed



Source: World Bank 2020.

Table 36 Checklist for ensuring functional walkways and footpaths

20. Sheltered footpaths can make walking more pleasant in a hot country like India.

Colonnades and shaded walkways provide shade for shopping corridors or transit environments. For footpaths typically, sheltering is achieved through tree plantation. Apart from making the street aesthetically pleasing, trees can be of great functional importance. They provide shade to pedestrians and cyclists, reduce local ambient heat, and make the atmosphere cooler, improve quality of air by absorbing pollutants and reduce surface water drain off. Care needs to be taken that they do not cause obstructions and are compatible with the local ecology (PMC 2016).¹⁵

21. Curb ramps can overcome changes in level between the footpath and the road surface.

Curb ramps can help people of all genders who use a wheelchair or are less mobile, in moving seamlessly or crossing (UN Enable 2022).¹⁶ Most importantly, ramps can disproportionately benefit women users who may be pushing prams or luggage trolleys with wheels as the ramp can avoid a sharp jerk and ease movement on to the road. The Accessibility Guidelines for Bus terminals/Bus stops, issued by the Ministry of Road Transport and Highways in 2021 (MoRTH 2021)¹⁷ stipulate that for new facilities highway authorities and developers should aim to provide a curb height of 140mm as this allows for future road resurfacing. Existing curb heights of between 100mm and 140mm do not require alterations. However, where curbs are already being altered at bus stops, for example, to build a bus boarder, consideration should be given to the use of higher curbs to reduce the step height and the gradient of the ramp deployed for wheelchair access. Following the principles of universal design this will improve access for all bus users including women.

22. Pedestrian push buttons can be considered where adequate opportunities do not exist for pedestrians

to cross and motor traffic is incessant.

Push buttons work either by extending the green phase to give sufficient time for pedestrians with slower mobility, including encumbered women, to cross safely or by enabling more frequent walk intervals (FHWA 2022).¹⁸ This is particularly useful for women pedestrians who are often holding bags or handling children. They can be modified to include an audible signal, such as a beep so that people with a visual impairment can know when to cross. Push button devices may also be needed on busy traffic islands where signal timing does not allow pedestrians to cross the complete street width during one signal phase. Civic and transport authorities in Patna and Navi Mumbai have already introduced this facility in their cities (Jeddy 2018; Rumi 2019).^{19,20}

Example – Pedestrian push button



Figure 23: Example of a push button

23. Implementing agencies can devise policies and processes to monitor footpaths and regularly remove obstructions.

As some obstructions require speedy removal, it is recommended that the monitoring of footpaths to ensure a barrier free environment for pedestrians is done regularly using digital technology and crowdsourcing. Accessibility should not be compromised even during public gatherings, social events, community

festivals, or construction activities. Table 37 lists the types of obstructions typically

found and the action required for clearing.

Types of street obstruction and action required for removal

Type of obstruction	Type of action	Time interval by which it should be cleared
Encroachment	Formulate policies to manage illegal encroachments and designate areas for street vendors.	Monthly
Garbage	Removal.	Daily
Tree roots	Consultation with horticulture department on how to remove the obstruction without cutting the tree.	Monthly
Redundant signage	Removal.	Weekly
Open utility access hole	Grill or closed cover to be installed by the water and sewage department.	Daily
Broken street furniture	Removal.	Weekly
Construction debris	To be removed; attempt to be made to find the perpetrators and impose a penalty.	Weekly
Wrongly parked vehicles	To be reported to traffic police; vehicle removed and penalty imposed.	Daily
Urination	If perpetrator is spotted by a duty bearer, such as a police constable, penalty to be imposed on the spot. Signages warning people of penalty if found urinating to be placed at both ends and the middle of the footpath.	Daily
Construction sites	Alternative footpath to be arranged when construction site is started with confirmation by site supervisor.	Weekly

Table 37: Types of street obstruction and action required for removal

24. Placement of utility boxes and EV charging stations can be done efficiently to ensure minimal impact on the usability of footpaths and cycle tracks.
Physical infrastructure for providing utility services like electricity and telecom occurs in form of utility boxes, such as electric

transformers, switch boxes, telephone boxes, cable television boxes, traffic control boxes, and similar devices. Utility boxes are best accommodated underground or if they have to be on the surface the best option on easements is at the edge of private properties, just off the right of way

leaving the footpath free of obstructions. If there is no way to avoid placing a utility box in the pedestrian movement zone, then it is essential to orient the box parallel to the street and not perpendicular to the flow of pedestrian traffic (ITDP 2011).²¹ Moreover, with the expected increase in electric vehicles (especially two wheelers) on Indian city streets, the placement of charging stations has to be integrated in a similar manner as utility boxes such that they do not impede pedestrians and cyclists.

Example – Electric Vehicle charger



Figure 24: Example of a charging station causing obstruction on a footpath

Source : Transforming India 2022.

25. Harness smart solutions, such as the Swachhata app to generate auto alerts when footpath clearing is required. To report barriers to walkability on streets, citizens can be encouraged to use the Swachhata app that was launched by

the Ministry of Housing and Urban Development in 2016 which covers more than 4,000 towns. It enables citizens to click a picture of the problem area and send it to the ULB through the app which then allots it to the concerned official and the citizen is notified when the problem is solved. Thus, there is an end-to-end tracking of the problem. The Swachhata app can be downloaded on all Android phones. One signage per footpath can urge citizens to report problems that they see through the Swachhata app (MoHUA 2022).²² Users can also be encouraged to report obstructions and poor quality of footpaths via their social media channels.

26. Particular areas on a pavement can be designated as a zone for street vendors so as not to obstruct pedestrian movement. At present the Town Vending Committee Act, 2014 (GoI 2014)²³ requires one-third of members representing the street vendors to be women vendors and due representation to be given to scheduled castes, scheduled tribes, other backward castes, minorities, and persons with disabilities from amongst all street vendors. For more gender-responsive urban planning, implementing agencies can work with the town vending committee of the city to implement this policy in practice.

Case study:	Facilitating participation of women street vendors
City	Delhi
Year	2009
Project overview	<ul style="list-style-type: none"> • Women street vendors regularly face harassment by local male vendors, and often there are no gender-responsive toilet facilities thus increasing the likelihood that women will suffer from abuse. • SEWA Delhi had put the idea of a ladies' market before the Supreme Court and received great support. SEWA Delhi got permission to organize an all-ladies market from the municipal corporation of Delhi (MCD) in 2008. • SEWA Delhi street vendors established India's first-ever ladies' market (Mahila Bazaar) at Tagore Road in 2009, where over 200 women vendors from various parts of Delhi vend with dignity, without facing any harassment. • The vendors pay weekly fees and the continuous rent enables the MCD to earn revenue.
Key features of the intervention:	
Mobilizing women vendors	200 women vendors were mobilized and organized to sell their goods in the market. These members are also paying the vending fees and have been issued SEWA identity cards. Home visits and market visits are undertaken to monitor the sale process and to ensure that the market functions well.
Liaising with government departments:	Meetings and follows ups were conducted with MCD for permissions. Further, meetings were held with the police department and the traffic control authority for no objection certificates.
Give publicity about the women only market	Widespread publicity of the market was undertaken through banners, pamphlets distribution, word of mouth, and media coverage. Contacts were made with students of Delhi University, embassies, tourism department, and resident welfare associations.
Beautify the allotted site	SEWA worked with architects to beautify the market. It also made arrangements for drinking water and toilets for the vendors. MCD reconstructed the roads connecting to the market area.
Application in other Indian cities	Ladies' markets or designated areas in markets for women vendors can be a starting point to enhancing women's presence in public spaces and to provide opportunities to women entrepreneurs. While segregation may be a short-term solution, the long-term goal must be to create awareness at the community level and mainstream gender aspects in daily life.

Case study 28: *Facilitating participation of women street vendors, New Delhi*

Element 3: Cycling infrastructure

27. Implementing agencies can prioritize cycling to ease first and last mile connectivity, particularly for women.

Surveys have shown that lack of safe cycling infrastructure is identified by women as a barrier for cycling across developing countries, including India (Aldred et al. 2014; Datey et al. 2012; Jamba and Bhatt 2021; Ramboll 2021).^{24,25,26,27} Cycling is affordable for women of most income groups. As women’s trips are shorter but more frequent, cycling can provide them easy access to jobs, education, markets, and a social and cultural life. On a cycle, less time is spent trying to find a parking space or in congestion and this can be a time-saving device for women who typically suffer from time poverty. Studies have shown that Indian women’s time poverty also impacts their ability to spend time on fitness (Vasudevan 2019).²⁸ Thus, encouraging adoption of the cycle as a mode of transport can also provide health benefits to women (SUTP 2017).²⁹ Adequately sized and dedicated cycling lanes, safe routing (especially at crossroads), and safe parking facilities distributed all over the city are the basic infrastructure required to ensure that urban women can safely cycle. Electric

bikes are likely to gradually take a broader role in urban mobility and will benefit with a similar infrastructure.

28. Implementing agencies can encourage cycling amongst women by offering bike-sharing services, safe and preferential parking facilities, and supporting campaigns encouraging cycling.

Implementing agencies can partner with private sector firms to offer bike-sharing services at terminals and stations, offering seamless connectivity to public transport. Partnerships with private bicycle companies could be an option to implement a bike sharing system that has cycles designed for women. Given women’s care responsibilities, a child seat and good-sized carry baskets fitted to cycles can encourage women to use bikes for mobility of care. Inclusion of light weight cycles for women could be another consideration for a bike sharing system targeted at women users (Ma et al. 2020).³⁰ Implementing agencies can provide safe, shaded, and separate parking infrastructure. These parking spaces can be offered at concessional rates or be made free for women cyclists. Cities could partner with communities/ NGOs/ cycling groups to encourage bicycle adoption by women.

Checklist for establishing cycling infrastructure

Do the existing cycling tracks comply with established standards?	Planning and Design Guideline for Cycle Infrastructure	More information
What is the proportion of dedicated cycle lanes across city roads?	Number / percentage	
What are the routing rules for cyclists to maintain safety, particularly at crossroads and intersections?	Provide details	
What proportion of parking facilities provide separate, safe cycle parking?	Number /percentage	
How many provide preferential parking for women cyclists?		

How many public transport terminals and stations provide safe cycle parking?	Number / percentage
How many provide preferential parking for women cyclists?	
How many public transport terminals / stations have bike-sharing facilities?	Number /percentage

Table 38: Checklist for establishing cycling infrastructure

Case study	Cycling adoption by women in Pudukkottai district (PSBT India 2015) ³¹
City	Tamil Nadu
Year	1991- present
Project overview	A female district collector's literacy drive recognized that lack of mobility among women played a key role in undermining their confidence. It began with activists who were taught to cycle to spread literacy in the interiors and soon became a social movement where over 100,000 women learnt to cycle in a year (1992-1993). Tied to the literacy mission, cycling enabled Pudukkottai to become the first district in Tamil Nadu to achieve 100% literacy.
Key features of the intervention	
Easy loans	Women were given loans to buy cycles.
Volunteer run	Those who learnt taught others and the entire campaign was based on volunteering. Men also served as trainers in the initial stages.
Agnostic to cycle design	Though there was a shortage of ladies' cycles, the 'gents' cycle was found to be surprisingly useful as the additional bar in the middle of the seat was used to seat small children while riding.
Targeted at all women riders irrespective of age or occupation	The women found an efficient, cheap, and easy way of meeting their transport needs to do routine care work like fetching water or making trips to the market. Cycling enabled young girls to reach school easily while for women working in agriculture it helped them buy fodder, transport agricultural produce, and increased their market reach (Saxena 2020). ³²
Impact	Cycling reflected the values of freedom, mobility, and independence for the women of Pudukkottai. Even women from conservative backgrounds joined the movement to learn cycling and enhanced their mobility.
Application in other Indian cities	Similar initiatives can be adopted in villages, towns, and cities of India to increase the mobility of women with the help of the district administration, CSR funds, and NGOs.

Case study 29: Good practice – Encouraging women to take up cycling - Pudukkottai

Stage 2: Waiting at stations / terminal / transit facilities

Design and build gender-responsive bus stops, terminals, depots, and metro stations considering accessibility, security, and comfort

Design and build fully functional public toilets keeping in mind women's requirements

Increase the number of toilets for women and for persons of minority genders

Element 1: Gender-responsive bus stops

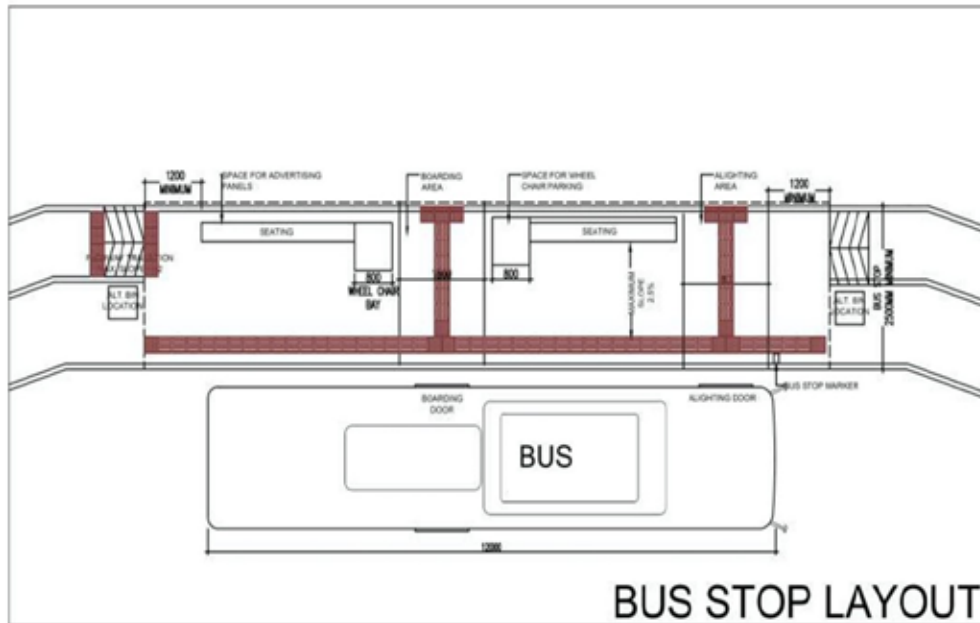
29. A gender-responsive bus stop is one that is built considering accessibility, security, and comfort for women and persons of minority genders. A bus stop that is designed gender responsively allows all passengers to have a pleasant waiting experience till the arrival of their transport. A schematic of a gender-responsive bus stop is shown in Figure 25. To achieve each of these objectives, several design features have to be incorporated. Guiding principles to design a gender-responsive bus stop and maintenance activities is presented in Table 39.

Sample of a gender responsive bus stop design



भारत गणराज्य
Ministry of Road Transport and Highways

Figure 105- Bus stop layout



Accessibility Guidelines for Bus terminals and Bus Stops

Figure 25: Sample of a gender responsive bus-stop design

Source: MoRTH 2021.

Guiding principles to design and maintain a gender-responsive bus stop

Theme	Feature	Responsibility
Accessibility	Bus stops are ideally required to be walking distance from parking lots so that those travelling by private vehicles for first/last mile connectivity, can park their vehicles and walk to the bus stop.	ULB, PTA
	<p>Intervals of bus stop locations</p> <p>The UN Habitat recommends that public transport stops be placed 500 meters or 5 minutes walking distance from a reference point for convenient access (UN Habitat 2018).³³ An assessment can be made of the distribution of bus stops to check if this criterion is being met.</p> <p>At the local level, high resolution imagery and open-source data can be used to identify and map the location of public transport stops. In places where bus stops are too far apart, creating new stops in between two existing ones could be envisaged.</p>	PTA, spatial data analysts who have expertise in ArcGIS/QGIS
	<p>Length of the bus stop</p> <p>When the bus stop is shorter than the bus which arrives, waiting passengers spill on to the road outside the boundaries of the bus shelter. To avoid this, a good thumb rule for determining the length of the bus stop is to match it to the length of the largest bus expected to use it so that all entry and exit doors can be accessed within the physical limits of the stop.</p>	PTA
Safety	<p>For women passengers, safety assumes particular importance as transit stops are often sites for crimes against them. Desolate, dark stops can heighten the risk of sexual harassment.</p> <p>Lighting</p> <p><u>Approach to the bus stop</u></p> <p>Well-lit approach roads to the bus stop in line with guidelines outlined under the sub-heading street lights above are recommended. While being useful for all approaching passengers, good lighting around a bus stop is especially useful to prevent attacks on women and persons of minority genders in lonely, dark streets and stops.</p>	Lighting engineer/ architect hired by the PTA who is trained in CPTED principles

Theme	Feature	Responsibility
	<p><u>At the bus shelter</u></p> <p>A bus stop needs sufficient illumination to throw light on the vertical plane as well as horizontal plane (Nain and Murdoch 2013).³⁴</p> <p>Adequate vertical illumination is required so that a waiting woman passenger in a bus stop can read the expression of pedestrians some distance away and take evasive action if necessary. Likewise, adequate horizontal illumination will throw enough light on the floor level.</p> <p>Direct lighting may be costly to install in remote bus stops serving only a few people. Hence, new bus stops could be planned where street lighting already exists.</p> <p>White light is a preferred choice as it creates contrasts for pedestrians.</p> <p>In case of bus stops that have walking space behind the bus shelter, opaque advertisement boards create zero visibility of what is happening behind the shelter and can be replaced by transparent/translucent boards.</p> <p>Solar energy powered bus stops are a sustainable solution for all areas of the city but particularly so for remote areas which have power shortages. Solar powered systems can illuminate bus shelters at night and also provide amenities like charging (EC 2020).³⁵</p>	<p>Lighting engineer/ architect hired by the PTA who is trained in CPTED principles ULB</p>
<p>Safety</p>	<p>Surveillance</p> <p>Wherever possible, locating bus stops in areas of high activity can make use of existing street vendors to provide natural 'eyes on the street.' Coordinating bus stop management with existing activities is also cost effective.</p>	<p>PTA, ULB</p>
	<p>CCTV cameras can be installed in the bus shelters and monitored in a control room in the nearest bus depot.</p> <p>Misuse of bus stops may be countered with the help of the local police. The local police can evict non-passengers from the shelter through daily checks of bus stops in the area.</p>	<p>Local police, PTA</p>

Theme	Feature	Responsibility
	<p>Emergency response</p> <p>Emergency hotlines can be planned at bus stops which connect to the nearest police control van. Helpline numbers for women's safety must be prominently displayed at bus stops.</p>	Local police, PTA
Comfort	<p>Drainage of monsoon water</p> <p>A cross slope is required in bus shelters to drain off the excess water that may collect in the monsoons. Suitable curb gutter sections with requisite longitudinal slopes and outlets at intervals will ensure quick disposal of water. This will prevent water from splashing on the waiting passengers (Planning Commission 2010).³⁶</p>	ULB, PTA, engineer/ architect hired by the PTA
	<p>Signages in the bus stop</p> <p>The name of the bus stop and its unique ID must be prominently listed and clearly visible from the buses and from outside.</p> <p>Map showing routes of buses which halt at that stop along with major interchanging bus terminals, nearest hospitals, and conveniences, can be displayed within the premises of the bus shelter. Maps are typically placed on the inner side of either of the three walls of the bus shelter or on a separate board just outside the shelter.</p> <p>Not knowing when the next bus is arriving has widely been reported as a cause for anxiety for women passengers standing in desolate stops. Global positioning system (GPS) devices providing real time tracking of transit vehicles, which can now be connected to the display signs so that 'next bus' information is available to women passengers. As an alternative, mobile application tracking services can also be offered.</p> <p>Informative messages can alternate with advertising communication to provide a revenue-generating opportunity for the transit agency.</p> <p>Graffiti and vandalism which make routes and maps illegible can leave women passengers lacking in vital information. Regular cleaning and maintenance of bus stops can avoid this.</p>	PTA, agency contracted for maintenance

Theme	Feature	Responsibility
	<p>It will also help to get the local community to help by reporting vandalism if they see it. Using materials which are resistant to graffiti during construction of the bus shelter is another possibility. For example, using embossed stainless steel can prevent spray paint and marker pens from sticking. Anti-graffiti coatings which can be sprayed like paint are also available. Digital signage solutions that signal when a surface is tampered with are a new line of defense against vandalism (Radiola Land 2019).³⁷</p> <p>Signages in English and the local language will make them universally accessible.</p>	
	<p>Street furniture</p> <p>Benches and dustbins in the bus stop enhance comfort for all passengers but particularly for women who often carry bags and are accompanied by children.</p>	PTA, agency contracted for maintenance
	<p>Given India's hot summers and heavy rains during the monsoons in several regions, sheltered bus stations will protect passengers from weather conditions. Summer heat radiation is a factor of consideration when specifying the shelter height and roof material.</p> <p>However, the construction of air-conditioned bus stops is not recommended based on the experience of some cities who have tried this (The Times of India 2019).³⁸ Apart from other downsides like not being able to spot the bus when it arrives, air-conditioned bus stops being closed enclosures, increase the risks of harassment for women passengers.</p>	PTA, agency contracted for maintenance

Table 39: Guiding principles to design and maintain a gender-responsive bus stop

Element 2: Gender-responsive metro stations/ bus terminals/depots

30. Gender-responsive design of metro stations, bus terminals, and depots requires additional considerations. A central bus depot or bus terminal is a busy, sprawling junction, from where several buses routes terminate/begin. Passengers

wait here longer than in a bus stop, as the bus is stationed here for a while before starting again. A metro station is a large, busy transit environment with high footfalls and often has at least two levels. Therefore, some additional considerations need to be applied, over and above the requirements for a bus stop, as detailed in Table 40.

Additional guiding principles to design and maintain a gender-responsive metro station/bus terminal/ bus depot

Theme	Feature	Responsibility
Accessibility	<p>All guidelines for bus stops detailed above apply.</p> <p>Additional consideration: Accessible ramps and elevators can be provided to reach the higher stories, apart from stairways and escalators.</p>	ULB, PTA
Security	<p>All guidelines for bus stops detailed above apply.</p> <p>Additional considerations: Stations/depots being sprawling areas they may be misused resulting in anxious situations for women passengers, especially at night. This may be countered through deployment of security personnel who are vigilant about stopping unlawful activities that may be conducted in nooks and crannies of the building.</p>	Local police, PTA
Comfort	<p>All guidelines for bus stops detailed above apply.</p> <p>Additional considerations: Clear, updated Information.</p> <p>Higher volume transit stations may have a significant number of riders who are not familiar with the local area and would benefit from clear, multilingual wayfinding and informational signages, facilitating connections with other transport options.</p> <p>Route maps with multiple modes to be prominently displayed at stations, preferably in an interactive format. Given the rapid proliferation of smartphones in urban Indian, route maps and accompanying information is best deployed as mobile applications / text-based inquiry services.</p> <p>Effective wayfinding and signage design is characterized by clear, unambiguous words, uniform text that avoids italics and unusual fonts, high contrast colors, and pictographs. These pictographs can be gender-inclusive.</p> <p>Shadows cast by lighting sources and surface glare are avoidable mistakes while installing an information display board.</p> <p>Maps and signages created must be able to stand out amidst the plethora of commercial signs in a station.</p> <p>Information about the location of nearby hospitals and convenience stores will be a helpful addition to the map.</p>	PTA; signage company hired by the PTA

Theme	Feature	Responsibility
	<p>Expected time of arrival of different trains on a scrolling digital display with large lettering will help universal access to this information. It can be accompanied by audio announcements to help those with poor visibility or passengers who cannot read.</p> <p>Digital public address systems are highly flexible and can provide paging, background music, transit announcements, and emergency announcements.</p> <p>All information must be in at least 2-3 languages, varying across state / city contexts as suitable.</p> <p>Regular cleaning and maintenance of signages will prevent graffiti and vandalism which will make the information illegible.</p>	
<p>Comfort</p>	<p>Amenities</p> <p>Compared to bus stops people may spend a longer time in bus depots and stations as they wait for connecting transport. Hence, having waiting rooms for women where they can sit with young children will be helpful. Ergonomic seats without sharp edges and a level horizontal surface can make seating comfortable for both women and small children in the waiting room.</p> <p>The following amenities inside the women’s waiting room will make waiting for women passengers pleasant and convenient:</p> <ul style="list-style-type: none"> • Storage space for luggage • Lockers • Diaper changing area • Kid-friendly zone • Two women’s toilets and one wheelchair accessible toilet <p>Men’s rest rooms can also be designed to have a diaper changing area to enable men to participate in childcare duties thereby contributing to a more gender equal division of care work.</p> <p>Apart from the waiting room, designated seating for women on the platforms is desirable. Sturdy, durable, vandal resistant material used for furnishings and seating are easier to clean and repair.</p> <p>Shops within terminals and depots can be awarded to women / persons of minority genders on a preferential basis or quotas can be applied (for example, 50% of the shops to be auctioned to female vendors).</p>	<p>PTA; maintenance agency hired by the PTA</p>

Table 40: Additional guiding principles to design and maintain a gender-responsive metro station/bus terminal/bus depot

31. Implementing agencies can ensure the provision of toilets for women at stations and terminals.

Access to well-designed and fully functional toilets is part of the right to dignity, health, and access to public space for persons of all genders. There is a gender gap in the provision of public toilets for women and persons of minority genders across cities in India, resulting in disproportionate health complications. In Mumbai, for instance, only one out of every three public toilet seats is for women. Women in the city not only have

fewer toilets to begin with, but in paid community toilets they also pay more than men for the same usage (CORO 2022).³⁹

The Ministry of Housing and Urban Affairs has formulated detailed Gender-responsive Guidelines under the Swachh Bharat Mission (Urban) recognizing the differential needs of women and persons of minority genders (MoHUA 2019).⁴⁰ Implementing agencies can align the design of gender-responsive toilet facilities at stations with these guidelines. Some of the key principles are presented in

Case study	Gramalaya’s management of community toilets by women’s self-help groups (Gramalaya 2022)⁴¹
City	Tiruchirappalli, Tamil Nadu
Year	Started in 1989
Project overview	<ul style="list-style-type: none"> • Tiruchirappalli (Trichy) has been a pioneer in urban sanitation and has built a large number of community toilets and integrated sanitary complexes over the years. • While 81% households in Tiruchirappalli have access to individual toilets, 14% use community or public toilets and 5% practice open defecation according to Census 2011. • Since 2000, Tiruchirappalli has had a history of community-led management of toilets. The NGO Gramalaya was among the three NGOs who were involved in setting up sanitation & hygiene education (SHE) teams, comprising of representatives from self-help groups within slum communities who managed toilets in their respective areas.

Key features of the intervention:

Community toilets managed by women self-help groups’ (SHGs)	NGO Gramalaya formed women's self-help groups in urban slums. Three to five self-help groups were bunched together to form a SHE team. The SHE team manages community toilets through pay and use schemes.
Women trained for the job	These SHE teams were provided with capacity building, training, and hygiene education by Gramalaya. Monthly meetings were conducted at the ward-level, slum-level, and city-level which enabled the women leaders to exchange ideas for cross learning and sharing information to follow in their respective slums to make the project a sustainable one.

Case study	Gramalaya’s management of community toilets by women’s self-help groups (Gramalaya 2022)⁴¹
Self-sustaining model	The SHE teams gave a token to the users to keep track of daily usage numbers and maintain books of accounts for the amount collected from the toilet users. The amount collected as user fees was used for meeting the toilet caretaker’s charges, purchasing cleaning material, replacing worn-out bulbs, damaged doors, and other maintenance work. Major repairs and maintenance were attended to by the city corporation as a part of a collaboration under the urban slum intervention program.
Women’s livelihood, participation, and stake in the community	The women members who maintain the toilets under the pay and use system are getting employment opportunities on a year-round basis. By maintaining these toilets, women in the slums are working for a shared vision of a clean city.
Child ambassadors	The children in the slums served as ambassadors of change by a child-to-child approach as well as learnt the hygiene messages and toilet habits from the childhood stage.
Impact	More than 187 slums in the Tiruchirappalli city corporation were announced as ‘open defecation free’ by the city corporation with the support from Gramalaya.
Application in other Indian cities	Similar initiatives can be adopted in villages, towns, and cities of India to increase the mobility of women with the help of the district administration, CSR funds, and NGOs.

Case study 30: *Good practice - Management of community toilets by women’s self-help groups*

Stage 3: Boarding and alighting vehicles

Ensure gender-responsive design elements are incorporated in guidelines and standards for public transport vehicles, particularly buses and metro coaches

Element 1: Vehicle design

32. PTAs /state governments can consider introducing procurement guidelines and regulations to ensure that new buses and metro cars have gender-responsive design elements. Large buses, BRT vehicles, and metro cars have similar characteristics in terms of boarding/

alighting for women passengers and are therefore discussed together in this section. Studies have shown that groping is very common during boarding and alighting vehicles due to overcrowding and ease of escape for the perpetrators. Procurement rules can specify vehicle design features to make transport accessible, especially to make boarding and alighting equally easier for women passengers, especially if encumbered by bags or clothing style or accompanied by children, elderly persons, and persons with disabilities. A checklist of vehicle design features which can be included in procurement guidelines is given in Table 41.

Checklist of design elements of a gender-responsive vehicle (bus/metro cars)

Checklist of design elements of a gender-responsive vehicle (bus/metro cars)	
a.	Vehicle floor level coincides with the height of the first step to enable level, step free boarding for all.
b.	The maximum height of the first step is no more than 250 mm.
c.	The vehicle has a maximum of three steps.
d.	Minimum ceiling height at door is at least 1.8m above the first step.
e.	Maximum width between hand rails at the entrance to the vehicle is no more than 850mm.
f.	A foldable step is present to reducing the distance to the first step.
g.	The foldable step can be attached to the stairwell and deployed automatically or manually by the driver.
h.	Sloping hand rails on both sides of the door, parallel to the slope of the steps which are round, between 30mm and 35mm in diameter, and with clearance of 45mm are present.
i.	Light-up alerts announcing the opening and closing of the doors for the safety of all passengers are installed.

Table 41: Checklist of design elements of a gender-responsive vehicle (bus/metro cars)

Source: World Bank 2013.

Case Study	Grenoble's integrated, multi-modal, universally accessible public transport system (Alstom 2019; Bertrand 2005; Zweisystem 2009) ^{42,43,44}
City	Grenoble, France
Year	2004
Overview	<ul style="list-style-type: none"> • Grenoble is a city in eastern France in the Rhone Alpes region situated in an Alpine valley and acts as center for scientific research and the tech industry of Europe. • Grenoble was the second urban agglomeration to reintroduce the tram in France in 1987. • Today, the tram network of five tram lines and 45 lines of bus are fully accessible including visual and audible announcements onboard and on the platforms.
Key features	<ul style="list-style-type: none"> • Making the tram accessible for those with reduced mobility - To construct a tram line entirely accessible to people with reduced mobility, a task force was organized with Alstom. New vehicles were purchased with an integral low floor, fusible doors, and access through each of the tram's eight doors.

Case Study	Contd.
	<ul style="list-style-type: none"> • Electric buses- As of 2019, Semitag, the company operating the network has signed a deal with Alstom to buy seven low floor electric buses. <ul style="list-style-type: none"> – The buses are 12 meters in length with three doors and perfectly aligned to the pavements in the city. – Equipped with large bay windows along its entire length, the bus offers 25% more windows than a standard bus immediately enhancing a sense of security. – The vehicles are designed for slow charging at night in the depot and have an optimized total cost. • Smart card - A single card that can be purchased online or in-store allows multi-modal mobility on buses, trams, and trains in the entire Rhone Alpes region. • Landscaping- Semitag also grassed the tram routes, creating a park like atmosphere, which is further enhanced by trees and shrubbery.
<p>Impact</p>	<ul style="list-style-type: none"> • Alstom buses' low, completely flat floor, and wide doors allow easy circulation and convenient boarding for people with reduced mobility and with prams providing accessible public transit on the street. <div data-bbox="448 1099 1337 1749" data-label="Image"> </div> <p data-bbox="448 1794 662 1816"><i>Picture source: Alstom</i></p>
<p>Application in Indian cities</p>	<p>With strict guidelines related to emission and universal accessibility coming in for all new purchases, Indian cities can expect all new electric and non-electric buses to have similar features as mentioned in the case study.</p>

Case study 31: Good practice – Integrated PBS - Grenoble

Stage 4: Inside the vehicle

Procure buses and train/metro coaches which adhere to principles of universal accessibility and gender responsiveness to ensure smooth access and egress from the vehicle

Element 1: Vehicle design

33. Consider introducing procurement guidelines and regulations to ensure that new public transport vehicles have

gender-responsive design features.

Universal design features can be incorporated in vehicle design including buses, metros, and other public transport vehicles to benefit all passengers. Several of these features benefit women and minority genders disproportionately. A checklist of vehicle design features which can be included in procurement guidelines for all types of transit vehicles including buses, BRT, and metro vehicles is Table 42. MoRTH has drafted accessibility guidelines, which will form a basis for universal design, once finalized (MoRTH 2021).⁴⁵

Benefits of design features inside transit vehicles

Design features inside transit vehicles and their benefits for diverse groups of passengers (World Bank 2013)⁴⁶

Design feature	Benefits for women and/or gender minorities	Benefits for other passenger groups
a. Non-slip finish to flooring and surfaces and on hand rails throughout the car	Yes – as women are more likely to (i) be wearing shoes with heels or garments that are flowing; (ii) carrying packages; (iii) travelling with children / elderly persons, that is, mobility of care.	Yes - elderly persons, differently abled, and children vulnerable to falls and slipping.
b. Vertical hand rails and stanchions of contrasting color that are available at every row of seats. Where this is not feasible, a maximum distance of 1,050 mm between each hand rail is recommended.		Yes – elderly persons, children, and differently abled are vulnerable to losing balance and falling. The contrasting color can help those with limited vision.
c. Suspended hand holds for passengers unable to reach ceiling mounted horizontal rails.	-	Yes - for differently abled using wheelchairs and for children.
d. Seating should be a minimum of 450mm wide per passenger and between 430mm and 460mm from the floor, with 230mm of leg room.	Yes – will especially benefit women who may be carrying infants who sit on the lap along with grocery bags will have better comfort.	-
e. The recommended aisle width is a minimum of 450mm.	Yes - overcrowding increases chances of groping. A comfortable aisle width prevents passengers from sticking close to each other.	Yes – elderly persons, children, and differently abled who are vulnerable to losing balance and falling can be supported.

Design feature	Benefits for women and/or gender minorities	Benefits for other passenger groups
f. All buses equipped with emergency buttons and CCTV cameras.	Yes – acts as a deterrent for the harasser and reduces the threat perception for women.	Any passenger can be a victim of crimes ranging from pickpocketing to assault inside a vehicle and is hence a universal design feature. Elderly persons could use the button in case of a health emergency.
g. Real-time information systems can tell passengers the name of the next stop, expected time of arrival, and a route map from origin to destination, displayed electronically in a large, clear typeface.	Removes uncertainties about when the bus will arrive which is useful in cases where women/persons of minority genders may be travelling alone and are anxious about their safety. In case of last mile journeys, it can help women ask for a family member or friend to meet them at a certain point to avoid travelling alone at night or if the area they cross is not safe. Also useful from the point of view of planning and saving time for women who typically experience time poverty.	Elderly people and disabled who may be anxious about travelling alone at night or in desolate places can plan their journeys better.
h. Audible stop announcements inside the vehicle.	Useful for women who are not able to read.	For any passenger who is unable to read either due to disability or lack of literacy.
i. Effective air circulation system (for example, two fans installed on either side of each row at a safe height to avoid passengers accidentally touching the blades).	-	Can help all passengers have a more comfortable trip.
j. Storage space for bags, prams, and wheelchairs as a ledge running along the bus walls.	Few women commuters carry babies and hence are likely to use a pram. As part of their care work, they are also more likely to handle groceries and other bags.	Can help disabled using wheelchairs. Seniors carrying bags will also be helped.

Table 42: Benefits of design features inside transit vehicles

B. Placing a gender lens on service design

Stage 1: During access and egress

Devise transport services based on an analysis of gender disaggregated mobility data

Ensure multi-modal integration to ease first and last mile connectivity

Element 1: Mobility services based on a gender-disaggregated data analysis

33. Implementing agencies can leverage gender-disaggregated data on mobility patterns to plan new routes or services that address women's mobility needs.

The analysis of gender-disaggregated data on mobility (Guidance Note on how to assess the ground situation, Pillar 1) can yield clear travel patterns being followed by women in various parts of the city, including frequent routes, preferred travel timings, favored destinations, concerns about overcrowding, and lack of services.

Sub-components of 'applying gender lens' - Services

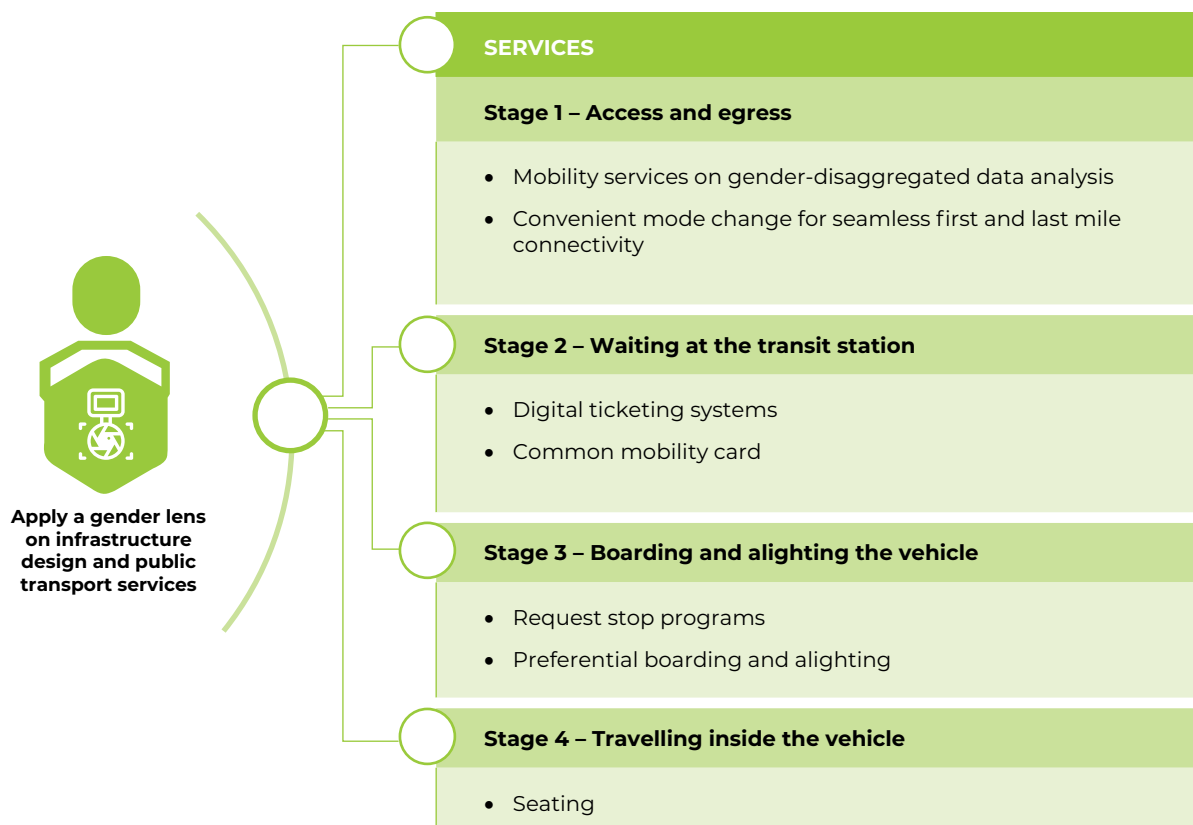


Figure 26: Sub-components of 'applying gender lens' aspects - Services

Source: World Bank 2022.

The results of the analysis need to be integrated in the design of integrated public transport services, including linking with last mile connectivity solutions. This will enable mobility services to be introduced at frequencies, routes, and at various times of the day favored not

only by men, but also by women, such as: (i) services plying on short, circuitous bus routes to meet the needs of women commuters; (ii) additional services / stops near markets, schools, and hospitals away from the city center; or (iii) ladies-special services during off-peak hours.

Title	Greater Dhaka Sustainable Urban Transport Project (ADB 2012, 2022) ^{47,48}
City	Dhaka and Gazipur, Bangladesh
Year	2013-2021
Overview	<ul style="list-style-type: none"> • The Greater Dhaka Sustainable Urban Transport Project, funded by Asian Development Bank, aims to develop a sustainable urban transport system in the Dhaka north city corporation (DNCC) and Gazipur city corporation through the construction of a 20-kilometer (km) bus rapid transit (BRT) corridor, benefiting a population of 1 million. • Gazipur city corporation is a garment hub with 272 factories in the immediate vicinity of the corridor which adds to the high level of demand for travel especially by female workers. • Considering 80% of the garment workers are women commuting on foot, the project design specifically addresses women’s limited access to safe and reliable transport by supporting a BRT system which tackles issues of safety, harassment, and bullying often experienced by women using public transport in Dhaka.
Objectives	<ul style="list-style-type: none"> • The aim of the project is to provide a holistic solution for integrated urban mobility in Bangladesh along with specifically supporting women’s employment and livelihoods by design and implementation of the project.
Key features	<p>The GAP of the project has the following key features and targets:</p> <ul style="list-style-type: none"> • Gender equity in project management and operations: <ul style="list-style-type: none"> – Employment of women (at least 20% of the workers) in BRT construction and maintenance work. – Bus stations and vendor areas designed to include safety facilities for women (lighting, security, and separate toilets for women). – Ensure adherence to gender-specific core labor standards in contract codes related to the operation and management of BRT, such as equal wages for equal work. – At least 70% of the garment workers (majority of whom are women) using BRT receive subsidized monthly travel passes. – Reserve 20% of the seats for women with young children, pregnant women, children, elderly, and handicapped and enforce availability of reserved seats by the targeted population in BRT operations.

Title	Contd.
	<ul style="list-style-type: none"> – Ensure a separate queuing system for male and female passengers at BRT stations and priority boarding for pregnant women, elderly, children, and the handicapped. – Reserve and allocate at least 15% of the vendor area to women vendors. – Employ at least 10% female staff (for example, drivers and crew) in BRT operations. – Ensure participation of at least 30% women in the improvement of local markets and feeder roads for Non-Motorized Transport. • Gender mainstreaming actions <ul style="list-style-type: none"> – Gather baseline gender-disaggregated data and gender analytical information as part of any preparatory surveys, feasibility studies, assessments, and reports. – Develop gender-sensitive training modules for use in training project implementing unit's (PIU) staff and PIUs to be appropriately staffed with at least 20% women and trained. – Female traffic police attend the traffic management training program. – Training for traffic police to include gender-sensitive issues. • Awareness campaigns <ul style="list-style-type: none"> – Awareness campaigns conducted on improving road safety and traffic behavior with the target of at least 30% women participation.
Impact/benefits	<ul style="list-style-type: none"> • The project will contribute to national priorities of Bangladesh to make Dhaka more livable and safer, develop green urban infrastructure, boost private sector investments, and foster gender equality. • BRT had turned out to be the most cost-effective mass transit mode as per the project's preparatory investigations for the selected corridor and thus makes the project feasible and sustainable economically too. • The project makes lives of working women, commuting every day for work to the garment factory in the area, much safer along with giving them agency through fostering their employment and livelihood opportunities.
Application in Indian cities	<p>Identification of industrial areas in Indian cities and towns where a substantial number of women are employed and provision of safe and inclusive transport systems can be done based on a robust gender action plan. As industrial areas tend to be in the periphery of city limits, it becomes even more important to connect them with the existing transport networks. Similar initiatives can also be taken for women affected by resettlements where job opportunities are poor due to limited or no access to safe public transport systems.</p>

Case study 32: Greater Dhaka SUTP

Element 2: Convenient mode change for seamless first and last mile connectivity

34. Ease mode change within public transport and with IPT. Public transit stations are most efficient when designed to encourage multi-modality. This requires co-location of bus, metro, suburban trains, and other public transport modes as well as IPT modes including mobile-app based taxis and autorickshaws. This focus on multimodal transit is particularly beneficial for women, as they are more likely to be trip-chaining and combining multiple transport modes. Easing the transition can

save women the physical stress of interchanges and result in time saving, thereby reducing time poverty. Implementing agencies can also create designated gender-responsive transit zones within the station premises to facilitate mode changes and access to IPT services for women passengers. In addition, public transport authorities can also introduce mobile applications which integrate public transport and IPT so that passengers can plan their journeys in a seamless, integrated manner.

Case study	<i>Seamless Transportation for Kochi (AFD 2020)</i> ⁴⁹
City	Kochi, Kerala
Year	2017- present
Overview	<ul style="list-style-type: none"> • The project integrates informal transport with public transport and is heavily dependent on ICT. • The project weaves traditionally dominant transport modes – water ferries, autorickshaws, and city buses along with the Kochi metro rail (KMRL) into one service fabric. • An Urban Metropolitan Transport Authority (UMTA) for Kochi has been established which will serve as a common legal and administrative structure for all urban transport including the metro, buses, and boats.
Key features	<p>The project has the following key features:</p> <ul style="list-style-type: none"> • Inter-modal layout for metro stations: <ul style="list-style-type: none"> - To give more priority to environment friendly transport modes, bike paths and sidewalks are being built on the access roads to 22 metro stations by the Kochi Metro Rail Limited. - To make the metro stations more user-friendly, a drainage system adequate enough for the heavy seasonal rainfall, installation of street lights for improved safety, and signage to direct users towards metro stations is underway by KMRL. - KMRL has created bus stops and connected them to metro stations by paths that follow the shortest possible route. Drop-off areas for rickshaws have also been delineated. Thus, each station serves as a mini-interchange hub facilitating access to the metro.

Case study	Contd.
	<ul style="list-style-type: none"> • Development of the Vytilla Mobility Hub: <ul style="list-style-type: none"> - Vytilla is an area where all of Kochi's transit networks – city and intercity buses, metro and riverboats – intersect. As part of the seamless transportation project, Vytilla is being developed into a multi-modal mobility hub which will improve the operations of the existing station and also boost economic activities around it. - Safe, quick, and obvious access for pedestrians: Traffic lanes within the hub are narrow to slow down motor vehicles and facilitate pedestrian crossings, pedestrian paths are level and lined with trees and vending stalls, and signage is set up in relevant places to guide pedestrians in and around the interchange hub. - Smooth access for local and intercity buses that serve the hub: The nearby intersection is accordingly upgraded; traffic is optimized and stops for city buses are transferred to the immediate vicinity of the metro station. - Access for all transport modes: Areas are reserved for rickshaw drop-offs near the metro station and city bus stops, an underground car park is built further away from the metro.
Application in other Indian cities	<p>The challenges faced by UMTA in Kerala in introducing multi-modal connectivity and ticketing can be studied to plan efficient multi-modal integration in other Indian cities.</p>

Case study 33: *Seamless transport for Kochi*

Stage 2: Waiting at stations / terminals/ transit facilities

Consider digital ticketing to collect gender disaggregated data and plan operations efficiently to reduce waiting time and crowding at stops and transit facilities

Element 1: Digital ticketing systems

35. Implementing agencies can consider digitizing ticketing systems. Gradually switching to automatic fare collection systems (AFCS)⁵⁰ can help generate valuable gender segregated data on mobility patterns, as well as reduce the waiting time for buses. Automation can

also help minimize losses on pilferage due to non-ticketing, reduce expenditure on ticket printing, save paper, experience transparent revenue generation, and integration with other modes of transport by issue of a common smart pass or ticket. The purchase of tickets can be a potential point of heckling or receiving sexist comments from male passengers or even bus staff (Gekoski et al. 2015).⁵¹ Automating the ticketing process prior to boarding can help minimize such instances and enhance a sense of security for women passengers. It can also save time for women who usually make multiple trips. Automatic fare collection systems can be designed also keeping in view the prevailing gender digital divide to ensure that women without smartphones can use them, such as through smart cards that

can be recharged at bus stops or metro stations.

36. PTAs can opt for handheld electronic ticketing machines. Electronic ticketing machines can be used to avoid pre-boarding ticketing, thereby resulting in time saving. These are far less expensive than automatic fare collection systems, as the infrastructure at transit stations may not have to be changed and are commonly used for on-board ticketing having replaced the manual fare collection system where tickets were often punched to indicate journey and fare stages. In electronic ticketing machines, an option for the conductor to specify the passenger's gender through the push of a button can also be enabled as an additional feature. This will give valuable data about the mobility of women passengers which can then be used for gender mainstreaming policies of the transport system as a whole.

Element 2: Common mobility cards

37. Adopt a common mobility card through an integrated mobility system. A common mobility card allows passengers to pay for trips using a single card across different modes. The adoption of a common mobility card facilitates seamless travel in the city. As women's mobility is characterized by trip chaining, it eliminates the need for women to stand and buy tickets at multiple points, especially during night travel. Several international cities have integrated mobility systems and common mobility cards (for example, the Oyster card in London, Smart Travel Card in Singapore, and the Octopus system in Hong Kong among others) (Koglin 2017).⁵² In India, a National Common Mobility Card (NCMC) was introduced by MoHUA in March 2019 (MoHUA 2019).⁵³ Delhi and Navi Mumbai are amongst the first cities to adopt this system (PwC 2022).⁵⁴ Other cities can also link their urban transport systems to this card or introduce city-level common mobility cards.

How the National Common Mobility Card works

The National Common Mobility Card (NCMC) is an automatic fare collection (AFC) system. This service enables passengers from any part of the country to use their NCMC compliant RuPay debit cards for seamless travel across the country.

- NCMC will become available on the entire Delhi Metro network by 2022 and can be swiped for metro travel and transit payments in an interoperable manner.
- With NCMC, entry and exit from metro stations can be done with the help of a smartphone.
- In the upcoming Delhi Metro phase-IV project, the AFC system will fully accept NCMC.
- The Navi Mumbai Municipal Transport (NMMT) has launched the 'Navi Card,' which will allow commuters to buy paperless bus tickets and use them for other payment purposes.
- The card follows the norms set by NCMC. It works like a mobile phone prepaid sim card as it has a stored value component called 'transport balance.' Amounts for bus rides will be deducted only through the transport balance (Mahale 2019).⁵⁵

Box 11: Working of NCMC

Stage 3: Boarding and alighting

Introduce initiatives like 'request stop' and preferential boarding, designed to suit women's requirements while boarding and alighting

Element 1: Request stop programs

38. Implementing agencies can start 'request stop programs' for women to reduce the need for walking and

paratransit options. Under this program a woman commuter travelling alone or with an elderly person or child can request to be dropped at any point on the bus route, irrespective of whether there is a bus stop at that point during late evening hours. Similarly, a single woman passenger can hail a bus from any point on the bus route and not just from the bus stop. Passengers are advised to inform the driver at least one stop ahead of the requested stop and exit from the front door where the driver can see them disembark.

Title	Between Stops Service (STM 2022) ⁵⁶
City	Montreal
Year	1996 – present
Overview	<ul style="list-style-type: none"> • A worldwide study of 327,403 metro and bus passengers shows that women are 10% more likely to feel unsafe than men on urban public transport. • For ensuring the safety of women in the city, Between Stops is a service offered by STM Société de transport de Montréal since 1996. • Between Stops has been successfully introduced in a number of systems worldwide for increasing women's safety in public transport.
Key features	<ul style="list-style-type: none"> • The Between Stops service starts at 9 pm from May 1 to August 29 and at 7.30 pm from August 30 to April 30. • Women passengers need to inform the driver, one stop ahead of time, where they would like to get off the bus. • Driver opens the front door once the bus has safely stopped as close to the desired location as possible. • The hours when the change operates need to be clearly indicated, the exact stopping area is decided by the bus driver, and it can only be between the designated stops on that route.
Application in Indian cities	While this practice is informally present in most cities, there is a need to introduce a policy to formalize it.

Case study 34: Good practice – Request stop facility, Montreal

Element 2: Preferential boarding and alighting

39. Guidelines can be stipulated by PTAs to dedicate the front or the back door of the bus for women to board/alight during peak hours. Preferential boarding / alighting could be practiced where women, girls, and persons of minority genders enter and exit the vehicle first or from a separate door. Mixed boarding/alighting increases chances of sexual harassment through groping of women passengers while they are getting into the bus. Moreover, given their lower physical size (on average), higher chances of wearing flowy garments (for example, saris, scarves, and shawls), or of being accompanied by dependents (children / elderly persons), it is often difficult for women to board buses, especially during peak hours with crowds at bus stops. Frontline staff, such as bus conductors will require training to operationalize these guidelines (as explained in Guidance Note for Pillar 3). To monitor implementation of these guidelines, women passengers can be encouraged to leave their feedback about their boarding/alighting experience through a simple mechanism like sending '1' for good and '2' for bad through SMS to a number. This message can be written at the back of the seats.

Stage 4: Inside the vehicle

Implement initiatives like reserved seating and reserved coaches to ensure that the benefits reach the women and vulnerable groups of people

Element 1: Seating

40. Implementing agencies can reserve some seating for women, elderly persons, persons with disabilities, and children. In a recent study in Bhopal, Gwalior, and Jodhpur, 82% women reported overcrowding in buses as a reason for feeling unsafe (Safetipin 2019).⁵⁷ Standing

in a crowded bus increases the risks for women and persons of gender minorities to be groped by male co-passengers. Studies have shown that despite criticism of gender segregated transport, 'pink transport' offers women a relatively safe, affordable option to travel in the city (IFC 2020).⁵⁸

- 41.** Reserving seats for women/ gender minorities is a widespread practice on public transport in India. Metros in India typically have compartments reserved for women but some services reserve additional seats in general coaches as well. Reserved seating practices in buses vary by city, with some cities reserving one full side of the bus, others reserving specific seats, and yet other running ladies special bus services.
- 42.** Even when seats are reserved, women may find that men are occupying them and are unable to claim their reserved seats, especially in crowded situations. Reservation of a small number of seats for women translates into the reservation of all the remaining ones for men. Once the seats for women are filled during peak hours, men refuse to give up their own seats in the general category (P.K. 2017).⁵⁹
- 43.** Implementing agencies looking to reserve seats can follow established best practices. In buses, seats for women are best placed in the front of the vehicle, near the driver, and clearly marked. Persons with disabilities or limited mobility such as seniors, pregnant women, people with visual disabilities, and persons using wheelchairs or strollers, may be given preferential seating. In metros, a separate ladies compartment, combined with reservation of a few seats in the general compartments can work well (as is the current practice).
- 44.** Seat reservation needs to be completed by training and sensitization of the general public (for example, through public service campaigns on mass media as mentioned

in the Guidance Note for Pillar 3) about seat etiquettes and respecting women's space on public transport.

Concluding note

45. Concluding note. For women, girls, sexual and gender minorities, and people with disabilities (PWDs) to experience inclusive, gender-responsive public spaces, and transport services that address their unique requirements, a concerted, long-term commitment is required across stakeholders, including policymakers, duty bearers, and citizens. This toolkit attempts to provide policymakers with an overview of recommendations as well as practical guidance around introducing

gender-responsive interventions for urban mobility and public spaces around four key pillars: (i) assess the ground situation; (ii) strengthen planning and policies; (iii) build capacity and raise awareness; and (iv) improve infrastructure and services. While interventions suggested under each of the four pillars can be introduced even as stand-alone initiatives, a coordinated program at the state or city level can unlock synergies and amplify the impact of each intervention. It is hoped that this toolkit not only helps policymakers and practitioners increasingly become empathic towards the need for gender-responsiveness in public transport and public spaces, but also provides them with some practical tools for implementing interventions in these areas.

ENDNOTES

- 1 Preferring to make such travel decisions is a matter of revealed preference. However, it can be noted that although globally women make a higher proportion of trips using public transport and/or walking than men do, in some countries/contexts, women primarily take public transport not as a matter of preference but out of necessity (care responsibilities, less access to cars, and less disposable income shape their choices and have the unintended result of their having a lower carbon footprint than men).
- 2 For more insights, visit the International Crime Prevention Through Environmental Design Association's website at <https://cpted.net/>
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- 4 India, PIB (Press Information Bureau). 2021. "Sanctioned and Operational One Stop Centres." Press Release ID 1740322, July 29, 2021. <https://pib.gov.in/PressReleasePage.aspx?PRID=1740322>
- 5 For more information, refer to the MWCD (Ministry of Women & Child Development) website at <https://wcd.nic.in/schemes/one-stop-centre-scheme-1>
- 6 UNICEF (United Nations International Children's Emergency Fund). 2021. *Caring for Survivors: A Principled Approach*. New York, USA: UNICEF. <https://www.unicef.org/eca/media/15831/file/Module%202.pdf>
- 7 World Bank. 2020. *Handbook for Gender-Inclusive Urban Planning and Design*. Washington, DC: World Bank. <https://www.worldbank.org/en/topic/urbandevelopment/publication/handbook-for-gender-inclusive-urban-planning-and-design>
- 8 Nhede, Nicholas. 2018. "Multi-purpose Street Lamps Deployed in Hong Kong." *Smart Energy International* (blog), September 03, 2018. <https://www.smart-energy.com/industry-sectors/smart-grid/multi-purpose-street-lamps-hit-hong-kong-streets/>
- 9 For more insights on Intelligent and Energy-Efficient LED Street Lighting, visit the website of the Strategic Environmental Research and Development Program (SERDP) and Environmental Security Technology Certification Program (ESTCP) at <https://www.serdp-estcp.org/News-and-Events/In-the-Spotlight/Intelligent-and-Energy-Efficient-LED-Street-Lighting>
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- 13 IRC (Indian Roads Congress). 2012. *Guidelines for Pedestrian Facilities*. New Delhi, India: IRC. <https://law.resource.org/pub/in/bis/irc/irc.gov.in.103.2012.pdf>

- 14 India, WRI (World Resources Institute). 2020. *Good Practice Note -Integration of Road Safety Considerations in Transit-Oriented Development Projects*. New Delhi, India: WRI. <https://documents1.worldbank.org/curated/en/721181605154745472/pdf/Integration-of-Road-Safety-Considerations-in-Transit-Oriented-Development-projects-Good-Practice-Note.pdf>
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- 16 For insights on Accessibility for the Disabled, a design manual for a barrier-free environment, visit the UN (United Nations) Enable website at <https://www.un.org/esa/socdev/enable/designm/AD1-05.htm>.
- 17 India, MoRTH (Ministry of Road Transport & Highways). 2021. "Accessibility Guidelines for Bus Terminals/Bus Stops." File No. RT-23018/04/2019-T(Part), November 16, 2021. https://morth.nic.in/sites/default/files/circulars_document/N_3012405_1637043131682.pdf
- 18 To gain more information on the Pedestrian Push Button, refer to FHWA's (Federal Highway Administration) website <https://safety.fhwa.dot.gov/saferjourney1/library/countermeasures/49.htm>
- 19 Jeddy, G Mohinuddin. 2018. "Now, Use Push Buttons at Traffic Signals to Cross Roads in Navi Mumbai", *Hindustan Times* (blog), March 15, 2018. <https://www.hindustantimes.com/mumbai-news/use-push-button-to-cross-the-road-in-navi-mumbai/story-j9IPSmxp9iKNcR1AXAzzxN.html>
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ANNEXURES

Annex 1: Roles and responsibilities matrix used to hire the staff of the Gender and Policy Lab

Role	Educational Background	Relevant Experience	Brief Job Description
Gender and M&E specialist (1)	Master's in social studies, or equivalent (10-15 years of experience)	<ul style="list-style-type: none"> • Experience of working on urban development projects on gender -analysis, audit, budgeting, project planning etc. • Experience of working on impact evaluation, including social impact of the projects and investments, number of beneficiaries, return on investment analysis etc. • Experience of working with tools to monitor progress • Experience of working on government projects • Should have been a member of gender project committees at the national or state level 	<ul style="list-style-type: none"> • Develop and implement the strategy for the gender lab • Draft guidance for the Nirbhaya apex committee • Lead interactions with the various sub-committees • Create/ contribute to the frameworks and guidance material • Guide preparation and implementation of components and plans • Oversee development and implementation of evaluation approach¹ for the projects/submissions done by the cities/ implementation agencies • Lead statutory and social evaluation for every financial phase to ensure quality in project execution, impact on women's safety, and also to furnish details for financial accountability • Analyze results and issue guidance notes on impact and lessons learned for each type of intervention • Report progress • Engage in capacity building with other cities in the state • Engage consultants to carry out detailed activities under the program
Policy specialist (1)	Master's in public policy or equivalent (3-6 years of experience)	<ul style="list-style-type: none"> • Experience of working on evidence based public policies • Experience of working on projects related to innovations in urban mobility and transport services addressing gendered access gaps to safety and public services 	<ul style="list-style-type: none"> • Review existing national, state, and local policies, laws, and regulations to protect women's safety in the public space and public transport (in terms of sexual harassment, gender-based violence (GBV)) and ensure gender responsiveness of transport services and infrastructure in Chennai and Tamil Nadu

Role	Educational Background	Relevant Experience	Brief Job Description
		<ul style="list-style-type: none"> • Experience in working on policies that call for integrative use of technology • Experience of working on projects related to improving the position of women in society • Fluency in written and spoken Tamil 	<ul style="list-style-type: none"> • Develop draft policies related to women's safety and gender responsiveness in public places and transport services for the state in consultation with expert groups/organizations, academia, and concerned government departments • Identify learnings and good international practices in policies and laws pertaining to gender responsiveness, women's safety, and transport and provide relevant references • Prepare action plans for implementation of policies and laws • Guide project implementation based on such policies • Evaluate policy effectiveness and draft progress reports
Urban planning and mobility specialist (1)	Master's in urban or transport planning or equivalent (6-10 years of experience)	<ul style="list-style-type: none"> • Experience of working on DPRs for government projects - NMT design, planning, and implementation • Experience of working on comprehensive mobility planning, public transport service plans, public transport infrastructure design etc. • Work experience in Tamil Nadu 	<ul style="list-style-type: none"> • Review transport and urban planning related manuals in Tamil Nadu and prepare a guidance document to introduce/amend design standards/ concepts/ manuals to improve security features and add gender informed features in transport shelters/buses/trains/metro/IPT/vulnerable neighborhoods /public spaces/ service planning and operations • Shape integration of gender-responsiveness and safety considerations in surveys, design, service plans, and proposed programs associated with all forms of mobility and planning • Support cities in formulating evidence-based approaches to gender safety and responsiveness in urban mobility and transport services

Role	Educational Background	Relevant Experience	Brief Job Description
<p>Communi- cation/ consultation/ training specialist (1)</p>	<p>Master's in communication or equivalent (3-6 years of experience)</p>	<ul style="list-style-type: none"> • Experience of creating communication and consultation plans, training plans, and conducting training to bring about behavioral changes relating to gender issues • Experience of working on government projects • Should have been a member of gender project committees at the national or state level • Fluency in Tamil 	<ul style="list-style-type: none"> • Conduct training needs analysis and arrive at gaps for building capacity and awareness for government officials involved in planning, transport, and education and other sectors identified • Create community development plans for building capacity and raising awareness • Conduct the train-the-trainer program for the agency hired to carry out mass level training • Conduct the training for key government officials as required • Build partnerships with CSOs/ NGOs for furthering the agenda • Develop a consultation approach, including through social media • Work along with the creative agency hired to build communication plans for the awareness campaigns envisaged

Annex 2: Resources for conducting the financial and economic cost-benefit analyses of projects

Title	Agency	Description
Guidelines for the Economic Analysis of Projects	ADB	This guide provides a general approach to the economic analysis of projects for application by ADB. It is in accordance with the findings of ADB's economic analysis retrospectives and quality-at-entry (QAE) assessments in recent years.
Guide to Cost-Benefit Analysis of Investment Projects	European Commission	The guide targets a wide range of users, including desk officers in the European Commission, civil servants in the member states and in candidate countries, staff of financial institutions and consultants involved in the preparation or evaluation of investment projects. The text is relatively self-contained and does not require a specific background in financial and economic analysis of capital investments.
Cost – Benefit Analysis for Development: A Practical Guide	ADB	This guide is written in response to ADB's annual retrospectives in 2003-2008 with the aim of supporting ADB's strategic priorities. It includes extensive and detailed case studies focusing on infrastructure, comprising integrated urban services (including water supply and sanitation), transport, and power generation and transmission.
A set of Guidelines for Socio-Economics Cost Benefit Guidelines of Transport Infrastructure Project Appraisal	United Nations' Economic Commission for Europe (UNECE)	The UNECE Appraisal Guidelines aim to provide a broad comparable basis for alternative infrastructure projects and present them in a way that facilitates review and analysis. It puts the socioeconomic cost benefit analysis in the context of a necessary wider project and investment appraisal, which also covers safety, environmental, and policy-related aspects.
A Guide for the Assessment of the Costs and Benefits of Sustainability Certifications	UN Environment Program (UNEP)	This study intends to provide a diverse set of tools that can be adapted to the specific focus of the user. It will guide the user through the most relevant steps of the analysis and provide further resources to deepen technical knowledge to implement a cost-benefit analysis (CBA).

Annex 3: Sample questionnaires for household surveys, user surveys, and focus group discussions

Household Survey

Form No.		Date:		Surveyor name:	
Ward No:		Area:		Address	
Traffic zone:				Email ID:	
Contact number of respondent (Landline and mobile):					

Part-I: Household socio-economic information

1. Housing type: (a) Owned, (b) Rented, (c) Govt. quarters (d) Others	
2. If it is rented, what is the rent you pay for it? (Rs. per month)	
3. What is the area of the house in sq. ft?	
4. Availability of parking space within the dwelling unit (Y/N)	
5. Total no. of members in household	
6. Total no. of members in household aged less than 5 years old	
7. Total no. of earning members in household	
8. Total no. of students in household	
9. Total no. of members of household who make regular trips per day	

Household personal information

#	Name	Relation with head	Sex	Age	Education (completed)*	Occupation*	Income*	Level of mobility	Location of work/study	Monthly income	Vehicle ownership
			(M/F/others)								
	1	2	3	4	5	6	7	8	9	10	11
1											
2											

Vehicle ownership in the household

	Present				Before 2 years			
	Type	Make (year)	Mileage	Fuel	Type	Make (year)	Mileage	Fuel
1								
2								

Type: Car, motorized two wheelers (MTW), Bicycle, Auto (3-seater), Auto (7-seater), Cycle Rickshaw, Bus

Accessibility to important destination

	Distance (km)	Walking minutes
Daily needs shop		
School		
Hospital		
Others (specify)		

Codes for household information

	Relation with the head of the family (2)	Education (5)	Current occupation (6)	Current income (7)	Mobility levels (8)
1	Self	No education	Service (Govt sector)	Under 5000	No difficulty
2	Wife/Husband	Primary school	Service (Pvt sector)	5001-10000	Some difficulty
3	Son/Daughter	Secondary school	Business	10001-20000	A lot of difficulty
4	Mother/Father	Up to high school	Self-employed	20001-30000	Can't move at all
5	Others	Graduation	Farmer	30001-40000	
6		Post-graduation	Worker/labor	40001-50000	
7		Others	Student	Above 50000	
8			Unemployed		
9			Home maker	Pursuing education only	
10			Retired	Informal sector	

Part-II: Household travel information

Day of Trip: (Tick the appropriate option)	Monday	Tuesday	Wednesday	Thursday	Friday
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Member No. (as in part-I)	Trip No.	Trip purpose	Trip frequency	Stage Information										
				Stage No.	Starting address	Starting time (Hr:Min)	Finishing address	Finishing time (Hr:Min)	Mode	Travel distance (kms)	Waiting time (mins)	Travel time (mins)	Travel cost (Rs)	

Note: Please specify the trip details of each member of the household for the previous day, including the return home trips
Please add consecutive sheets on trip information depending upon the number of members in the household

Code	Trip purpose	Code	Mode of travel	Code	Trip frequency
1	Work	1	Walk	1	Daily once (one-way)
2	Education	2	Car / Jeep / Van / Taxi	2	Daily twice (up & down)
3	Shopping	3	2-Wheeler	3	Daily thrice or more
4	Social	4	Autorickshaw	4	Others
5	Religious/ Recreation	5	Shared auto / Tata Magic		
6	Health	6	City bus and auto (Govt.)		
7	Home (return)	7	Intercity bus/ Inter-state (Govt.)		

Code	Trip purpose	Code	Mode of travel	Code	Trip frequency
8	Others.....	8	Private bus		
		9	Mini bus		
		10	Cycle		
		11	Cycle rickshaw		
		12	Metro rail		
		13	Suburban rail		

Individual survey – Priority and satisfaction survey - (this survey form assumes that the demographic data has been collected as part of the household survey; else, it will need to be collected)

Element	Rank - importance	Rank - satisfaction
Safety		
Comfort and convenience		
Accessibility		
Affordability		
Reliability		
First and last mile connectivity		
Frequency		
Design and built system		
Operations		
Transfer facilities for mode change		
Transfer cost		
Transfer waiting time		
Punctuality of services		
Operating hours of services		
Frequency of services in the peak hours		
Value for money for AC services		
Value for money for non-AC services		
Special ladies' services in the peak hours		
Access to and from station		
Well-lit, wide, shaded, unobstructed, and continuous footpaths with access ramps and tactile pavers		

Element	Rank - importance	Rank - satisfaction
Distance of the bus stop from the origin or destination		
Availability of auto rickshaws or stands near bus shelters		
Patrolling of vehicles along public transport routes in the day and night		
Boarding and alighting buses		
Level boarding and alighting		
Women/elderly only doors		
Adequate stop time to allow women, caregivers, elderly, and differently abled to board and alight		
Waiting at bus stops		
Well-lit, sheltered, transparent bus stops		
Availability of seating at bus shelters		
Real time information on estimated arrival time of buses		
Information on bus routes and timetables		
Dedicated space for strollers or wheelchairs at bus shelters		
Communication on zero tolerance approach to sexual harassment and helpline numbers at bus shelters		
Street vendors near bus shelters		
Travelling inside buses		
Clean, maintained, well-lit buses with visibility		
No overcrowding in buses		
Availability of priority seats		
Hand supports to stand and move		
Onboard security from theft, sexual harassment etc.		
Dedicated space for strollers or wheelchairs in buses		
Audio announcements of upcoming bus stops, helpline numbers, public health messages etc.		

Element	Rank - importance	Rank - satisfaction
Helpline numbers displayed in buses		
CCTV cameras and panic buttons in buses		
Bus and metro terminals		
Universally accessible pedestrian infrastructure		
Adequate lighting in indoor and outdoor areas		
Clean, well-maintained public toilets		
Shops/stalls run by women or their self-help groups		
Trained staff to assist women who are harassed		
Trained staff to assist people with disabilities		
Legible, well placed, and disable friendly informational and directional signage		
Audio announcements of upcoming bus stops, helpline numbers, public health messages etc.		
Helpline numbers displayed in the terminals		
CCTV cameras and panic buttons in the terminals		
Behavior of staff		
Courteous drivers with safe driving skills		
Conductors wait patiently for women, caregivers, elderly, and differently abled to board and alight		
Conductors reinforce seat reservation and promptly address reports of sexual harassment		
Courteous conductors who tender exact change		
Information and Communication		
Integrated passenger information system across mobile phones, website with accessible features for hearing and visually impaired		
Updated information on service disruptions in bus shelters		
Feedback and complaints reporting system and timely response		
Feedback and complaints redressal system for sexual harassment		

Please rank the following measures required to improve the ridership of public transport (Rank 1 = most important, Rank 10= least important)

Aspect	Rank
Improved safety from harassment	
Better comfort - less crowding	
Better comfort in the stops	
Formal arrangements made to reach stops easily - mini buses/ share-autos etc.,	
Cheaper fares	
Integrated fares for cheaper transfers	
Improved frequency – lesser waiting time	
Improved connectivity of services across the city	
More tech enabled - Better information on routes and timings, payment options via an app	
Reduced travel time	
Improved behavior of the staff	
Any other suggestions	

What amenities/ infrastructure do you think are required while experiencing the city and using different modes of transportation to make your commute safe and inclusive?

	Amenities/ Infrastructure/People
Walking	
Cycling	
Buses (at bus stops and terminals also)	
Metro rail	
Suburban rail	
MRTS	
Helplines	
Traffic police	
Station police	
Planning department	
Bus crew	
Bystanders	

Sample questionnaire for survey on gender-based violence (Adapted from ADB 2014)²

(Interviewer to inform the respondents that they may choose not to answer any or all questions based on their comfort level)

Questionnaire – Assessing Gender Based Violence in Public Transport

1. Name of interviewee (proxy if desired):
2. Age of respondent: _____
3. Social status:

Student	Homemaker
Employed	Retired
Others (please mention)	

4. In the past 6 months and on average, how many times have you used any public transport (bus/metro/suburban rail/others)?
5. Have you experienced, or have you witnessed someone experiencing any form of sexual harassment while travelling in the last 2 years?

Yes, it happened to me	Yes, I saw it happen to someone
Don't wish to share	No

6. How frequently did it happen?

Once in 12 months	Once in 6 months	Once in 3 months
Once a month	Once a week	Everyday

7. At what time(s) of the day has this usually happened to you? Tick all that apply.

Morning	Afternoon
Evening	Night

8. What kind of behavior and actions in metro/bus have made you feel uncomfortable?

Actions	Metro	Bus	Auto	Others
Leering				
Sexual noises				
Verbal remarks (including jokes)				
Verbal abuse				
Touching/groping				
Pushing against you/rubbing body				
Itching his private parts particularly to make you uncomfortable				
Stalking				
Sexual assault or rape				
Others (specify)				

9. What was your first reaction when you experience/witness any incident of sexual harassment?

Walked away	Retaliated verbally	Retaliated physically
Asked people around for help	Called some relative/friend/family for help	Reported the incident with police/transit agency

10. When you experience/witness sexual harassment, do you know how to report it?

Yes	No
-----	----

11. If you don't, what are the reasons?

Lack of awareness of grievance redressal systems	Complexity of grievance redressal systems	Fear of judgement and discrimination from bystanders
Lack of support by frontline staff (driver / conductor / etc.)	Non-availability of grievance redressal personnel / marshals on public transport / public space in close proximity to the incident	Lack of women personnel at grievance redressal facility / in police
Distrust in authorities	Distrust in the grievance redressal process	Lack of family support
Lack of time to report and pursue	Fear of retribution from perpetrator	Others, please specify

12. Do you know about the helpline numbers (of the mode of transport chosen/police) that can help you with reporting cases of sexual harassment?

Yes	No
-----	----

13. If you are aware, how effective are they in dealing with the cases?

Always effective	Mostly effective
Mostly not effective	Never effective

14. Has the incident you faced in public transport affected your use of public transport?

Yes	No
-----	----

15. If yes, what are the kinds of effects/changes?

Stopped/reduced commuting by public transport	Changed travel pattern/route	Avoid travelling after dark
Dress so as not to attract attention	Left/changed education/job	Others – please specify

16. What is the likelihood of these group of men harassing women in public spaces and transport?

Element	High	Medium	Low
College boys			
23-30 years			
31-40 years			
41-50 years			
50+ years			
Less educated			
Well-educated			
Migrant workers			
Low socio-economic status			
Mid socio-economic status			
High socio-economic status			
Drunk men			

17. Please rate your perceptions of safety in public spaces on a scale of 1-5 with 1 being most unsafe

	During the day	During the night
Parks and play fields		
Markets		
Bus stops		
Metro/MRTS/suburban rail stations		
Bus terminals		
Walking		
Cycling		
Ordinary bus		
AC bus		
Metro rail		
Suburban rail		
Shared rickshaw		
Autorickshaw		

18. Where did you experience most cases of sexual harassment?

While waiting on the platform/ stand	While alighting/boarding	While travelling inside the train/bus
Walking to/from bus stands and railway stations	Near washrooms	Other places (specify)

19. Has anyone ever helped you when you were being harassed?

Yes	No
-----	----

20. If yes, how? (Multiple responses allowed)

Called the police	Confronted the harasser
Got support from people around	Others, specify

21. If and when a woman is being harassed, how do bystanders usually react?

Generally, they do not pay attention	Don't care; stand there and watch
Intervene only if the woman seeks help	Blame the woman (due to the clothes, place, time etc.)
Confront the culprit	Other (please specify)

22. Why do you think sexual harassment happens in public transport? (Tick all those that apply)

Women wear clothes that provoke indecent behavior among men	Men will be men	Lack of education among males
Poor lighting	Lack of security personnel/ CCTVs	No law against sexual harassment
Security officers/ police do not treat sexual harassment complaints seriously, perpetrators go unpunished	Women are too busy to complain	Others, please specify

23. According to you, which of these if ensured will have the most positive impact on stopping harassment? Please select the top 3 options.

Reporting of all such incidents	Implementing the laws framed to punish culprits	Deploying more visible police personnel
Reducing overcrowding by improving frequency of buses	Change in perceptions of men towards women and their rights	Improving infrastructure – CCTV, street lights, public toilets etc.
Deploying female drivers and conductors	Training bystanders to intervene	Others, please specify

21. Do you think sexual harassment in public transport and its environs is a matter of concern and is given enough importance while planning, developing, and managing public transport? (Single response only)

Agree
Not sure
Disagree

Sample questionnaire for focus group discussions

A. Frequent questions for men, women, and minority genders

1. How safe is the city for women and individuals from other genders?
2. Who (which target group) do you believe are the key stakeholders to work with towards addressing safety issues?
3. What kind of behaviors do you consider the most problematic?
4. What do you think individuals of all genders can do to reduce violence against women and minority genders?
5. Who (which target group) do you believe are key stakeholders to train or take action in addressing issues of safety?

B. Questions for specific stakeholders

	Women, minority genders	Institutions	College or school students	Men	NGOs	Bus drivers, conductors, rickshaw pullers
How has your experience been living in the city?	✓		✓	✓		✓
Are there specific areas or public spaces where you feel unsafe?	✓		✓	✓		
What constitutes gender- based violence or harassment?	✓		✓	✓		✓
What time does harassment usually take place?	✓		✓	✓		✓
Is sexual harassment taken seriously by public workers and officials?	✓	✓	✓	✓	✓	
Do you think there are enough preventive measures in place?	✓		✓	✓	✓	
If not, what measures should they take?	✓		✓	✓	✓	
Have you attended any gender sensitization or training program?		✓	✓	✓		✓
Do you think women are responsible for the sexual violence against them?		✓	✓	✓		✓
Have you ever observed any instance of sexual harassment? Did you take any action?			✓	✓		✓
What are your focus areas and programs for addressing VAW?		✓			✓	
What kind of training do officials and frontline workers need?	✓	✓			✓	
What attitudes do we need to change?	✓		✓		✓	
Who perpetuates violence and why?	✓		✓	✓	✓	
Are you equipped with the resources to deal with violence?	✓	✓	✓	✓		✓

Annex 4: Sample ToR for hiring a survey agency to conduct user surveys, household surveys, and focus group discussions

1. **About the organization:** *[Implementing agency to provide brief introduction about the organization]*
2. **About gender-responsive initiatives at the organization:** *[Implementing agency to provide brief introduction about the gender inclusion being undertaken / planned at the organization]*
3. **Purpose of the assignment:** The [insert name of implementing agency] is seeking to appoint an agency to conduct a survey for undertaking a [household / user] level survey for *[insert purpose as appropriate {e.g., understanding gender-based differences in mobility patterns, understanding gender-based differences in usage of public transport, and understanding gender-disaggregated user preferences for urban mobility}]*
4. **Scope of work, tasks, and deliverables:** The scope of work for this assignment includes the following tasks:

[include additional points / delete as appropriate]

Scope of work	Tasks	Deliverables
Undertake a survey of public transport service users on buses, metro, suburban rail	<ul style="list-style-type: none"> • Develop questionnaire(s) for the survey • Administer at least [X] no. of questionnaires in [X] months • Undertake an analysis of survey responses 	<ul style="list-style-type: none"> • Gender-disaggregated results – quantitative & qualitative • Report on key findings and recommendations for gender-responsive mobility solutions
Undertake a household-level survey to understand gender-based differences in urban mobility patterns and preferences	<ul style="list-style-type: none"> • Develop questionnaire(s) for the survey • Administer at least [X] no. of questionnaires in [X] months in {at least [X] no. of wards in 1 city} or {[X] no. of cities in a state} • Undertake an analysis of survey responses 	<ul style="list-style-type: none"> • Gender-disaggregated results – quantitative & qualitative • Clear analysis of reasons for choosing or opting out of using public transport, gender-disaggregated • Report on key findings and recommendations for gender-responsive mobility solutions
Undertake qualitative focus group discussions amongst women's groups	<ul style="list-style-type: none"> • Identify appropriate (diverse, representative of different income/ ethnic groups) focus groups to participate in the discussion, at least [X] • Organize in-person / virtual FGDs • Prepare detailed analysis of FGD discussion points 	<ul style="list-style-type: none"> • Report on key findings and recommendations for gender-responsive mobility solutions
Undertake a survey of frontline staff of public transport agencies	<ul style="list-style-type: none"> • Develop questionnaire(s) for the survey • Administer at least [X] no. of questionnaires in [X] months • Undertake an analysis of survey responses 	<ul style="list-style-type: none"> • Report on key findings covering: <ul style="list-style-type: none"> • Working conditions of women staff vs. men • Factors leading to hesitancy in prevention of sexual harassment • Recommendations for gender-responsive mobility solutions • Other issues as required

5. Experience and skills: The team should have the following composition and experience:

Position	Responsibilities	Experience and skills
Team leader	Guide the survey design and data analysis	Statistician / economist with at least 10 years of experience, experience with analysis of gender-disaggregated data is essential
Survey coordinator(s)	Develop questionnaires, guide surveyors, and undertake data analysis	Statistician / economist with at least 7 years of experience
Data collectors / Surveyor (s)	Administer questionnaire, data collection, preparing detailed minutes & arranging / cleaning data for analysis	Statistician / economist with at least 2-3 years of experience

In addition, the team members should possess the following soft skills:

- Technical and communication skills to identify gender issues and bring these into discussion with *[insert name of implementing agency]* staff and management team members
- Strong commitment to the values and principles of 'gender equity and inclusion'
- Strong listening and writing abilities
- Strong interpersonal and communication skills
- Demonstrates integrity, sensitivity, and adaptability to culture, gender, religion, nationality and age
- Openness to change and ability to receive/integrate feedback

Annex 5: Sample ToR for conducting women's safety audit

Introduction and Background

Sexual harassment against women and gender-based violence in public spaces and public transport affect gender equality in India by adversely affecting women's mobility, especially their ability to access jobs, education, healthcare services, and leisure activities. Women safety audits have been used successfully globally, including in India, where data and evidence collected through such audits has led to a number of legal and police reforms.

Objectives

The objective of this activity is to pilot a Women's Safety Audit (WSA), using standardized tools, in the city of **** to provide accurate data on environmental characteristics linked to violence and harassment of women, compare them with the actual scale and nature of violence and harassment, and develop options to reduce the risk of violence and harassment and build the capacity of the selected staff in the implementing agency to enable it to scale it up later on with the involvement of the local community in other areas.

The resulting information is intended to be used to guide policies and interventions by making recommendations to improve public spaces to make them safer for women.

Scope of Work

The consultant will work to:

- Conduct a women's safety audit based on a standardized and quantified methodology and tools in the identified area shown below, compare them with known cases of violence and harassment of women and present the findings.
- A location is to be audited based on these minimum nine parameters – lighting, openness, walk paths, security, public transport, crowd, gender diversity, visibility, and feelings of safety.
- Develop detailed options to feed into an action plan to improve the area from women's safety and security perspectives.
- Provide recommendations on how to integrate such data in existing government data platforms.
- Provide information to promote a well-informed decision-making process within government organizations based on the results of the data.
- Develop a how-to guide and organize a recorded training session with the implementing agency to extend the rollout of such an approach.

Location identified – ****

Area - *** SQKM

Expected Outputs and Timeline

- 1. Project inception:** Update workplan along with milestones for approval, including a research synopsis clearly outlining the purpose, methodology, proposed tools, and performance measures. Collect and assess safety-related information of the location using technology and walk audits. Assess key issues and identify stakeholders by reviewing available data including information and material from government departments and NGOs, media reports, police reports, and other material, and share an inception report based on this analysis
- 2. Stakeholder consultation:** Conduct meetings with relevant ministries, local authorities, women's rights organizations, and others

- 3. Data collection:** Conduct a WSA using necessary apps and physical audit
- 4. Data coding:** Review and codify the photographs collected during the audits to aggregate safety information into a safety score of a place/city
- 5. Audit report:** Report and geo-reference hotspots and outline detailed options for enhancing women's safety through urban design and planning
- 6. Capacity building:** Develop a how-to guide and organize a recorded training session to allow the local community to roll out such an approach in other parts of the city
- 7. Launch and dissemination:** Organize at least one launch event to share the audit report and present research findings. Outline a plan for further dissemination of the report and policy brief to all stakeholders

All quantitative data and pictures should be shared in a standard Microsoft office format and other formats as necessary with the final deliverables.

The total assignment period is ** months till ***

	Output	Description	Timeline
1	Detailed work plan and research synopsis	Develop and share a detailed work plan (including milestones) and research synopsis. This will include customizing parameters and data capture methods	
2	Rapid situation analysis	Share an inception report based on project planning	
4	Establishment of a stakeholder consultation group	Establishment of a working group to provide guidance and oversight throughout the safety audit process	
5	Data collection	WSA using technology and physical audits (weekly updates)	
6	Data coding	Undertake data analysis and develop a report based on qualitative and quantitative data collected. Share draft report	
7	Finalize safety audit report	Finalize the report ensuring incorporation of feedback provided by the working group. This will include mapping, data analysis, and recommendations	
8	Train	Deliver the how-to guide and recorded training session with the staff selected	
9	Organize launch event(s) of safety audit	Organize launch events to share the report; invite the public and stakeholders, present the research findings and the final safety audit report	
10	Dissemination plan	Make a plan for the further dissemination of the report and share with the implementing agency	

Annex 6: Policy recommendations in response to emerging issues in transport and urban planning in India

This example was elaborated by a team of consultants for the World Bank in the context of Chennai.

Safety of women in public spaces

Issues	Applicable Laws	Recommendations
Reporting of offences, investigation and conviction is a lengthy and time-consuming process	<i>Indian Penal Code, 1860</i>	<p>Introduce provisions for on-the-spot fine for compoundable offences like the process adopted for offences under the Motor Vehicles (MV) Act.</p> <p>For this to materialize the following challenges need to be addressed:</p> <ul style="list-style-type: none"> - Most VAWG are non-compoundable offences, except Section 354 (assault or criminal force outraging the modesty of a woman) and Section 509 (word, gesture or act intended to insult the modesty of a woman) of the IPC, which requires court's permission before compounding.³ - There is no fixed minimum amount that can be imposed as a fine for sexual harassment offences. Determining of fine amount is at the discretion of the court.
No specific law/policy on prevention of sexual harassment in public spaces	-	<p>Introduce a standalone national legislation on sexual harassment at public spaces that covers aspects of:</p> <ul style="list-style-type: none"> - Gender based streets and public spaces' sexual harassment including public and private service vehicles. - Gradation of penalties based on the nature of offence including other forms of punishment, such as revocation of driving license, community service or corrective punishment in cases of minor offences. - Duties of appropriate government and implementing agencies in enforcing the law- vicarious liability of transport authorities on non-compliance of the law. - Safety audit of public spaces. - Training and awareness building. - Psychological support and other remedies for the victim. - Allocation of budget. - Monitoring and reporting process. <p><i>[Philippine's Republic Act 11313: Safe Spaces Act features all these provisions (PCW 2018)⁴]</i></p>
	<i>National Policy on Empowerment of Women, 2002</i>	Review the draft 2016 National Policy on Empowerment of Women to recommend measures on (a) periodic M&E of all women centric laws, (b) allocation of budget, (c) engaging with different stakeholders to promote behavioral change, and (d) collection and analysis of evidence-based data.

Issues	Applicable Laws	Recommendations
Lack of effective coordination or convergence	-	Institutionalize the setting up of a coordinating committee or task force with representatives from relevant departments, experts, and CSOs to monitor various initiatives on women's safety.
<p>Certain offences not recognized as street harassment.</p> <p>Transgender communities are susceptible to public harassment</p>	<i>Indian Penal Code, 1860</i>	<p>Align the definition of 'sexual harassment' given in Section 354A of IPC with Section 2(n) of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 which covers offences such as staring/ogling and public masturbation or flashing of private parts.</p> <p>Amend Section 354 (assault or criminal force outraging the modesty of a woman) and 354A (sexual harassment) of the IPC to protect a third gender person.</p> <p>Insert provision on harassment of women through electronic mode in the IPC [under Section 509- word, gesture or act intended to insult the modesty of a woman] as provided in the Andhra Pradesh Disha Act, 2019⁵ or IPC amendment inserted by Chhattisgarh.⁶</p>
Most of the street harassment occurs without witnesses (Right To Be 2022) ⁷	<i>Motor Vehicles (Amendment) Act, 2019</i>	<p>Role of bystanders in preventing and responding to GBV in public spaces should be extensively covered in existing laws such as POCSO, IPC, and Prohibition of Sexual Harassment Act.</p> <p>Introduce 'code of conduct' for preventing and reporting incidents of sexual harassment in public spaces.</p>
Women feel least comfortable talking to persons in position of power (Right To Be 2022) ⁸	<p><i>Criminal Procedure Code, POCSO, etc.</i></p> <p><i>Universalization of Women Helpline Scheme</i></p> <p>[Dy. Inspector Gen. of Police and Anr v S. Samuthiram [(2013) 1 SCC 598]</p>	<p>Helplines and one stop crisis centers should play a pivotal role in implementing existing laws on GBV, so that women have access to other redressal mechanisms in addition to the police.</p> <p>Issue directives that mandate placement of plain-clothed police officials at terminals, bus stops, and other public places that have reported high incidence of crimes against women.</p> <p>Issue directives that mandate training programs on behavioral changes of duty bearers, including police officers.</p>
Lack of database on repeat sexual offenders (Right To Be 2022) ⁹	-	Issue directives that mandate establishing, operating, and maintaining a register on sexual offenders in electronic form - 'women and children offenders registry.'

Gender responsive transport and urban planning

Issues	Laws	Recommendations
Transport infrastructure lacks ergonomic considerations around needs of women, children, and the elderly	<i>Rights of Persons with Disabilities Act</i>	Amend the act to mandate social audits beyond schemes and programs involving persons with disabilities. The audit on accessibility will extend to the physical environment, different modes of transport, and public buildings and areas.
Women typically work closer to home. As per Census 2011, women walk more than men and use motorized transport less. 59% women compared to 66% men use public transport (OMI 2019) ¹⁰ Need for improvement of first/last mile connectivity which are critical links of a public transport journey (Ola 2019)	<i>NMT Policy</i>	The following aspects need to be embedded in the guidelines- <ul style="list-style-type: none"> - Need for women safety audits using participatory tools. - Gathering data on GBV hotspots with the use of technology. - Traffic user counting to account for differential timings for women and men. - Street vending zones designed in consultations with street vendors associations. - Parking zones designed in consultations with stakeholders. - Increased surveillance through CCTV in dark spots or areas with reportedly high incidence of violence. - Integrate the need for conducting baseline, mid-term and end-line impact assessment/ evaluation studies of the projects. - Role of review committees (made up of at least 50% women) to be outlined with expectations and targets. - Design project budget that intentionally and equitably allocates resources between all genders.
Women make more multi-stop trips, which affect their safety and accessibility. Further, unfavorable fare structure for multi-step journeys makes transport more expensive for women.	<i>National Transit Oriented Development (TOD) Policy, 2017</i>	Develop the state-specific Transit Oriented Development (TOD) policy with measures to ensure safety and accessibility to all- with special attention to women, children, senior citizens, and differently abled. It is also recommended that state-level TOD policies provide for non-fare revenue through property development, land value capital, and development charges from establishments near public transport services.
Women are typically employed in the informal sector or in non-managerial positions, reducing their paying parity Women travel during non-peak hours	<i>Unified Metropolitan Transport Authority</i>	Introduce an integrated city-wide mobility app which enables users to view, plan, and track numerous services and pay for public, shared, and semi-public transportation services. Introduce discounted fares for female transport users especially during non-peak hours or for inter-modal transfers, or multi-trip discounts (monthly or weekly passes).

Issues	Laws	Recommendations
		<p>Introduce common smartcard use across all modes of urban transport in a city (especially for first and last mile connectivity).</p> <p>Based on intermittent and regular gender disaggregated data assessment of commuters, suggest recommendations on periodic route rationalization of passenger transport and paratransit modes to address needs of women commuters.</p>
	<p><i>Metro Policy</i> <i>Metro Railways (Maintenance and Operations) Act, 2002 read with Fare Fixation Committee (Procedure) Rules, 2003</i></p>	<p>Adjust the Metro Policy to mention that any state government desirous of implementing a metro project in the state must first establish a fare fixation committee, in accordance with the Metro Railways Act, 2002.</p> <p>It is also recommended that the committee rely on public consultations, existing data to determine affordability, and willingness-to-pay surveys of all social groups while determining/revising fares.</p>
<p>Urban planning lacks consideration around women's needs</p>	<p><i>Building Rules and Byelaws</i></p>	<p>Include provisions for segregated and universally accessible public toilets within 200-500 meters from main entry of public buildings. Crèche facilities can be integrated in the building codes.</p>
	<p><i>Town & Country Planning Act</i></p>	<p>Amend contents of the 'detailed development plan' to emphasize on the use of safety audit tools, surveys, and the collection of gender-disaggregated data among others.</p> <p>Incorporate a gender-responsive planning framework set out in the Urban and Regional Development Plans Formulation and Implementation (URDPFI) guidelines, which provide a framework for (master) plan preparation and implementation process, issued by the Ministry of Housing and Urban Affairs (MoUD 2015).¹¹</p>
<p>Lack of capacity in gender responsive urban and transport planning</p>	<p><i>Council of Architecture (Minimum Standards of Architectural Education) Regulations, 2020</i></p>	<p>Regulations governing architectural and planning education should be amended to include courses exploring gender inequalities and the built environment and gender-responsive design and planning methods, among others.</p>
	<p><i>Municipal Corporation Act,</i></p>	<p>Create a dedicated department for women, gender, and sexual minorities in the municipal corporation to provide inputs on planning and policymaking decisions, on draft legislations, and conduct training and advice on projects to institutions and departments at the city level.</p>
	<p><i>Unified Metropolitan Transport Authority Act</i></p>	<p>Create a gender advisory committee (GAC) within UMTA to review each stage of the comprehensive mobility plan process, transportation projects, policies and programs, monitor implementation, evaluate impact, and implement a capacity building program from a gendered lens.</p>

Gender-balanced transport and urban planning sector

Issues	Laws	Recommendations
Discriminatory provisions prohibiting women from entering transport and urban planning sectors	<i>The Architects Act, 1972, the Street Vendors Act, 2014 and Rules, UMTA Town & Country Planning Act</i>	Amend laws and regulations to ensure representation of women, persons from other genders, and sexual minorities and those belonging to the Scheduled Castes and Scheduled Tribes in local sub-committees, planning committees [town vending committees], councils [council of architecture], and advisory boards [UMTA].
	<i>State specific Town and Country Planning Service Rules</i>	Frame guidelines on selection criteria to be applied during the recruitment process to achieve the 30% vacancies reserved for women. Include positions for subject matter experts in gender-responsive urban planning.
Gender stereotypes that affect women's choices for entering a career	<i>National Education Policy, 2020</i>	Introduce educational programs and schemes in schools about gender as a construct in society to promote and encourage female students' participation in science, technology, engineering, and mathematics (STEM) learning.
Lack of gender sensitive facilities in the workplace	<i>Code on Occupational Safety, Health and Working Conditions, 2020 [replaces 13 laws including the Motor Transport Workers Act, 1961]</i>	The draft central rules prepared by the Ministry of Labor, for carrying out the purposes of the Code on Occupational Safety, Health and Working Conditions, 2020 (OHS Code) does not supersede the State Motor Transport Workers' Rules. Thus, while framing state rules for the code, the state government must cover specific requirements of women transport workers, including gender and sexual minorities. State rules should include provisions, such as segregated toilets, resting rooms, creche facilities, flexible working hours, and night shifts in alignment with the provisions of the OHS Code. The rules should be aligned with the Industrial Disputes Act, 1947 [Industrial Relations Code, 2020] which mandates setting up of grievance redressal mechanisms in all establishments.

Annex 7: Sample ToR for diversity and inclusion expert consultant

1. **About the organization:** *[Implementing agency to provide brief introduction about their organization]*
2. **About diversity and inclusion initiatives at the organization:** *[Implementing agency to provide brief introduction about the D&I initiatives being undertaken / planned in the organization]*
3. **Purpose of the assignment:** The [insert name of implementing agency] is seeing a diversity and inclusion expert consultant to work closely with the [insert name of relevant department, e.g., Human Resources, Office of CEO, other as appropriate] to design and implement D&I initiatives in the organization.
4. **Scope of work, tasks, and deliverables:** The scope of work for this assignment includes the following tasks:
[include additional points / delete as appropriate]

Scope of work	Tasks	Deliverables
Undertake a baseline assessment of current representation of women in the organization.	<ul style="list-style-type: none"> • Data collection, aggregation, and analysis. • Coordination across departments and HR teams. 	Databank detailing representation of women in each job role, department, and seniority wise.
Review current D&I initiatives.	<ul style="list-style-type: none"> • Review of past operational policies, strategies, and initiatives. • Coordination with HR teams. 	SWOT (strength, weakness, opportunity and threat) analysis of current D&I policies.
Design strategies and programs for increasing D&I at the entry level, middle to senior management and leadership roles.	<ul style="list-style-type: none"> • Review of national and international best practices of D&I strategies. • Engagement with staff across departments through internal surveys to understand challenges resulting in attrition and working conditions as well as staff aspirations. 	Reports including: <ul style="list-style-type: none"> • strategies for enhancing representation of women and persons of minority genders across departments, job-roles and seniority levels. • implementation plan. • recommendations on priority actions. • costing of implementation plan and priority actions.
Support in training and capacity building for a dedicated D&I team in the organization.	<ul style="list-style-type: none"> • Engagement with senior leadership and HR teams to understand training needs to implement selected strategies. 	<ul style="list-style-type: none"> • Develop training modules. • Conduct training.

Scope of work	Tasks	Deliverables
Support in implementing priority programs.	<ul style="list-style-type: none"> Engagement with senior leadership, HR teams, and departmental heads for implementation. Regular data collection for monitoring. 	Regular monitoring reports.
Conduct an ex-post evaluation of programs implemented in the firm.	<ul style="list-style-type: none"> Undertake an internal survey of staff across departments post the intervention. 	Ex-post evaluation report .

5. Experience and skills: The consultant should have the following skills and experience:

- International HR having worked at least 10 years in a diverse multicultural set up, preferably in a non-profit environment with significant experience having consulted on or implemented world class 'gender and inclusion' strategies.
- Technical and communication skills to identify gender issues and bring these into discussion with *[insert name of implementing agency]* staff and management team members.
- Strong commitment to the values and principles of 'gender equity and inclusion.'
- Strong listening and writing abilities.
- Strong interpersonal and communication skills.
- Demonstrates integrity, sensitivity, and adaptability to culture, gender, religion, nationality, and age.
- Openness to change and ability to receive/integrate feedback.

Annex 8: Checklist of POSH compliances

In an attempt to enable a safe working environment for women, the Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act and the Rules (collectively known as POSH Laws) were enacted and passed by the Ministry of Women and Child Welfare in 2013.

The Prevention of Sexual Harassment (POSH) at Workplace Act, 2013 is applicable to every workplace, establishment, company or organization employing 10 or more employees (full time, part time, interns or consultants included) irrespective of its location or nature of industry.

The POSH Act mandates:

1. Provision of a safe working environment in the workplace.
2. Constitution of an internal committee in every workplace with more than 10 employees.
3. Constitution of the local committee in every district.
4. An in-depth inquiry into all complaints of sexual harassment.
5. Organization of workshops and awareness programs at regular intervals for sensitizing the employees to the provisions of the act.

According to the POSH Act, any of the following unwelcome behaviors is defined as sexual harassment:

1. Physical contact and advances.
2. Demand or request for sexual favors.
3. Making sexually colored remarks.
4. Showing pornography.
5. Any other unwelcome physical, verbal, or non-verbal conduct of sexual nature.

It is also considered sexual harassment if any woman employee is subject to any of the following:

1. Promise of preferential treatment in the employment in return for a sexual favor.
2. Threat of detrimental treatment in the employment for denying a sexual favor.
3. Threat about the present or future employment status for denying sexual favor.
4. Any behavior/act of sexual nature that interferes with an employee's work or creates an intimidating, offensive, or hostile work environment.
5. Any kind of humiliating treatment that relates to any behavior that has explicit or implicit sexual undertones. The kind of treatment that is likely to affect the health or safety of the woman employee.

Checklist for creating a POSH Complaint workplace:

- 1. Creation of Anti-Harassment Policy-** The law mandates that every company must have a POSH policy i.e., an anti-sexual harassment police for prohibition, prevention, and redressal of sexual harassment at the workplace and to promote gender-responsive safe spaces and remove underlying factors that contribute towards a hostile work environment for women. It is important to introduce a specific clause in the employment agreement, standing orders or service rules of a workplace stating that sexual harassment will be considered misconduct along with the repercussions which could include deduction of wages and termination of employment.
- 2. Creation of Internal Complaints Committee-** An internal committee is a judicial body formulated in an organization that has 10 or more employees. The employer must pass an order in writing to

constitute an IC. The IC is responsible to handle and redress complaints on sexual harassment. The IC should have three types of members:

- a. **Presiding Officer:** This member will be the chairperson of the internal committee and should be a senior-level female employee. This is to make the IC more approachable to women complainants.
- b. **Employee Members:** The IC should also include two or more members from the employees, preferably individuals who have decent legal knowledge, experience in social work, or are committed to the cause of women.
- c. **External Member:** The IC should include an external member who is not connected to the organization in any manner except as an external member. The person should be familiar with issues relating to sexual harassment, or from a non-governmental organization or association committed to the cause of women. The idea of an external member can be a little bit confusing. Let us see more about it.

3. Sensitization training- The employer shall undertake initiatives for employees to ensure proper awareness about the POSH laws and the process for complaint resolution under ICC. To create awareness on sexual harassment prevention organizations can use:

- a. Classroom sessions.
- b. eLearning courses.
- c. Awareness programs like 'Sexual harassment awareness week / month.'
- d. Standees on POSH placed at areas like cafeterias where employees gather in big numbers.
- e. Posters and banners on POSH sent through emails to all employees.
- f. Engaging video on POSH launched in the HR portal or the company website.

4. Notice and posters for spreading awareness- Another important mandate for the employers is to adequately display notices at the workplace about the penal consequences of indulging in sexual harassment and information about the ICC's composition and its members.

5. Supporting the victim through all possible resources and ensuring accountability as an organization.

6. Due to the work from home scenario, there was a need to insert IT Act provisions in the policy which ensure privacy for all individuals and extends the definition of workplace to social media.

7. Preparation of annual compliance report: As per Section 21 of the POSH Act, 2013, it is mandatory for the internal committee to file an annual report with the district officer. Apart from the organization's details like name, registration number, and address, the annual report will contain the following:

- a. No. of complaints received.
- b. No. of complaints disposed of.
- c. No. of cases pending for more than 90 days.
- d. No. of workshops/awareness programs carried out.
- e. Nature of action taken by the employer/district officer.

Annex 9: Sample ToR for hiring a training agency

Sample ‘terms of reference’ for hiring a training agency

1. **About the organization:** *[Implementing agency to provide brief introduction about their organization]*
2. **About gender-responsive initiatives at the organization:** *[Implementing agency to provide brief introduction about the gender-responsive initiatives being undertaken / planned at the organization]*
3. **Purpose of the assignment:** The [insert name of implementing agency] is seeking a training and capacity building agency to work closely with the [insert name of relevant department, e.g., Human Resources, Office of CEO, other as appropriate] to design and implement training for [senior leadership / middle management / entry level staff / frontline staff] to:
 - i. build the capacity of its personnel to deliver gender-responsive services.
 - ii. Raise awareness in the community to improve gender equality and reduce gender-based violence.
4. **Scope of work, tasks, and deliverables:** The scope of work for this assignment includes the following tasks:

[Note: This sample presents tasks for the training agency spread across three phases to be implemented in 12 months. These can be changed as appropriate depending on the context; include additional points / delete as appropriate].

Total number of trainees split by department-***

Phase 1: Planning and design: N+3 months	Phase 2: Training delivery N+10 months	Phase 3: Reporting N+12 months
<p>Conduct a ‘training needs assessment’ (TNA)</p> <p>Benchmark technical capacity, gender representation, and understand prevailing mindsets among duty bearers and frontline staff in the implementing agency.</p> <p>The organization’s current programs and initiatives on gender responsiveness are also to be studied, to gauge the baseline understanding of staff.</p> <p><i>(Note: Guidance Note on Pillar 1 elaborates on the baseline assessment, including an indicative list of capacities to be assessed in different types of implementing agencies).</i></p>	<p>Constituting the training team</p> <p>Formulate a pre-defined process and qualification criteria in consultation with the implementing agency. Identify and recruit experienced trainers; these trainers could be from the government system or private sector or social sector. The constitution of the capacity development team is given below.</p>	<p>Evaluation of the program</p> <p>Administer the post-training evaluation framework developed in Phase 1.</p> <p>Submit a detailed final report outlining activities and impact achieved.</p>

Phase 1: Planning and design: N+3 months	Phase 2: Training delivery N+10 months	Phase 3: Reporting N+12 months
<p>Identifying priority duty bearers for trainings</p> <p>Based on the results of the TNA, identify priority groups of duty bearers for training in consultation with the implementing agency, e.g., senior leadership / middle management / entry level staff or frontline workers across departments in the implementing agency.</p>	<p>Delivery of the training</p> <p>Conduct the training for the different stakeholders according to the training calendar agreed upon in Phase 1. Modes of delivery will include ** % of in-person training, ** % of online training, and ** hours of self-learning online content.</p>	<p>Sustaining the learnings</p> <p>Prepare post-training interventions to ensure sustainability of learnings imparted.</p>
<p>Develop a training plan and training manual that meets the needs of the implementing agency</p> <p>Prepare a comprehensive training plan, including training topics (a sample list of topics is given in annexures 9 and 10 along with optimum number of hours of training required), language(s), format of delivery of training, and a training calendar that specifies number of sessions per module and duration of each session.</p> <p>The training plan should be spread over [X] months and should list out the following for each suggested training:</p> <ul style="list-style-type: none"> • Context of the training • Objectives • Expected outcomes and indicators of success • Target participants profile • Competencies or skills which the training aims to develop, detailing behaviors wherever necessary • Comprehensive training manual - details of activities to be conducted, including time allocated, material, ground norms, required physical setting, pedagogical approach, facilitator notes, and the activity debrief <p>This training plan should align with the current work deliverables, schedules, and peak work commitments of duty bearers in the implementing agency</p>	<p>Collecting feedback</p> <p>Post the delivery of each module, collect quantitative and qualitative feedback from the participants according to a pre-agreed format. Based on the feedback, improvise the curriculum accordingly.</p>	<p>Prepare the final training manuals</p> <p>Based on the learnings during delivery and post-training evaluation, prepare the final training manuals. These training manuals should be a ready references, which give clarity and direction to the facilitator and officials approving the program and eliminating the need for repetitive work in the future.</p>

Phase 1: Planning and design: N+3 months	Phase 2: Training delivery N+10 months	Phase 3: Reporting N+12 months
<p>Review national and international best practices and existing training materials</p> <p>Considering that initiatives on awareness creation and capacity building have been run by government organizations, NGOs, and CSOs globally it is recommended to leverage on their experience and build/ adapt those interventions to context. Evaluating existing training material serves to:</p> <ul style="list-style-type: none"> • Identify good practices and trainings that have been shown to yield results • Create new modules based on language and contexts familiar to participants • Identify gaps between existing manuals and aspirations and design training to bridge those gaps • Provide a lens on how the same objectives can be covered across different stakeholders 	<p>Regular reporting on implementation</p> <p>Provide monthly reports summarizing the activities conducted and the output achieved according to milestones defined.</p>	
<p>Develop training content</p> <p>Review, revise, and confirm the training needs with each department through consultations with the department heads, human resources department, and representatives of the participant groups. This is to be done for each stakeholder group of duty bearers identified.</p> <p>Training content should be developed in at least two languages {insert language requirements}</p>		
<p>Post-training evaluation</p> <p>Prepare a post-training evaluation mechanism which includes expected outcomes of the training program and indicators for measuring each of them</p>		

5. **Team composition:** The team proposed by the training agency should comprise the following personnel:

Designation	Qualification	Responsibilities
Project Leader	<p>Post-graduate degree or equivalent in social sciences, economics, engineering, management, or related a field from a reputed institution.</p> <p>At least 12 years of professional experience with at least 7 years in training and capacity building with understanding of gender issues.</p> <p>Experience of working with government/ government agencies/ private entities on projects with a gender focus.</p> <p>Strong background in training and capacity building of government agencies, with special focus on gender mainstreaming.</p>	<p>Overall guidance of the training agency, liaise with the various stakeholder institutions/individuals in the implementing agency.</p> <p>Lead the development of the training needs assessment, training plan, training modules, training manuals and the post-training evaluation framework.</p> <p>Review methodology, approach, preparation of session plans, and all deliverables.</p> <p>Overall responsibility for the completion of all activities and submission of all deliverables maintaining the timelines.</p>
Lead Trainer and Gender Expert	<p>Masters/ PhD (Doctor of Philosophy) in gender studies / economics/ social sciences or a related field from a reputed university.</p> <p>At least 10 years' experience in designing and delivering training to stakeholders on gender issues.</p> <p>Experience of working closely with and training stakeholders from academic institutions, NGOs, CSOs, etc.</p> <p>Strong background in training content design, needs based training planning, and delivering blended learning programs, etc.</p>	<p>Support the project leader with the development of the training needs assessment, training plan, training modules, training manuals, and the post-training evaluation framework.</p> <p>Lead the design of the session plans and provide overall leadership to the training delivery.</p> <p>Lead the delivery of the training modules.</p>
Trainers – Technical (x2)	<p>Master's in urban planning/ transport studies from a reputed university,</p> <p>At least 8-10 years' experience in designing and delivering training to stakeholders on urban and transport planning with a focus on gender issues.</p> <p>Experience of working closely with and training stakeholders from government departments, academic institutions, CSOs etc.</p> <p>Strong background in training content design, needs based training planning, delivering blended learning programs, etc.</p>	<p>Oversee the training delivery of the trainers in the team.</p> <p>Organize knowledge sharing events among the participants.</p> <p>Assist in developing evaluation and monitoring mechanisms</p>

Designation	Qualification	Responsibilities
Trainers – Awareness building (x4)	<p>Masters/ PhD (Doctor of Philosophy) in gender studies / economics/ sociology or a related field from a reputed university.</p> <p>At least 5-8 years' experience in designing and delivering training to stakeholders on gender issues.</p> <p>Experience of working closely with and training stakeholders from academic institutions, NGOs, CSOs, etc.</p> <p>Strong background in training content design, needs based training planning, delivering blended learning programs, etc.</p>	<p>Support preparation of the training modules and training manuals.</p> <p>Support the design of the session plans.</p> <p>Undertake the delivery of training modules.</p> <p>Monitor performance of the duty bearers in the training modules.</p> <p>Record necessary data on training performance.</p>
Monitoring and Evaluation Expert	<p>Masters/ PhD (Doctor of Philosophy) in economics/ statistics or a related field from a reputed university.</p> <p>At least 5-8 years' experience in monitoring and evaluation of gender mainstreamed projects.</p> <p>Experience of working closely with and training stakeholders from academic institutions, NGOs, CSOs, etc.</p>	<p>Undertake the delivery of the post-evaluation framework.</p> <p>Support preparation of the training modules and training manuals.</p>

6. Eligibility criteria: The training agency should meet at least the following eligibility criteria:

[Note: These eligibility criteria are optional and can be modified to suit the local context across different cities]

- a) A legal entity registered for at least [7 years] having average turnover of over [INR ** crore] over the previous [3 financial years].
- b) Has expertise on gender and training with deep insights on evolving gender related conversations and at least [5 years'] experience of working on projects with a focus on building the capacity of government stakeholders on gender inclusiveness and raising awareness about gender-based violence and bringing about behavioral changes.
- c) Have delivered training projects with/for government agencies in India involving multiple types of stakeholders across age and gender groups, official hierarchies, and in different cities.
- d) Have experience of delivering a minimum of [50 training programs], including academic institutions, private sector companies, and government organizations.

Annex 10: Implementing agency specific training

Suggested objective-based themes and topics that could be incorporated in the training are given below. Technical skills, awareness, and policy knowledge are the three areas chosen for the departments. Further, the training program should be adapted based on factors like time, participants' profiles, and priority levels identified.

Indicative list of training – Municipal corporations/planning department/SWD

Municipal corporation/Planning department/Social Welfare Department*		
Technical	Awareness	Policy
Understanding the patterns/ requirements from the city by different user groups.*	Understanding women's rights in the city.*	Safety audit and accessibility audits (Persons with Disabilities Act, Indian Road Congress, URDPFI Guidelines, etc.)
Collection of gender disaggregated data.*	Understanding and breaking gender stereotypes.*	Gender budgeting exercises including gender budgeting analysis (gender budgeting scheme).*
Gender-responsive street planning, design, and elements.	Understanding sexual harassment.*	Gender specific requirements for transport and urban planning in existing policies (NUTP, NMT Policy, Model Building Byelaws).
Designing streets as inclusive public spaces.	Intervening as a bystander.*	Training on SOPs for handling and referring complaints received via help lines, website, in-person.
Designing streets using crime prevention through environmental design principles (CPTED).*		
Conducting safety audits/ infrastructure mapping from a gendered perspective.*		
Preparing the SOPs for handling and referring complaints received via helplines.*		
Capacity to collect data on number of female/trans-street vendors in a city/UA and allocate vending zones for women and other minority genders.		

Indicative list of training – Police

Police Department - Station and Traffic		
Technical	Awareness	Policy
Capacity for collecting and analyzing data on safety through crime/complaint data.	Understanding and breaking gender stereotypes.	Coordinated response and prevention of sexual harassment in public spaces (OSCC Scheme, Universal Helpline Scheme, IPC, anti-harassment Acts, POCSO Act, 2012).
SOPs for addressing sexual harassment cases.	Addressing sexual harassment with empathy.	Societal gender norms and their impact on behaviors.
	Intervening as a bystander.	Training on SOPs for handling and referring complaints received on the helpline numbers, website, apps, in police stations, or in public spaces.
	Understanding women's rights to the city.	
	Gender-responsive community policing.	

UMTA/PT and IPT

Transport - UMTA, PT and IPT		
Technical	Awareness	Policy
Capacity to collect and analyze gendered data on smart mobility like street design, public bike sharing system, and parking management.	Raising public awareness about gendered mobility and gender specific transport policies.	Gender-responsive public transport policy formulation and monitoring and evaluation framework.
Understanding the patterns/ requirements from PT/IPT of different user groups.	Understanding and breaking gender stereotypes.	Prevention and response to sexual harassment in public spaces (IPC, anti-harassment Acts, 2002, POCSO Act, 2012).
Gender-responsive Infrastructure design and planning for public transport and IPT.	Addressing sexual harassment with empathy.	Prevention of sexual harassment at the workplace (POSH Act, 2013).
Gender-balanced recruitment process.	Intervening as a bystander.	Occupational health and safety requirements and right to equal wages (OSH Code, Social Security Code, and Wages Code).

Transport - UMTA, PT and IPT		
Technical	Awareness	Policy
Gender-responsive bus operations and planning.	Understanding women's rights to the city.	Societal gender norms and their impact on behaviors.
Addressing sexual harassment in PT and IPT.		Social security and entitlements for unorganized transport workers.
Create an enabling environment through gender budgeting.		SOPs for handling and referring complaints received on the helpline numbers, website, app, on-board PT/IPT.
Institutional coordination for implementing gender specific strategies and policies in IPT.		SOPs for handling and referring complaints received on the helpline numbers, website, app, on-board PT/IPT.
Facilitating technology development, aiding technology transfer, and deployment.		

Indicative list of training – Community

Community	
Awareness	Policy
Understanding and breaking gender stereotypes.	Penalties and procedures for filing complaints of sexual harassment (IPC, criminal procedure code (CrPC), anti- harassment acts, POCSO Act).
Addressing sexual harassment.	Societal gender norms and their impact on behaviors.
Intervening as a bystander.	
Claiming the rights to the city.	
Awareness of grievance redressal mechanisms.	

Annex 11: Key areas of training by hierarchy

Leadership, mid and senior level managers			
Key area of training	Training modules	Stakeholders for whom it is relevant	Indicative number of sessions (hours each)
A. Awareness of the need for gender-responsive public spaces and mobility systems in urban areas	Looking at the city from the perspective of women and persons of minority genders. Understanding the equal 'rights to the city' approach. Differences in mobility patterns and travel preferences between men and women and key drivers. Disconnect between infrastructure availability and needs of women and persons of minority genders in public spaces.	Officials in state government departments (especially Ministry of Women and Child Welfare, Ministry of Social Justice or equivalent) / State planning & development authorities. Officials in ULBs/PTAs/UMTAs/ IPT associations. Police officials. Urban design and urban planning consultants working on government projects.	1
	Perceptions of risk in public spaces. Fear, actual risk, perceived risk. How time of day and place affect mobility choices of different genders. Findings of surveys and safety audits of the city done by women and persons of minority genders.		2
	Participatory planning approach. Importance and need for participatory planning. How to include diverse voices at each stage of the planning and execution process.	Officials in ULBs/PTAs/UMTAs/ IPT associations. Urban design and urban planning consultants working on government projects.	1
	Rights and legal protection. Human rights laws applicable to women's security.	Officials in ULBs/PTAs/UMTAs/ IPT associations. Police officials.	2
B. Proficiency in technical skills required for designing and implementing gender-responsive urban mobility and public spaces programs	Gender-responsive street planning, design, and elements in public spaces. Universal design. Crime prevention through environmental design (CPTED). Parks. Street layout. Street lights. Pavements. Cycling paths. Seating. Toilets ¹² etc.,	Officials in ULBs/PTAs/UMTAs/ IPT associations. Engineers in the public works department and municipal corporation or municipality. Urban design and urban planning consultants working on government projects.	4

Leadership, mid and senior level managers			
Key area of training	Training modules	Stakeholders for whom it is relevant	Indicative number of sessions (hours each)
	<p>Gender- responsive infrastructure design and planning for public transport and intermediate para transit (IPT).</p> <p>Design of bus stops, metro stations, vehicles (buses and metro compartments).¹³</p> <p>Design of IPT vehicles (autorickshaws, taxis).</p>	<p>Traffic engineering and transport planning employees and consultants working with PTA/metro rail corporations.</p> <p>Engineers in the company which supplies rolling stock. i.e., bus vehicles, metro cars.</p>	2
	<p>Gender disaggregated data collection and mapping.</p> <p>Type of data required to inform gender equal policies.</p> <p>Gender disaggregated data that is possible to collect in the short and medium terms.</p> <p>Touchpoints in the system where such data collection is possible.</p> <p>Tools to collect gender disaggregated data, including the use of technology.</p> <p>Analysis of the data and periodic reports from that can be generated, e.g., mapping women's movements in the city.¹⁴</p>	<p>Officials in state government departments (especially Ministry of Women and Child Welfare, Ministry of Social Justice or equivalent) / state planning & development authorities.</p> <p>Officials in ULBs/PTAs/ UMTAs/ IPT associations.</p> <p>Police officials (Superintendent of Police (Traffic), Inspectors & other grades).</p> <p>Transport operators.</p> <p>Leadership of the town vending committee.</p>	4
	<p>Gender-responsive route and operational planning.</p>	<p>Transport planners & operations managers of PTA.</p> <p>Operators of city transport.</p> <p>Urban design and urban planning consultants working on government projects.</p>	2
	<p>Gender budgeting to ensure sufficient financial resources for implementing gender-responsive interventions.</p> <p>Basic concepts and frameworks for gender budgeting.</p> <p>Formulating a gender budget.</p> <p>Implementing and monitoring a gender budget.</p>	<p>Senior leadership of ULB/ PTA/UMTA.</p> <p>Head and senior managers of finance department of PTA/ULB/UMTA.</p> <p>State planning and development authorities.</p>	4

Leadership, mid and senior level managers			
Key area of training	Training modules	Stakeholders for whom it is relevant	Indicative number of sessions (hours each)
C. Attitudes and responsiveness in addressing cases of sexual harassment on public transport, in public spaces, as well as in the workplace	<p>Understanding gender based violence.</p> <p>Understanding violence and sexual harassment.</p> <p>Survivor centered approach.</p>	<p>Officials in ULBs/PTAs/UMTAs/ IPT associations, including both senior leadership and operations managers.</p>	1
	<p>Ensuring safety for women, girls, and persons of minority genders in public spaces and on public transport.</p> <p>Forms of sexual harassment in public spaces and how to identify it.</p> <p>SOPs for reporting and addressing sexual harassment.</p> <p>Interaction etiquette with survivors of sexual harassment.</p>	<p>Police officials (Superintendent of Police (Traffic), Inspectors & other grades).</p> <p>Senior managers of private bus operating companies and transport aggregators such as Uber/Ola.</p> <p>Helpline staff.</p>	2
D. Gender-bias, gender-linked blind spots, attitudes towards women, girls, and persons of minority genders and mindsets	<p>Strategies for enhancing diversity and inclusion in the workforce.</p> <p>Brainstorming strategies for enhancing diversity and inclusion in the workforce, including increasing the number of women in the organization gradually to 50% in managerial and frontline cadres and on decision making committees and boards.</p> <p>Assessing gender pay gaps in the organization.</p> <p>Recording data on women's representation across job roles and seniority levels in the organization.</p>	<p>Officials in state government departments (especially Ministry of Women and Child Welfare, Ministry of Social Justice or equivalent) / state planning and development authorities.</p> <p>Officials in ULBs/PTAs/UMTAs/ IPT associations.</p> <p>Senior managers of human resource department of PTA/ULB/UMTA/IPT associations.</p>	2
	<p>Designing campaigns for raising awareness on gender equal 'rights to the city.'</p> <p>Type and number of campaigns for raising public awareness about gender equality.</p> <p>Planning the trainings to be imparted at the community level (e.g., bystander training).</p>	<p>Managers of the department of publicity/ communications of ULB/ PTA/UMTA/IPT association.</p> <p>Social media management agency / CBOs/NGOs and other partners of ULB / PTA / UMTA / IPT association.</p>	1

Leadership, mid and senior level managers			
Key area of training	Training modules	Stakeholders for whom it is relevant	Indicative number of sessions (hours each)
	<p>Sensitization programs to address social and cultural attitudes towards women.</p> <p>Gender vs sex (identity & expression). Gender stereotypes & their sources. Unpaid care work & mobility of care. Masculinity (for male officials). Gender (tradition & modernity).</p>	<p>Officials in state government departments (especially Ministry of Women and Child Welfare, Ministry of Social Justice or equivalent) / state planning and development authorities.</p> <p>Officials in ULBs/PTAs/UMTAs/ IPT associations.</p> <p>Police officials (superintendents of police (traffic), inspectors & other grades).</p>	4

Some of the key areas of training for staff in people-facing roles in implementing agencies are presented in the table below. It may be advisable to conduct many of these trainings separately for men and women/gender minorities to enable a candid and uninhibited participation.

Frontline staff in implementing agencies			
Key area of training	Training modules	Stakeholders for whom it is relevant	Number of sessions {2 hours each}
A. Awareness about the need for gender-responsive public spaces and mobility systems in urban areas.	Looking at the city from the perspective of women and persons of minority genders (simplified / introductory curriculum).	Drivers, conductors, and other frontline workers. Informal para transport union leaders and workers such as autorickshaws, cycle-rickshaws, and taxi drivers.	1
	Implementing policies/ guidelines / programs on gender-responsive public transport services.	Junior officials of traffic police.	1 (For each policy / guidelines / program and new initiatives)
	Sensitization to challenges faced by women and persons of minority genders across the four stages of a public transport journey: 1. Access and egress. 2. Waiting at transit stops. 3. Boarding/alighting. 4. Inside the vehicle.		1

Frontline staff in implementing agencies			
Key area of training	Training modules	Stakeholders for whom it is relevant	Number of sessions {2 hours each}
<p>B. Proficiency in technical skills required for designing and implementing gender-responsive urban mobility and public spaces programs.</p>	<p>Collecting gender disaggregated data. Explaining the importance of gender disaggregated data and how it will be used. How the data is to be collected at the relevant touchpoints.</p>	<p>Drivers, conductors, ticket issuing staff, and other frontline workers of PTA / UMTA. Ticket issuing staff at metro stations. Staff at any grievance redressal cells established at ULBs / PTAs or other implementing agencies. Staff managing emergency helplines for women in distress, including at one stop crisis centers (PIB 2019).¹⁵</p>	1
<p>C. Attitudes and responsiveness in addressing cases of sexual harassment on public transport, in public spaces, as well as in the workplace.</p>	<p>Recognizing different forms of sexual harassment on public transport and in public spaces.</p>	<p>Drivers, conductors, and other frontline workers PTAs / UMTAs.</p>	1
	<p>Awareness of emergency helpline numbers, mobile applications, and grievance redressal mechanisms.</p>	<p>Cleaning and maintenance staff of depots and stations. Shopkeepers and vendors in transit environments.</p>	1
	<p>Responsive bystander training.</p>	<p>Security guards and staff managing public spaces and other frontline staff at ULBs.</p>	1
	<p>Awareness of key laws, rules, and regulations prohibiting sexual harassment and other forms of violence in public transport and public spaces.</p>	<p>Informal para transport union leaders and workers such as auto rickshaws, cycle-rickshaws, and taxi drivers. Junior officials of the police, traffic police.</p>	1
	<p>Role of frontline staff and SOPs to be followed in cases of sexual harassment. Addressing and reporting sexual harassment in a transit environment, i.e., at bus stops, metro stations or while travelling inside the vehicle and in public spaces, i.e., street harassment, in parks, etc. Assistance available to frontline staff who witness sexual harassment or face harassment from colleagues/passengers. How to manage and diffuse situations in a transit environment with bystander support.</p>	<p>Staff at any grievance redressal cells established at ULBs / PTAs or other implementing agencies. Staff managing emergency helplines for women in distress, including at one stop crisis centers.</p>	2

Frontline staff in implementing agencies			
Key area of training	Training modules	Stakeholders for whom it is relevant	Number of sessions {2 hours each}
D. Gender-bias, gender-linked blind spots, attitudes towards women, girls, and persons of minority genders and mindsets.	Understanding gender based violence. Understanding violence and sexual harassment. Survivor centered approach. Gender stereotypes and their sources.		1
	Gendersensitivecommunication. Interaction etiquette with survivors.		1
	Recognizing gender bias in daily life. Have interactive group sessions with men, women, and persons of minority genders to teach them to recognize gender bias in their daily lives.		2

Annex 12: Sample pre- and post-training evaluation form for the training program

Pre-training questionnaire (Ramšak 2017).¹⁶

Please fill in the following questionnaire. Your views will help us plan and design the training in a way to correspond to the priorities and needs of you or your organization.

1. Name: (optional)
2. Your position: (optional)
3. Have you previously attended training on gender issues? Yes/No (If yes, give details of what and where)
4. What do you understand by the term 'gender'?
5. Do you already integrate a gender perspective in your work? In what way?
6. Have you experienced any challenges with integrating a gender perspective in your work? If so what challenges did you face?
7. What are the two most important objectives you hope to achieve by attending the training course?
8. Please self-assess the level of your current knowledge on the following topics:
(1 – I do not understand the topic at all ... 5 – I understand the topic very well)
 - ___ Gender analysis and concepts in general
 - ___ Gender mainstreaming, what it is and what it implies
 - ___ Gender mainstreaming in program design, implementation, and evaluation
 - ___ Institutional gender assessment
 - ___ Checklists for institutional gender assessment
 - ___ Project cycle management
 - ___ Integrating gender into the project cycle
 - ___ Constructing gender indicators
9. Are there any other issues/topics you would like the training to cover?

Post-training questionnaire

Post the training, two types of evaluations can be made- a satisfaction survey about the quality of the training session and another about shifts in knowledge and attitudes.

Example of a satisfaction survey post-training (UN Women 2018).¹⁷

You have finalized the training course on “_____.” For evaluation purposes we would like to ask you to fill out the brief questionnaire below. Please note that this questionnaire is anonymous, which should encourage you to provide honest and productive feedback.

1. How many online courses have you taken before this one?

0	1-2	3-5	More than 5
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2. How much have you increased your knowledge on gender in this course?

Very little	Little	Significantly	Very significantly
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3. Among the modules you have completed, which did you learn the most from (select all that apply)?

Module 1	Module 2	Module 3	Module 4
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On a scale from 1 to 5, with 1 being very poor and 5 excellent, please rate:

4. The training in general

Very poor	Poor	Good	Very good	Excellent
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5. The examples provided (case studies, good practices, stories, etc.) in terms of quality, diversity, and relevance for your context

Very poor	Poor	Good	Very good	Excellent
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6. The complementary learning materials (videos, reading, additional resources, etc.)

Very poor	Poor	Good	Very good	Excellent
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Based on your professional background, please rate on a scale from 1 to 5, with 1 being too complex and 5 too basic:

7. The level of the content of this course

Too complex	Quite complex	Appropriate	Somewhat basic	Too basic
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8. The language of this course

Too complex	Quite complex	Appropriate	Somewhat basic	Too basic
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9. The course completion requirements (module quizzes)

Too complex	Quite complex	Appropriate	Somewhat basic	Too basic
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10. The duration of the course

Too short	A bit short	Appropriate	A bit long	Too long
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11. After this course, I feel I will be able to integrate a gender perspective in my daily routine at work and beyond

Not at all	Not really	More or less	Yes, mostly	Yes, definitely
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12. I feel the content of this course will contribute to promoting gender equality

Not at all	Not really	More or less	Yes, mostly	Yes, definitely
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Example of a Knowledge/Attitude Test

Please fill out the below to assess the learning curve this course will/has been stipulating.

- 1. Inequalities between men and women is a result of:**
 - a. Special abilities that men have and women do not have.
 - b. Power imbalance between men and women.
 - c. Biological differences between men and women.
- 2. All human rights are equally important because:**
 - a. One right cannot be fulfilled without other rights.
 - b. They are not related and not connected.
 - c. Governments have said so.
- 3. Masculinity refers to:**
 - a. A way of living for men or a way of being male as defined by society.
 - b. A natural way of being male because of their nature.
 - c. Men and boys.
- 4. Violence Against Women and Girls is:**
 - a. An effective way to correct behaviors.
 - b. Non-existent in developed countries.
 - c. One of many acts that keep a woman or a girl under the control of others.
- 5. National laws and policies that allow only sons to inherit property is an example of:**
 - a) Institutional violence against women and girls.
 - b) Discrimination.
 - c) All of the above.

Additional pre- and post-training evaluation sample form (Singh 2013).¹⁸

Tick mark the most suitable response against each statement						
	Pre- and post-statements to evaluate effectiveness	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Gender and Sex	There are only 2 genders					
	Gender and sex mean the same thing					
	The clothes we wear and the partners we choose depend on our sex					
Gender Stereotypes	Girls generally like to play with soft toys like dolls and teddy bears and boys generally like to play video games					
	Men are better than women at certain tasks such as driving, lifting weights, running a business					
	A women should not wear short / modern clothes in public spaces because it can lead to sexual harassment					
	A women should avoid stepping out in public spaces at night to be safe					

Tick mark the most suitable response against each statement

	Pre- and post-statements to evaluate effectiveness	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Gender and Labor	A woman should not move out of the domestic sphere. It is her role to be at home					
	Changing diapers, giving the kids a bath, and feeding the kids are a mother's responsibility					
	A woman's most important role is to give birth and it is her duty to do so					
	I think that a man should have the final say in all family matters					
	Once a woman gets married, she belongs to her husband's family					
Tradition and Modernity	Gender equality threatens culture, traditions, and identities. They should remain as they are					
	Men are naturally better at technology and how to handle it					
	It is a women's responsibility to take care of our culture and traditions					
Sexuality	Cutting hair short, wearing 'short' clothes, talking loudly, expressing their desires openly are the kinds of things that get a woman in trouble					
	Men need sex more than women do					
	I would never have a gay or transgender friend					
	A woman cannot refuse to have sex with her husband					
	If a woman does not physically fight back, it is not rape					
	A woman should not openly talk about sex					

Tick mark the most suitable response against each statement						
	Pre- and post-statements to evaluate effectiveness	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Masculinity	A man should have the final word about decisions in his home					
	Men are responsible for protecting women in public spaces					
	Men have the sole responsibility of being breadwinners for their families					
	The pride of a man is affected when a woman says 'no' to him or disagrees with him in a public space					
	A man must be tough and strong					
Understanding Sexual Harassment	There are times when a woman deserves to be beaten					
	If a wife/partner does something wrong her husband has the right to punish her					
	A woman should tolerate violence to keep her family together					
	It is only normal for a man to comment on or whistle at a woman. These things happen every day and it is okay					
	When a woman is sexually assaulted, she has usually done something careless to put herself in that situation					
	If a woman sees that someone is staring at her at the bus stop or trying to grope her in a bus (and in other instances like this), the best thing to do is move on from there and reach home fast					
Victim Blaming	When a woman is raped, she is usually to blame for putting herself in that situation					
	Nobody will rape an adult woman for no mistake of her's					
	A woman is equally responsible for sexual abuse/rape					

Tick mark the most suitable response against each statement						
	Pre- and post-statements to evaluate effectiveness	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Rape Culture	Using abusive language and sexist jokes is quite normal					
Bystander Intervention	If a man sees another man harassing a woman, he should stop it					
	First thing I should do when I see an instance of violence is to move on without interfering because these things are very normal					
	Sexual harassment, including rape is not so much an issue in Chennai and there is not so much that could change					
Love, attraction, and consent	A man should know what his partner likes during sex					
	In my opinion, a woman can suggest using condoms just like a man can					
Disempowerment / Rejection	It is shameful/embarrassing for a man to be crying for a woman who is disinterested in him					
Human rights, laws, and existing redressal mechanisms	When women get rights, they are taking rights away from men					
	It is a woman's right to access public spaces without feeling any fear					
	According to the law, it is a crime to comment on a woman's body in a public space, whistle at her, and follow her without her knowledge					
Reimagining the city from a feminist lens	A woman can ideally occupy any public space any time for leisure, like a beach, a tea shop, or a movie theatre					
Power in me	I have not experienced any sort of harassment in the city, I do not think it is true that these things happen to many women					
	I believe that it is important for all of us to stand by each other in instances of harassment					

Annex 13: Indicative community engagement plan

INDICATIVE COMMUNITY ENGAGEMENT PLAN

Community engagement is a dynamic process involving stakeholders across various communities at once or across various levels of a community at the same time. This also suggests that the kind and levels of interventions employed may vary depending on several factors. Mentioned below is an indicative community engagement plan explained with an example. The example includes a larger view of possible communities, however, at times specific interventions for specific communities may be clearly mapped out. Please note that the plan and its aspects, including the identification of communities are indicative and can be adapted to the objective and requirements of the initiative.

IDENTIFY THE ISSUE

For example, high incidence of sexual harassment against women in a particular area

CLARIFY THE OBJECTIVE(S)

Reduce the number of sexual harassment incidents in the area/ on PT by ***% over the next ** months

Map the existing communities within the area	Identify influencers	Identify the level of community engagement	Examples of possible interventions
Area or ward	Municipal councilor, ward heads	Inform: Only provide information, no persuasion e.g., awareness of penal action in cases of sexual harassment	Advocacy for better street lighting, gender-responsive parks, and other public spaces
Schools & colleges	Principals and authorities, national social service (NSS) heads, student council leaders	Consult: Ask for community opinion, consider inputs in decision making e.g., women's safety audits	Gender sensitization, bystander awareness, women's safety campaigns, organizing events and live performances and art exhibitions, volunteering activities, engaging boys to become allies
Corporate offices, factories and government offices	CXOs, branch heads, CSR and human resource heads, union workers	Involve: Include the community in decision making, provide access to decision makers and decision process e.g., open house discussions to improve civic facilities, design public spaces	Employee POSH training, gender sensitization, awareness on penalties, bystander awareness programs, advocacy initiatives as part of CSR activities, sponsorship for empowering marginalized women/survivors

Map the existing communities within the area	Identify influencers	Identify the level of community engagement	Examples of possible interventions
Roadside vendors	Vendors with high clientele, larger group gatherings	Collaborate: Engage the community in decision making to be able to reach a consensus with decision makers e.g., tie up with public/ IPT transport for women's safety campaigns Empower: Community to take its own decisions e.g., community's internal redressal mechanisms	Bystander awareness programs, posters, creating awareness
Local markets	Association heads		Bystander awareness programs, posters, creating awareness
Places of worship	Religious heads, trustees		Facilitate inter-generational dialogues, challenge gender stereotypes through sermons/gatherings
Parks and public spaces	Security guards, community groups		Bystander awareness
Public transport officials& IPT owners/ drivers/ unions	Transport workers, union leaders for taxis and autos, group gatherings		Gender sensitization, bystander awareness, campaigns using posters on public transport vehicles and waiting stands
Residential colonies	Chairperson and secretaries of housing societies or associations		Parents only support groups, inter-generational dialogues, men for change groups, rights awareness, bystander awareness programs, violation and redressal, police and community engagement
Low-income settlements	Leaders, association heads		Bystander awareness, interventions, and prevention mechanisms, awareness on rights, violations and redressal, gender sensitization, women's empowerment programs, engaging men and boys, police and community interaction

CHALLENGES

1. Getting breakthroughs with communities is a time-consuming process requiring patience and resilience
 2. Working through differences in involved stakeholders can be challenging
 3. Communities may not perceive the issue or its gravity in the same manner as the initiators
 4. Sustaining community engagement over long durations can be challenging
-

TIPS TO OVERCOME CHALLENGES

1. Conduct a baseline study of the community (where necessary) to understand:
 - a. Behaviors - knowledge, attitudes, behaviors
 - b. Culture - prevailing norms, values, beliefs and traditions, history
 - c. Demographics - socioeconomic backgrounds, social networks, political and power structures, other demographic trends
 2. Build relationships and trust with community leaders and seek their commitment to the initiatives
 3. Recognize, respect, and leverage diversity
 4. Ensure participation and involvement of the most vulnerable and marginalized populations
 5. Identify, leverage, and mobilize the community's strengths and assets
 6. Release control to the community when it is ready
 7. Leverage mass media to communicate
 8. Create awareness to increase reporting
 9. Train school children to change mindsets
-

Annex 14: Sample – Bystander intervention technique

S	Assess the situation to see if you can quickly gather more people to support the victim while ensuring safety for them and yourself	Safety
T	Take a stand- even if it's something that you feel works at that moment, it is more important than not taking a stand at all.	Take a stand
E	Find ways to let the victim know that you have noticed their vulnerable situation. If it is safe to do so, create a physical distance between the perpetrator and the victim.	Engage
P	Pause and try to de-escalate the situation ensuring you don't further escalate the situation	Pause
I	Look for a duty bearer like police, transport staff etc and ask them to help you prevent the situation.	Inform
N	Silence is dangerous: be a noisemaker. It communicates disapproval and makes the victim feel supported	Never be silent

Source: *The Gender Lab Mumbai 2022.*

Annex 15: Sample ToR for hiring a communication agency

1. **About the organization:** [Implementing agency to provide brief introduction about their organization].
2. **Background of the Project:** [Implementing agency to provide brief introduction about the initiatives being undertaken / planned at the organization]
3. **Communications Consultancy:** The [insert name of implementing agency] is seeking a professional communications agency to work closely with the [insert name of relevant department, e.g., Human Resources, Office of CEO, other as appropriate]. Since the Project is based on a community-driven development (CDD) approach, communications – awareness-generation as well as behavior change – is a vital part of its activities. More information on the Project activities can be found on [insert link to the website of the project, if any].
4. **Objectives of the assignment:** The objectives of the communication support for the project are therefore to design and implement communication campaigns against sexual harassment of women and minority genders in public spaces and public transport. These campaigns will be deployed in mass media/social media/digital media.
5. **Scope of work, tasks, and deliverables:** The scope of work for this assignment includes the following tasks:
[include additional points / delete as appropriate]

Scope of work	Tasks	Deliverables
Research synopsis	<ul style="list-style-type: none"> • Research the landscape of gender-based violence in public spaces and transport by holding meetings with _____ (<i>name of implementing agency</i>) NGOs in the gender equality space, women users of public space and public transport. 	<ul style="list-style-type: none"> • Present a research synopsis to the concerned team of the _____ (<i>name of implementing agency</i>) to demonstrate an understanding of the problem of gender-based violence in public.
Content strategy	<ul style="list-style-type: none"> • Build a content strategy based on formative research to meet different objectives in different phases of the campaign, such as awareness generation, call to action, give information, and mobilize support. • Detail types of content to meet each objective. Content could be print ads/ TVC/ internet ads/ blog posts/ social media posts/ outdoor billboards. 	<ul style="list-style-type: none"> • Present a detailed content strategy mapping the objective, type of content, and type of platform. • A Draft Recommended Action Plan (RAP) detailing various strategies to be presented to the [implementing agency].

Scope of work	Tasks	Deliverables												
Campaign strategy	<ul style="list-style-type: none"> Create a cost-effective strategy for deployment of the content across different media platforms. Detail the number of ads in each platform in each month and corresponding budget outlays. 	<ul style="list-style-type: none"> Present the campaign strategy to senior management of _____ (<i>name of implementing agency</i>) and obtain budgetary approvals. 												
Creative strategy	<ul style="list-style-type: none"> Create innovative TVCs/ internet ads/ ads for social media, depending on the campaign strategy decided, along a 2x 3 matrix of: <table border="1" data-bbox="448 808 1034 1050"> <thead> <tr> <th></th> <th>Prevention</th> <th>Action by victim</th> <th>Action by bystander</th> </tr> </thead> <tbody> <tr> <td>Sexual harassment in public spaces</td> <td>X</td> <td>x</td> <td>x</td> </tr> <tr> <td>Sexual harassment in public transport</td> <td>x</td> <td>X</td> <td>x</td> </tr> </tbody> </table> Find innovative ways to deploy the campaign in target communities, such as creating user generated content from woman/minority gender passengers. 		Prevention	Action by victim	Action by bystander	Sexual harassment in public spaces	X	x	x	Sexual harassment in public transport	x	X	x	<ul style="list-style-type: none"> Present ads created to senior management/ concerned team and modify according to feedback received.
	Prevention	Action by victim	Action by bystander											
Sexual harassment in public spaces	X	x	x											
Sexual harassment in public transport	x	X	x											
Identify and tie up with influencers	<ul style="list-style-type: none"> Social media influencers can produce unique content, with a fresh perspective. These 'influencers' can be a great mouthpiece to spread the message of gender equality and inclusiveness in society. <p>Agency is responsible for identifying and building alliances with these influencers, if required, as a part of the campaign strategy.</p>	<ul style="list-style-type: none"> Include the cost of tying up with influencers in the campaign budget. 												
Identify brand and celebrity associations	<ul style="list-style-type: none"> Identifying and tying up with a consumer brand or a popular personality whose image is compatible with the message of gender equality and social inclusion, if such a tie-up is required as part of the creative strategy. 	<ul style="list-style-type: none"> Include cost of tying up with the brand/ celebrity in the campaign budget. 												

6. Timeline of the Deliverables

Deliverables	From signing of contract (T)	Payment percentage of the total contract amount
Task 1: Submission and Acceptance of Research Synopsis	T +2 weeks	10% – Can be made as per the project timeline.

8. Ethical Issues

- Cultural sensitivities, religion, and language sensitivities have to be kept in mind while designing, pre-testing and rolling-out communication tools.
- Designs, scripts, storyboards should be original and not be copied or duplicated from any other sources. Music/ background score should be original and not tracks that are pre-recorded/ downloaded/ loops. Appropriate credit should be given in case any pre-recorded track is used.

9. Experience and skills: The communications agency should have the following skills and experience:

- Have been in existence for at least 10 years.
 - Significant experience in creating world class campaigns for leading corporates/ government entities/ NGOs on the themes of 'Gender and Inclusion' or 'Sexual harassment.'
 - Demonstrated ability to implement a long duration social media/digital media campaign of at least one year on any social issue *[insert name of implementing agency]*.
 - Can deploy a woman senior creative person to head the team which will be assigned to _____ *(name of implementing agency)*.
 - Should be nimble and adaptable to catch a trend/ spot an opportunity that is compatible with the campaign's objective and quickly create content accordingly.
 - Strong commitment to the values and principles of 'gender equity and inclusion' as evidenced through diversity in the organization.
 - Strong verbal and written communication skills.
 - Openness to change and ability to receive/integrate feedback.
10. **Period of consultancy:** The time period for the said consultancy shall be _____ from the commencement. The duration may be extended if required with mutual agreement of the parties.
11. **Reporting arrangements:** The consultant will report to the *(manager of implementing agency)*; however, will be working with *(team members at implementing agency)* on a day-to-day basis. *(Name of the PoC of implementing agency)* will be point of contact for the consultant. The consultant will receive a detailed briefing at the beginning of the assignment with regular follow-up discussions via email, phone, and in-person as required.

Annex 16: GESI action plan adopted by the Bengaluru Metropolitan Transport Corporation (BMTC)

C40 Cities Finance Facility and GIZ are assisting BMTC in its transition to sustainable bus technology by 2032. Under this project, they prepared a report 'Gender Equality and Social Inclusion in Electrification of BMTC Fleet' (2020). This report provides an overview of gender and socially inclusive policies adopted by BMTC, findings from the user perception surveys, and a Gender Equality and Social Inclusion Action Plan (GESI/AP) to make this transition gender and socially inclusive.

The GESI/AP as adopted by BMTC is given in the table below.

OUTCOMES	1. By 2032, women's ridership in BMTC services in peak hours increases to 40% (Baseline 2011: 32%).		
	2. Women's satisfaction of BMTC services improves (Baseline: 2.96/4.0, 2020).		
OUTPUT 1: BMTC BUS SERVICES AND ACCESS ARE GENDER AND SOCIALLY INCLUSIVE			
ACTIVITY	INDICATORS/TARGETS	INCHARGE	TIMELINE (In Years)
1.1 Access to BMTC bus stops, bus shelter design, and vehicles are gender and socially inclusive.	1. At least 20% of the standard electric bus fleet has low-floor buses. (Baseline 2018: 20%)	BMTC Gender Nodal Officer (GNO), GESI Expert	1 to 12
	2. All buses are equipped with emergency buttons and CCTV cameras.		
	3. All buses have (i) reserved seats for care givers, women, elderly, and PWDs; and (ii) all standard buses have space for wheelchairs/ strollers.		
	4. All bus stops [2,122] have well- lit, universally accessible shelters. (Baseline 2020:0)	BBMP	1 to 5
	5. Well-lit, universally accessible footpaths are constructed within 400m of 2,212 bus stops, as per the Indian Road Congress. 103-2012.		
	6. Sarathi vehicles deployed in the day and night, address incidents related to women's safety within 10 minutes of reporting.	BMTC GNO, GESI Expert, BP	
	7. A study is conducted to assess the feasibility of fare concessions for lower-income groups and trans-persons.	BMTC GNO, GESI Expert	1 to 2

OUTPUT 2: BMTC BUS STATIONS AND TTMCs ARE IMPROVED

2.1 BMTC bus stations and TTMCs are safe and accessible.	8. 3 major bus stations, 27 bus stations, and 10 TTMCs have (i) well-lit separate, free, clean public toilets for men, women, and a universally accessible gender-neutral toilet, accessible by a step-free route with tactile pavers; (ii) breast feeding rooms; (iii) 1 helpdesk with at least 2 trained staff; and (iv) 2 accessibility officers.	BMTC GNO, GESI Expert	1 to 12
	9. 3 major bus stations have separate waiting rooms for men, women, families, and trans- persons with clean public toilets and showers.		
	10. Consider leasing at least 33% commercial spaces at bus stations and TTMCs to women owned micro and small enterprises (MSEs) or self-help groups (SHGs).		

OUTPUT 3: INFORMATION AND COMMUNICATION SYSTEMS ARE ESTABLISHED

3.1 BMTC communicates with users regularly and effectively.	11. The BMTC website and mobile phone application is universally accessible and updated regularly. The website has (ii) a dedicated section on all initiatives for EWCDT; (iii) map and information on amenities available in each bus station and TTMCs.	BMTC GNO, GESI Expert	1 to 2
	12. An integrated, accessible passenger information system is developed across multiple media channels.		
	13. Information on gender and socially inclusive features in buses, travel etiquettes, helpline, zero tolerance for sexual harassment, and gender-specific audio/video/visual bilingual messages disseminated in all buses, 2,212 bus stops, 29 bus stations, and 10 TTMCs.		
	14. Sexual harassment complaints' reporting, redressal system, and SOPs are developed and adopted by BMTC.	BMTC GNO, GESI Expert, Women's Safety Committee	1

OUTPUT 4: INCLUSIVE STRENGTHENING OF BMTC

4.1 BMTC is a gender and socially inclusive agency.	15. A senior advisor/staff appointed as Gender Nodal Officer (GNO) and a full-time GESI Expert is recruited.	MD, BMTC	1
	16. BMTC HQ has (i) 1 creche; and (ii) separate, free, clean public toilets for men, women, and a universally accessible gender- responsive toilet accessible by a step-free route with tactile pavers.	BMTC GNO, GESI Expert	1 to 12
	17. Women’s safety and access committee is constituted and meets quarterly.		
	18. At least 33% of BMTC personnel are women and trans-persons. (Baseline 2020: 8.8%)		
	19. At least 33% of selection grade and senior staff of Class-1 employees are women. (Baseline 2020: 3 out of 31)		
	20. (i) At least 10% of all drivers are women and trans-persons;(ii) at least 50% of the conductors are women. (Baseline 2020: 0.03%; 29.8%,)		
	21. At least 4% of personnel are differently abled, as per Rights of Persons with Disabilities Act, 2016. (Baseline 2020: 0.17%)		
	22. Annual sex-disaggregated user satisfaction surveys are conducted.		
4.2 Develop and implement GESI training modules.	23. All BMTC staff receive annual training on the anti-sexual harassment policy and creating a gender equitable environment.	BMTC GNO, GESI Expert	1 to 12
	24. All BMTC bus drivers/driver- cum- conductors, conductors and depot managers receive GESI training, during induction and bi-annually		
	25. 95% of staff responsible for BMTC traffic, operations, planning, and infrastructure receive annual technical GESI capacity development training.		

Annex 17: Checklist to ensure gender-responsive design for public transport and public spaces

1. Assess the ground situation

A. Bus terminals/ bus stops/metro stations and coaches/streets

- Safety audits done
- Focus group discussions with community members held over availability, accessibility, safety, timing, and other concerns

2. Strengthen policy

A. Bus terminals/ bus stops/metro stations and coaches/streets

Frame, amend, or implement policies to ensure

- The presence of a healthy mix of women frontline staff
- Dedicated spaces are allotted near the bus stop for registered street vendors, including women vendors
- Hoardings don't obstruct the view thereby comprising on safety
- Presence of police personnel at terminals, key stops, and metro coaches
- Sufficient time is dedicated for boarding
- Availability of powered ramps for wheelchair users which can be requested by a push button to the driver
- Extension of metro skywalks to nearby schools, colleges, and shopping areas frequented by women
- Availability of seamless intermodal connectivity
- Dedicated parking spaces for women closer to entry and exit points
- Crosswalk signals timed adequately keeping pregnant women, women with strollers/ wheelchairs, and elderly and children in mind
- Transit oriented development (TOD) principles are followed while designing the master plan/MRTS projects

B. In-vehicle - bus

Frame, amend, or implement policies to ensure

- Presence of plain clothed police personnel inside the bus
- Availability of segregated boarding and alighting on specific routes
- Preferential boarding and alighting for women and other vulnerable riders
- Increased bus frequency to lower crowding
- Option of 'Request a stop' facility during the night
- Introduction of integrated ticketing to reduce penalizing trip chaining
- Availability of a targeted subsidy to ensure that the high cost of transport is not a deterrent to availing opportunities for women

C. Streets and public washrooms

Frame, amend, or implement policies to ensure

- Police personnel deployed at FOBs and subways in secluded locations
- Streets are designed and built using gender, universal, and street design principles
- Adequate number of public toilets for women are constructed

3. Build capacity and raise awareness

A. Bus terminals/ bus stops/metro stations and coaches/in-vehicle

- Staff trained on CPTED principles, universal accessibility principles, conducting safety audits and holding FGDs to arrive at bus stop locations and construction of streets, public washroom designs, bus stops, terminals, coaches, and buses
- Staff trained to collect and use gender disaggregated data for preparation of routes and schedules to suit women's mobility needs
- Availability of SOPs to ensure women's safety during bus breakdowns in secluded areas
- Awareness campaigns held on gender equality, rights to inclusive cities, sexual harassment, bystander intervention, and increasing reporting

4. Improve infrastructure and services

A. Bus terminals/ bus stops

- Installation of CCTV cameras and emergency buttons
- Bus stop length varied based on footfall
- Lighting present at the stop and during last mile connectivity
- Bus stop locations responsive to trip purposes of women
- Availability of gender segregated seating area with signage
- Presence of level boarding – bus stop to bus
- Priority entry for pregnant women and other vulnerable riders
- Availability of real time information on location of bus and schedule either at the stop/ app/SMS service

B. Metro stations and metro coaches

- Installation of lights, CCTV cameras, and easily accessible emergency buttons
- Presence of separate ticket counters for women
- Daily need/grocery shops near or in the station
- Placement of ladies coaches in the middle, rather than at either end to not seclude waiting area
- Predominant display of helpline numbers
- Provision of free WiFi in underground metro stations
- Cushioned seats for pregnant women
- Extra space to keep wheelchairs or strollers inside the coach
- Hooks on the sides of the coach to hang bags
- Installation of elevators and ramps
- Display of static and real time information on routes and schedules
- Legible signages for metro lines and waiting areas
- Secure restrooms and feeding rooms with personal hygiene products
- Information desk staffed by people of all genders
- Platform gap modifications done to eliminate the gap between trains and platform
- Increased waiting time to ensure adequate time for women boarding with dependents
- Placement of lower overhead storage compartments in the women's section
- Placement of lower and side handlebars in the women's section

C. Public Transport – Bus

- Installation of CCTV cameras, GPS and emergency and stop on request buttons
- Prominent display of helpline numbers
- Fixing of transparent bus windows to increase safety
- App/digital signs showing the current and next bus stop
- Display of reserved seating signage
- Availability of extra space in women seating sections to store additional items they may be travelling with
- Placement of handle and bars at a lower height
- Presence of women-only buses at peak times and at specific locations like schools and hospitals
- Presence of bus doors and ramps wide enough to accommodate heavy bags, strollers, wheelchairs

D. Streets

- Adequately lit skywalks, FOBs, subways, and streets with CCTV presence
- Trimmed shrubbery and low boundary walls not obscuring the line of sight
- Separation of pavements from the road with a divider at intervals
- Installation of clear signages at regular intervals at least in English and the regional language
- Presence of 24 hour open urban elements like pharmacies, hospitals, police stations, should be placed at regular intervals of the street to increase safety perceptions at night

E. Public washrooms

- Presence of female attendants 24 /7
- Provision of an area for changing diapers
- Availability of adequate seating area for children and the elderly
- Provision of emergency services like emergency buttons and phone
- Display of helpline numbers
- Availability of a map guide in a restroom at the metro station
- Installation of diaper/menstrual pad dispensers with clear and proper instructions
- Installation of full-height mirrors along walls permitting better observation of the restroom corridor and minimizing blind spots

Annex 18: Constructing gender-responsive toilets – Guidelines by the Ministry of Housing and Urban Affairs

Constructing gender sensitive toilets (MoHUA 2019)¹⁹

Key Issues

1. Unhygienic (public) toilets make women and girls vulnerable to reproductive tract infections caused by poor sanitation.
2. In the absence of sanitary facilities, factors such as cultural norms of female modesty mean that women often have to wait until dark to go to the toilet. To avoid the need for such frequent toilet use, women often drink less water, causing severe health problems.
3. Unhygienic delivery and postnatal care often mean illness and death for mothers and their children, exacerbated by low levels of access to WASH (water, sanitation, and hygiene) facilities.
4. Girls and women have to stay at home during menstruation if the school or workplace does not provide adequate WSS conditions. Repeated absence often leads to girls dropping out of school.
5. Women who are pregnant commonly have greater urgency of urination and require safe sanitation facilities to meet their needs.
6. Women and girls who need to use public or open sanitation facilities, especially at night become vulnerable to crimes.
7. Not only women, third gender persons are also vulnerable to threats, abuse, harassment, or attacks when they use the toilet of the gender that they do identify with.
8. Third gender persons require separate toilets.

Policy Responses

1. Safety and Privacy

- 1.1. **Separate entrance for male, female, and third gender toilet sections**- Separate male and female and third gender sections. Entrances to male, female, and third gender sections are at a sufficient distance from each other and, if possible, face different directions or have separating walls. The separate gender-neutral or third gender toilet or section to be made in consultation with third gender groups to ensure that this is their preferred option and that it would not increase their risk of violence.
- 1.2. **Safe location** - Location is easy and safe to access. It is important to discuss the location with local women and girls and third gender people. Location is reasonably visible and remote or run-down locations (e.g., narrow lanes) are avoided. Privacy and safety considerations are balanced
- 1.3. **Good lighting** - Entrances, exits, walkways, paths, and open areas used to access the toilet are well lit with natural light or bright enough lighting, especially when facilities are open at night. Internal lighting is bright enough to illuminate entrances, exits, wash areas, cubicles, and publicly accessible areas.
- 1.4. **Trained female caretakers** - Caretakers/ trained female toilet attendants are appointed in all public toilets present during all hours of operations. Caretakers are trained to be sensitive and responsive to the requirements of female or third gender users and people with accessibility needs.

- 1.5. Robust cubicles** - Solid cubicle doors and structures that users can lock from the inside and solid structure.
- 1.6. Designed for privacy** - Ventilation systems that do not compromise privacy. Entrance or layout of the block is designed to conceal the inside from passers-by. Half-walls, shrubbery or other barriers at entrances make the toilet feel more private where needed.
- 1.7. Clear signs, directions, and branding** - Clear and globally recognized male, female, third gender, and accessible toilet symbols, along with arrows and text in the local language, mark and point towards the different toilet sections. Visibility of public toilets on Google Maps if possible.
- 1.8. Additional safety measures** – CCTVs at the entrance of the toilet and presence of a security guard for female toilet blocks for toilets open at night.

2. Cater to menstrual hygiene management and other hygiene requirements

- 2.1. Access to water and soap** - Handwashing facilities in each toilet block – a basin, water, and soap. These enable handwashing and cleaning of reusable menstrual products. Water access (either through a tap or bucket storage) inside the cubicle both for increased privacy and managing menstruation.
- 2.2. Access to menstrual products** - Access to products for menstruation, e.g., pads that users can take or buy from a female caretaker (at reasonable rates).
- 2.3. Disposal of menstrual products** - Availability of regularly cleaned and covered litter bins. Options for washing reusable menstrual products. Incinerator (meeting national standards) for toilets having more than 10 seats.
- 2.4. Hooks and shelves**- Hooks and ledges for hanging clothes, keeping belongings off the floor or keeping menstrual products on a clean surface since defecation, urination, and menstrual hygiene management require removing clothes and using hands.
- 2.5. Mirror** - A mirror above handwashing stations. This enables the user to adjust clothing and caters to self-care requirements. Ensure the mirror's position does not enable people outside to see into the toilet section.
- 2.6. Washing or bathing units** – Bathing units in public toilets in places such as long-distance transport hubs.

3. Accessible to all users

- 3.1. Reasonable distance** - Community toilets are close enough to the homes they serve, especially for women who may need to return home to attend to their care-giving duties.
- 3.2. Accessible cubicle** - At least one toilet cubicle in each section (male, female, and third gender) is accessible for people with disabilities.
- 3.3. Accessible path** - Path to the toilet block and accessible cubicle is well lit (for security) and wide enough. Handrails to support use of ramp.

4. Affordability and availability

- 4.1. **Affordability** - Fees are fair for women, girls, and third gender and do not disadvantage them because of their bodies or social roles. Caretakers are not charged when accompanying others to the toilets (pregnant or differently abled).
- 4.2. **Open when needed** - Opening times of toilets are adapted to the community needs and activity area, informed by user requirements and displayed clearly are particularly important for women's security.
- 4.3. **Enough cubicles for women** - The number of female toilets must be sufficient. Furthermore, the female sections of the toilets are bigger than the male sections.

5. Well maintained and managed

- 5.1. **Cleanliness** - A frequent and reliable cleaning schedule is in place. Where possible, include self-help groups in operations and maintenance to increase livelihood opportunities for women.
- 5.2. **Solid waste management** - The municipal corporation provides regular safe removal and disposal of waste. On-site management to avoid health risks or nuisance to the surrounding area.

6. Meet the requirements of caregivers and parents

- 6.1. **Baby changing station** - Clean and safe place for parents or caregivers to clean and change babies diapers. Ideally, one changing station in the women's toilet section and one in the men's toilet section is recommended.
- 6.2. **Breastfeeding station** - Include a private and hygienic space for breastfeeding.

Socioeconomic benefits

- 1. Reduced time, health, and caregiving burdens from improved water and sanitation services give women more time for productive endeavors, education, empowerment activities, and leisure.
- 2. Convenient access to sanitation facilities increase privacy and reduce risks to women and girls of sexual harassment/assault while searching for sanitation facilities,
- 3. Equal representation in institutions has positive effects on transparency and good governance.
- 4. Community-based organizations for WASH can improve social capital of women by exposing them to leadership and networking opportunities and building solidarity amongst them.

ENDNOTES

- 1 All stages: design/contract/ review of impacts /integration of findings/ lessons learned.
- 2 ADB (Asian Development Bank). 2014. *Georgia: Rapid Assessment of Sexual Harassment in Public Transport and Connected Spaces in Tbilisi*. Tbilisi, Georgia: ADB. <https://www.adb.org/sites/default/files/project-document/155172/44067-012-tacr-20.pdf>
- 3 Compoundable offences are those that can be compromised, i.e., the complainant can agree to take back the charges levied against the accused, whereas, non – compoundable offences are more serious offences in which the parties cannot compromise.
- 4 PCW (Philippine Commission on Women). 2018. *Republic Act 11313: Philippine’s Safe Spaces Act*. Philippines: PCW. [https://pcw.gov.ph/republic-act-11313/#:~:text=All%20restaurants%2C%20bars%2C%20cinemas%20and,one%20\(1\)%20anti%2Dsexual](https://pcw.gov.ph/republic-act-11313/#:~:text=All%20restaurants%2C%20bars%2C%20cinemas%20and,one%20(1)%20anti%2Dsexual)
- 5 As per the 2019 Act, in cases of harassment of women through email, social media, digital mode or any other form, the guilty shall be punishable with imprisonment for a term which may extend to two years on first conviction and with imprisonment for a term which may extend to four years on second and subsequent convictions.
- 6 In *Shreya Singhal vs. Union of India* [AIR 2015 SC 1523], the Supreme Court struck down Section 66A of the Information Technology Act, 2000 due to which there are certain inadequacies with respect to legal provisions to punish offences committed against women through an online medium.
- 7 For more insight, visit Right To Be’s website at [https://www.iRight To Be.org/cornell-international-survey-on-street-harassment/#in](https://www.iRightToBe.org/cornell-international-survey-on-street-harassment/#in)
- 8 For more insight, visit Right To Be’s website at [https://www.iRight To Be.org/cornell-international-survey-on-street-harassment/](https://www.iRightToBe.org/cornell-international-survey-on-street-harassment/)
- 9 For more insight, visit Right To Be’s website at [https://www.iRight To Be.org/cornell-international-survey-on-street-harassment/](https://www.iRightToBe.org/cornell-international-survey-on-street-harassment/)
- 10 OMI (OLA Mobility Institute). 2019. *What Do Women and Girls Want from Urban Mobility Systems?* OMI. https://olawebcdn.com/ola-institute/ola_women_and_mobility.pdf
- 11 India, MoUD (Ministry of Urban Development). 2015. *Urban and Regional Development Plans Formulation and Implementation (URDPFI) Guidelines - Volume 1*. New Delhi, India: MoUD. <https://mohua.gov.in/upload/uploadfiles/files/URDPFI%20Guidelines%20Vol%201.pdf>
- 12 See “Guidance Note for Pillar 4- How to enhance infrastructure and introduce gender responsive services,” for detailed guidelines on the topic.
- 13 See “Guidance Note for Pillar 4- How to enhance infrastructure and introduce gender responsive services,” for detailed guidelines on the topic.
- 14 See “Guidance Note for Pillar 1- “Assessing the on-ground baseline situation.” for tools on how gender disaggregated data can be collected.
- 15 India, PIB (Press Information Bureau). 2019. “One Stop Crisis Centre.” Press Release I.D. 1579355. July 18, 2019. <https://pib.gov.in/Pressreleaseshare.aspx?PRID=1579355>
- 16 Uganda, Ministry of Health. 2012. *Exploring the Potential for Community Health Insurance and*

Prepayment Schemes: Towards the Development of Alternative Health Financing Options in Uganda, by John Arube- Wani. Consultant report, Kampala. https://www.ekvilib.org/wp-content/uploads/2017/06/00_Introduction_to_the_Manual.pdf

- 17 UN Women (United Nations Entity for Gender Equality and the Empowerment of Women). 2018. *Evaluation Tool for Training for Gender Equality: A Short Guide Towards Measuring Capacities and Transformation Towards Gender Equality*. Santo Domingo, Dominican Republic: UN Women. https://trainingcentre.unwomen.org/RESOURCES_LIBRARY/Resources_Centre/Evaluation%20Tool_Training%20Gender%20Equality_26-06-2019%20LBA.pdf
- 18 Singh, Ajay K., Ravi Verma, and Gary Barker. 2013. "Measuring Gender Attitude: Using Gender-Equitable Men Scale (GEMS) in Various Socio-Cultural Settings." *Making Women Count*. New Delhi, India: UN Women Multi Country Office for India, Bhutan, Sri Lanka and Maldives. <https://promundoglobal.org/wp-content/uploads/2015/01/Measuring-Gender-Attitude-Using-Gender-Equitable-Men-Scale.pdf>
- 19 India, MoHUA (Ministry of Housing and Urban Affairs). 2019. *Gender Responsive Guidelines under Swachh Bharat Mission (Urban)*. New Delhi, India: MoHUA. <https://niua.org/scbp/sites/default/files/SBM-U%20Gender%20Responsive%20Guidelines.pdf>

ADDITIONAL READINGS

Introductory chapters

#	Title	Year	Authors
1	The gender gap in employment: What's holding women back?	2022	ILO
2	Demand for safe spaces avoiding harassment and stigma	2020	World Bank
3	Safe cities and safe public spaces for women and girls - Global flagship initiative - Second international compendium of practices	2020	UN Women
4	What works to prevent violence against women and girls - Research and innovation programme - Final performance evaluation	2020	What Works
5	Why does she move - A study of women's mobility in Latin American cities	2020	World Bank and UFGE
6	Expanding access to opportunities for girls and women - working towards safe mobility	2020	FIA Foundation and Safetipin
7	Innovating to address GBV	2020	The International Development Innovation Alliance (IDIA)
8	What works to prevent violence against women and girls?	2020	What Works
9	GBV - M&E Tool-kit	2020	USAID, UNPFA
10	Safe cities and safe public spaces for women and girls - Global flagship initiative - International compendium of practices	2019	UN Women
11	RESPECT women: Preventing violence against women	2019	WHO
12	Girls' and young women's experience of group harassment	2019	Plan International
13	Safe cities and safe public spaces - Global results report	2017	UN Women
14	National policy for women	2016	GoI
15	Fighting violence against women: Making Seoul a safer city for women project	2015	Seoul Solution
16	Women's safety in public transportation - Pilot Initiative in Bhopal	2015	WRI
17	World Bank Group gender strategy (FY16-23) : gender equality, poverty reduction and inclusive growth	2015	World Bank

#	Title	Year	Authors
18	How to design projects to end violence against women and girls a step-by-step guide to taking action	2015	Australian Aid and UN Women
19	How to manage gender responsive evaluation - Handbook	2015	UN Women
20	Guidelines on designing a gender-sensitive results-based monitoring (RBM) system	2015	GiZ
21	Untangling gender mainstreaming: A Theory of change based on experience and reflection	2015	Gender and Development Network
22	Gender links' - Theory of change	2015	Gender Links
23	A theory of change for tackling violence against women and girls	2012	Action AID
24	Understanding women's safety - Towards a gender inclusive city	2010	Jagori
25	An introduction to indicators	2010	USAID
26	Performance monitoring and evaluation - Tips, baselines and targets	2010	USAID
27	Human rights based programming - what is it?	2006	UNFPA
28	Key resources: Gender, monitoring, evaluation and learning	NA	Oxfam
29	Development impact evaluation	NA	World Bank
30	End VAW now series	NA	UN Women
31	Theory of change	NA	SOPACT
32	A theory of change for training for gender equality	NA	UN Women
33	10 essentials for addressing violence against women	NA	UN Women

Pillar 1

#	Title	Year	Authors
1	Crime and harassment in public transportation: A survey of SJSU students set in international context	2020	Asha Weinstein Agrawal, PhD. et al.
2	Travelling in a woman's Shoes- Understanding women's needs in Ireland to inform the future of sustainable transport policy and design	2020	Transport Infrastructure Ireland
3	What do women and girls want from urban mobility systems?	2019	Ola Mobility Institute
4	Guidelines for an Index on gender friendly cities report	2019	Safetipin
5	Safety Assessment Report	2019	Safetipin
6	Rapid assessment of "eve teasing" (sexual harassment) of young women during the commute to college in India	2016	Mangai Natarajan
7	How safe is your city - Safety audit report of 8 cities	2015	Safetipin
8	Women's safety in public transport: A Pilot Initiative in Bhopal	2015	World Resources Institute India
9	Technical assistance consultant's report - Georgia: Rapid assessment of sexual harassment in public transport and connected spaces in Tbilisi	2014	ADB
10	Making cities and urban spaces safe for women and girls- Safety audit participatory toolkit	2013	Action Aid
11	A Handbook on Women's Safety Audits in Low-income Urban Neighbourhoods: A Focus on Essential Services	2010	Jagori & Women in Cities International
12	Women's safety audits. What Works and Where?	2008	UN-Habitat
13	Women's Community Safety Audit Guide	2005	Women's Initiatives for Safer Environments
14	VAWG stakeholder survey identifying gaps, informing strategies	NA	What Works

Pillar 2

#	Title	Year	Authors
1	Violence against women and girls in public transport: Policy recommendations for Mexico City	2020	World Bank
2	The ultimate guide to POSH compliance	2020	Elearn Posh
3	Global roadmap of action - Toward sustainable mobility - Gender	2019	Sustainable mobility for all
4	Gender mainstreaming - EU - Country specific information	2019	European Institute for Gender Equality
5	Safety and public space: Mapping metropolitan gender policies	2018	Metropolis, World Association of the Major Metropolises Women in Cities International
6	Women and transport in Indian cities - A policy brief	2017	ITDP
7	The role of local governments in promoting gender equality for sustainability	2015	UCLG Women
8	Handbook on sexual harassment of women at workplace	2015	Ministry of Women and Child Development
9	Street harassment: Know your rights	2014	Right To Be and others
10	The sexual harassment of women at workplace (prevention, prohibition and redressal) act	2013	GoI

Pillar 3

#	Title	Year	Authors
1	Crime and fear in public places -Towards safe, inclusive and sustainable cities - Sexual harassment in public spaces in India: victimization and offending patterns	2020	Mahesh Nalla
2	Global 16 days of activism against GBV campaign	2020	Center for women's global leadership
3	Smashing spatial patriarchy - Shifting social norms driving sexual and gender-based violence on public transport in Sri Lanka	2019	Oxfam
4	What will it take? Promoting cultural change to end sexual harassment	2019	UN Women
5	Gender equity/equality workshop toolkit	2018	GWJ
6	Champions of change - Youth promoting gender equality	2018	Plan International UK

#	Title	Year	Authors
7	Champions of change for girls' rights and gender equality	2018	Plan International UK
8	School related GBV	2016	UNESCO and UN Women
9	Mobilising men in practice: Challenging sexual and gender-based violence in institutional settings - Tools, stories, lessons	2012	UNFPA
10	Building partnerships to end violence against women: A practical guide for rural and isolated communities	2005	National Crime Prevention Centre, Canada
11	PT4ME	NA	UITP
12	Training manuals	NA	What Works

Pillar 4

#	Title	Year	Authors
1	Women and mobility - A case study of Bhopal, Gwalior & Jodhpur	2020	Safetipin
2	Handbook for gender-Inclusive urban planning and design	2020	World Bank
3	The Sayfty - Survivors kit	2019	Sayfty Trust
4	Transport connectivity- A gender perspective	2019	ITF
5	Street harassment - It is not ok - Girls' experience and views	2018	Plan International UK
6	Engendering Mumbai's suburban railway system	2016	TISS
7	Essential services package for women and girls subject to violence	2015	UN Women, UNFPA, WHO, UNDP and UNODC
8	Tackling GBV with technology	2014	STATT
9	Gender tool kit: Transport maximizing the benefits of improved mobility for all	2013	ADB
10	Gender issue guide - Urban planning and design	2012	UN Habitat
11	Safe cities free of violence against women and girls initiative - A draft strategic framework for women's safety in Delhi	2010	Jagori
12	Mainstreaming gender in road transport: Operational guidance for World Bank staff	2010	World Bank
13	Resources for mainstreaming gender in transport	2006	World Bank

