
Gender 1

Urban rehabilitation
and transport projects

Guidance Note



European Bank
for Reconstruction and Development

The EBRD is an international financial institution that supports projects from central Europe to central Asia. Investing primarily in private sector clients whose needs cannot be fully met by the market, we foster transition towards open and democratic market economies. In all our operations we follow the highest standards of corporate governance and sustainable development.

About this Guidance Note

This Guidance Note is aimed at providing practical guidance to EBRD specialists and consultants on how gender mainstreaming can be applied and considered when planning projects. The Guidance Note also provides examples of good practice. It is the first in a series of three Guidance Notes on Gender.

The EBRD intends to update this Guidance Note to reflect any changes and developments and would welcome feedback and comments from users to contribute to this process. Comments should be sent to: environmentandsocial@ebrd.com.

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Gender 1

Guidance Note: Urban rehabilitation and transport projects

Introduction

The EBRD Gender Action Plan aims to mainstream gender both internally, within the organisation, and externally in the Bank's investment and technical cooperation activities.

The objective of this Guidance Note is to provide detailed guidance on how gender mainstreaming can be put into practice in the EBRD's urban rehabilitation and transport projects. The Guidance Note contains specific actions and practical suggestions to integrate gender into these projects.

The Note is intended for a variety of users (including EBRD staff and consultants) who are not experts in gender issues but who are involved with the Bank's investment and technical cooperation activities.

What is gender mainstreaming?

Gender mainstreaming is a comprehensive process in which any planned action or project makes the needs of women, as well as men, an integral dimension in the design, implementation, monitoring and evaluation of projects, policies and programmes, in all areas and at all levels, so that men and women can benefit equally. Projects and policies impact men and women differently and it is important to examine who is affected and in what manner, in order to distribute project benefits equitably.

Mainstreaming gender into projects does not require radically new skill-sets but it does necessitate that gender be considered as an important factor for the success and sustainability of the project. Therefore, it is important that gender is mainstreamed into the project at each stage of the project cycle and that the allocation of responsibilities for undertaking different aspects of gender mainstreaming are clearly understood and integrated into project management.

Gender issues in urban rehabilitation and transport

Although urban roads and transport projects may at first appear to benefit everyone equally in a community, men and women may have different needs and priorities in terms of how a service should be designed and delivered. If these issues are identified and understood, they can be systematically integrated into the design and implementation of the project to ensure that project benefits are more equally distributed across any given community. Measures to this effect can often be successfully incorporated into projects at minimal cost, especially when taken into consideration early on in the project cycle.

The main issues where there tends to be a gender perspective involve safety and travel patterns.

Safety

Women not only tend to be the majority users of buses but usually have higher safety concerns in relation to roads and urban transport than men. For example, women prefer not to travel at night, when lighting is poor, for fear of aggression.¹

Similarly, overcrowded public transport can increase the risk of sexual harassment. Female cyclists reveal different safety perceptions to men, with preferences for clear, wide cycle paths, and they are at a higher risk of accidents because in high risk situations they tend to prioritise observance of traffic rules over personal safety. Female pedestrians often express fear of road accidents linked to speeding.

Men tend to show greater concern for issues such as the condition of the roads and the effect on vehicles and the speeds they can drive. Men also tend to be more concerned with the efficiency of both lighting and the vehicles used, in terms of the improved performance of public transport.

¹ A research project in the London Borough of Hammersmith showed a clear reduction of women's perception of danger when additional lighting was introduced (Loukaitou-Sideris, 2004).

Proposed solutions have included:

- more frequent bus services at peak times
- women only areas/carriages in buses or trains
- provision of better and stronger lighting in key spots
- drop kerbs for pedestrians, pram and disabled road crossing
- traffic calming measures such as speed-humps.

Travel patterns

As a result of women's specific travel patterns, women tend to prioritise and value time differently. For example, women's daily travel patterns tend to be more complex than men's, as many will be combining work with childcare and other commitments. This means that women's trips tend to be shorter, more frequent, and characterised by trip chaining (combining multiple purposes and multiple destinations within one trip).² As a result, women tend to value flexibility and cost-saving over time-saving in their travel choices. Women also tend to use public transport more than men do and at different times of the day, most often off-peak. As pedestrians, moreover, women have stressed the importance of the "comfort" of urban infrastructure as a priority, as they spend more time using it, and are appreciative of design features that make it easier to use, while, for example, carrying shopping or wheeling prams.

Proposed solutions include:

- boosting of services during off-peak hours and between radial areas (as opposed to periphery-to-centre services only)
- increasing flexibility of fare structures (concessionary fares, multi-journey tickets)
- designing transport to cater for women's needs (lower steps, wider doors, spaces for push chairs/prams)
- planning bus stops strategically (near key services, schools, health centres, and so on)
- provision of wide and smooth pavements, frequent ramps for disabled people and prams and availability of public toilets
- provision of more frequent bus services or women-only areas.

Construction

Gender-related issues during the construction phase of infrastructure projects include addressing the impacts of the influx of temporary construction workers, which may affect men and women differently in the surrounding communities. For example, this may include the insecurity of employment experienced by both men and women in relation to short-term contracts, opportunities to employ women in more male-dominated jobs and issues related to the degradation of local infrastructure and services, the burden of which tends to be borne by women. Women, for example, are more likely to be concerned about children walking along the road to/from school and big construction vehicles racing past.

Additional issues

A summary of issues to be considered for urban roads and public transport is included as Annex I.

² McGuckin and Nakamoto, 2004.

Incorporating gender into the project life cycle

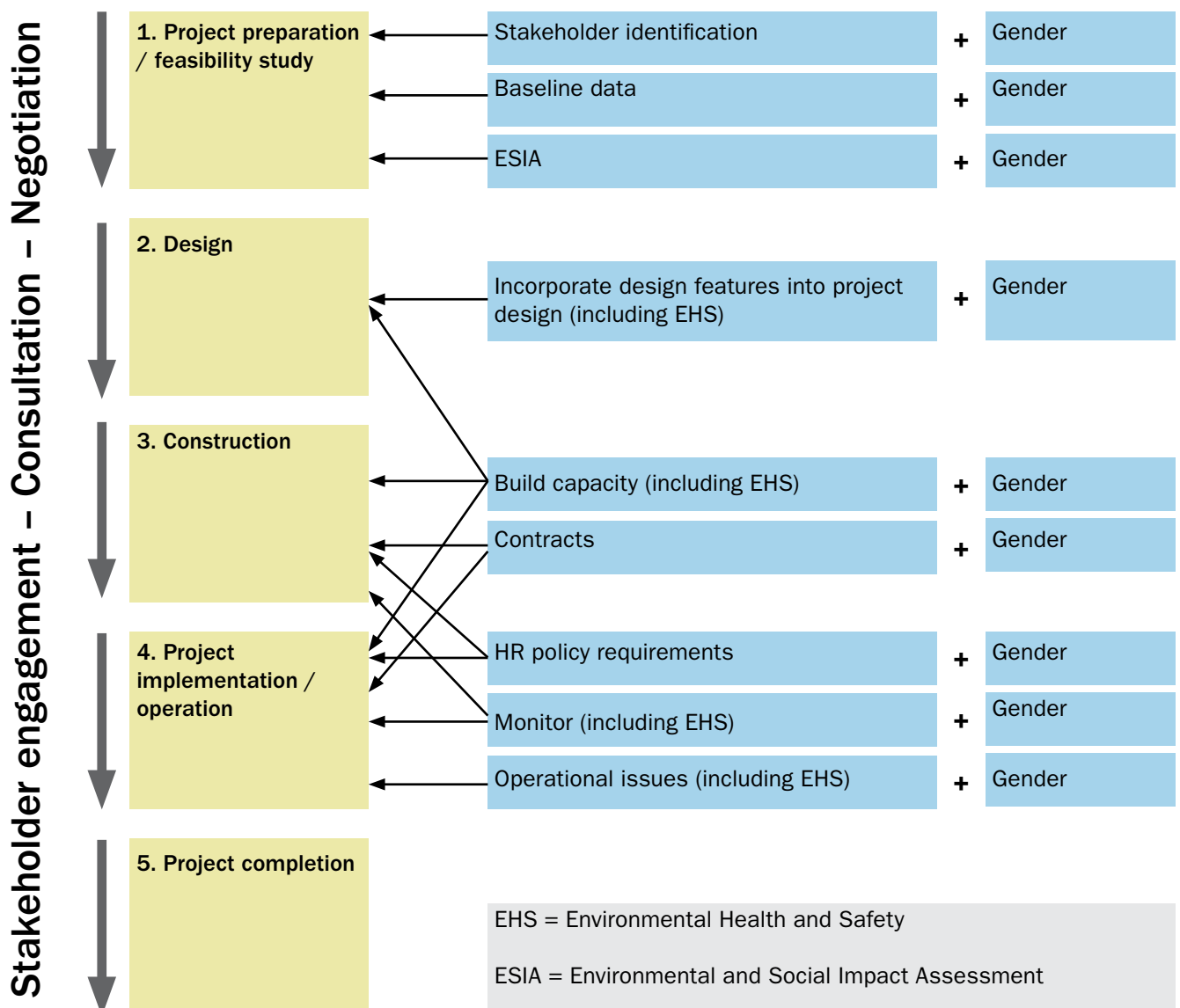
The EBRD may enter projects at various stages of a project’s life cycle, depending on, for example, whether the project involves construction of new facilities and services or rehabilitation of existing ones. This note aims to provide guidance as to when gender could be considered at various points in the project life cycle. See below for a diagram of “Gender and the project life cycle”.

This Guidance Note also suggests gender components to be included in Environmental and Social Action Plans (ESAP) or a stand-alone Gender Action Plan (GAP) when the due diligence identifies gender gaps.

Once the project design and budget have been finalised and the contracts for the purchase of goods and/or civil works contracts have been tendered, it is difficult to alter the design or product specifications so as to accommodate any gender considerations.

As illustrated in the diagram, the critical stage for incorporating gender issues successfully is at project preparation. Details of how that can be achieved are outlined below.

Gender and the project life cycle



Addressing gender in project preparation

Gender issues should be assessed in the same way and at the same time as environmental and other social issues and impacts and incorporated into the project planning and preparation process. It is critical to assess potential impacts and obtain the input from all stakeholders/users during the project preparation phase, so that this can be taken into account in the project design. Once the project design and budget have been finalised and goods purchasing and/or civil works contracts tendered, it is difficult to alter the design or product specifications to accommodate any gender considerations. Depending on the type of project, planning may involve a Feasibility Study and/or a full or partial Environmental and Social Impact Assessment (ESIA). The assessment of gender issues should be an integral part of these studies. Key points to be considered in this process are outlined below. These are also valid if no formal ESIA/Feasibility Study is undertaken.

Project scoping

This first stage is intended to provide a broad outline to approximate the extent that gender is relevant to the issue/project and introduces an appreciation of how gender may affect seemingly gender-neutral issues. It will also enable an early assessment of the scope of the gender mainstreaming component of the project and the requirements for technical capacity building. It can be taken before a detailed gender analysis and does not necessarily require a gender expert. See also Annex 2(1) for further questions to be asked at this stage.

Stakeholder identification

Who are the users/beneficiaries? Who else is affected? Are there any interest groups/NGOs representing them?

- Who are the gender stakeholders/groups with a gender perspective?
- Who will make decisions on and implement the project and what are their values, understanding of gender issues and capacity to address gender issues?

First scoping discussions with key stakeholders

- Include gender stakeholders, disaggregate information by gender.
- What are the possible gender dimensions of the project and in what way will the project affect men and women in different ways?

What does the gender mainstreaming component of the project want to achieve?

The gender dimension of the project should contain an explicit goal. Issues that might be useful to consider when determining the goal include:

- What are the gender dimensions of the project and how will or could the project affect men and women differently?
- What is the current situation of men and women in the sector of the planned intervention?
- Will the proposed project/policy contribute to existing inequalities in the situation of men and women?
- Does the proposed project break down or challenge existing inequalities in the situation of men and women?
- Who will be managing the gender mainstreaming component and how will it be managed?

Project preparation

During project preparation the preliminary information of the previous stage is assessed and analysed in more detail. Key steps are as follows.

Baseline data collection

This involves a systematic inventory of information available about the project's gender dimension and gender-related legislative requirements, as well as a review of prior, ongoing and planned interventions, including capacity building needs. One of the main purposes of this is to enable subsequent analysis to be more targeted and to avoid duplication. See Annex 2(1) for typical questions to ask (if they are not already answered) and Annex 2(2) for data needs.

Gender-sensitive stakeholder analysis

A gender-sensitive stakeholder analysis is an effective planning tool at this stage in the project, in particular for urban development projects where there are a number of different types of institutional stakeholders with different interests and capacities to analyse and integrate gender in the project. The gender stakeholder analysis should be undertaken and/or reviewed more than once during the project life cycle.

In essence there are five questions for the gender stakeholder analysis.

- Who are the stakeholders and do they include groups with a gender perspective?
- Is there a gender balance in all the institutions and bodies involved?
- Is gender expertise available?
- What specific skills and knowledge can different stakeholders contribute to gender mainstreaming?
- Is there a group of stakeholders who would oppose gender mainstreaming and why?

Preparing a gender-sensitive Stakeholder Engagement Plan

A gender-sensitive Stakeholder Engagement Plan (SEP) is required for all EBRD-supported infrastructure projects. The first two steps above will enable the client to ensure that the SEP is gender sensitive.

Engagement during project preparation

The SEP should outline how information needed for the gender impact analysis will be obtained, who will be consulted and how agreement is to be reached. It is important to allow enough time for this process as it can take time to establish and mobilise “gender action groups” and to include gender in feasibility studies for these projects. Different stakeholders will have their own procedures and planning time frames and these will need to be clearly identified at the outset. Depending on whether the project involves the rehabilitation of an existing service or a new construction, the timing of the integration of gender issues will be different.

Engagement during project implementation

Ongoing engagement with gender stakeholders during project implementation is critical to monitoring the success of any gender-specific interventions included in the project, and the SEP should outline how this will be done. Having a gender-sensitive public grievance mechanism is an important part of engagement during implementation.³

Gender impact analysis

This involves analysing how men and women may be differently impacted by the project, their respective needs, preferences, and so on. The gender impact analysis forms part of the social appraisal of the project and should therefore be integrated within the wider appraisal and due diligence process. It will need to cover both construction and operation phases of the project as the impacts will be quite different in each phase.

Gender analysis by an experienced specialist is critical to ensuring the credibility, efficiency and effectiveness of the gender mainstreaming component. The process would generally involve a participatory process (as outlined in the SEP) based on focus group discussions and participatory planning tools such as ranking, listing, preference matrices and prioritising. In addition, key informant interviews can enable the consultant to assess issues and entry points for a gender action plan. In the early transition countries of operations, gender capacity building programmes and studies are often carried out by some bilateral agencies and non-governmental organisations (NGOs) and collaboration with these might be an effective way of obtaining information and processing it.

The analytical process may involve a desk study, focus group discussions, detailed sociological study and surveys. The process of selecting the methods and designing the research questions depends on the scale of the proposed project and the financial resources available. Whatever the methods chosen, the gender analysis should result in the following outputs.

- A description of the current situation that includes qualitative and where possible quantitative information providing an overview of the activities of men and women in the chosen sector and the context in which they operate.
- An analysis of the current situation that looks at the causes of differences between men and women.
- A consideration of options and measures that can change the current situation.
- An appraisal of the options in terms of their costs and benefits for gender equality.
- An assessment of capacity building needs to enable and enhance gender mainstreaming.

³ Further guidance on grievance mechanisms is available from the EBRD.

Integrating gender into project design and planning

This is the stage where appropriate design features, contractual requirements and interventions can be formulated so as to respond to the outcome of the stakeholder engagement and gender analysis. In this way, there is a greater likelihood that men and women can benefit equally from the project.

These may affect all aspects of the project including:

- Design: for example, road layout, bus routing/stops and traffic management. See Annex 1 for further examples.
- Construction: for example, occupational health and safety (OHS) and public safety management, managing the influx of temporary construction workers.
- Procurement of goods: for example, vehicle specifications include level entry for buses and spaces for buggies and wheelchairs. See Annex 1 for further examples.
- Ongoing gender-sensitive stakeholder engagement and grievance mechanism.

Based on the outcome of the stakeholder engagement and analysis, the success indicators and monitoring and evaluation strategy can now be formulated. See Annex 3 for issues to consider.

Preparation of a Gender Action Plan

The outcome of the SEP, gender impact analysis and formulation of design features, contractual requirements and intervention indicators should be documented as specific actions to be taken during project design, construction and implementation, for example, as part of the ESAP/SEP, the project implementation plan, or as a stand-alone SEP and Gender Action Plan (GAP). There should be a detailed description of the activities to be done, the indicators of gender mainstreaming actions to be monitored, the responsible institution, the time frame and budget for implementation and who will supervise the achievement of the performance indicators. A checklist and suggested template for a GAP are included in Annex 4.

Construction, operation and monitoring

During construction, project implementation and operation, the GAP should be implemented and actively monitored via project management systems and in accordance with the agreed monitoring strategy and success indicators.

In the case of procurement of goods and services, clients should ensure that gender-related issues are addressed through terms of contracts and contractor management and monitoring.

Stakeholder engagement should be continued, together with any activities related to capacity building. Feedback from gender stakeholders is a valuable monitoring tool and any grievances should be dealt with in a timely manner and efficiently.

Progress with implementation of the ESAP/GAP/SEP, including results of monitoring, should be described in the Annual Reports to the EBRD on Environmental and Social Matters. Clients should also consider reporting on gender-related issues as part of any public reporting.

“Retrofitting” gender: addressing gender issues at a later stage in the project

If the EBRD is approached for financing when a project is already at an advanced stage of preparation or even when it is actually being implemented, the options for ensuring and/or facilitating equal opportunities and benefits for both men and women may be limited. In such cases the following should be undertaken during due diligence.

Project completion

The assessment of the outcomes and identification of lessons to be learned related to gender will be carried out during the EBRD's monitoring of the implementation of the project by and during its evaluation, after completion, in the same way as for other social and environmental issues.

These are some useful questions that might be considered, both in terms of the project and in terms of the wider relevance and impact of the gender mainstreaming process.

- Did the institutional mechanism chosen to implement the GAP (whether this was an external body, individual, steering committee, and so on) fit well with the wider project management structure? Were lines of communication established and were potential sources of conflict adequately assessed? Did the mechanism have sufficient capacity to implement the GAP?
- Was commitment to gender inclusion manifested throughout the project? How?
- Did the project team as a whole collect gender disaggregated data?
- Was a reporting system established through which the EBRD was able to monitor progress with the GAP as an integrated part of project management?
- Were the specific objectives of the GAP achieved?
- Are men and women satisfied with the interventions in terms of process and content? If not, why?
- How did the initiative fit into the wider picture in terms of government programmes and policy frameworks? What entry points for follow-up and complementary activities emerge from the gender mainstreaming process?
- Does the gender mainstreaming process include concrete recommendations for follow-up activities?
- Does the process have implications that are relevant for other organisations within the public, private and NGO sectors?
- Are the results and processes of the GAP and gender mainstreaming process being documented in a way that will become part of the institutional memory of the stakeholders involved? Will the results be sustainable?

References

Loukaitou-Sideris (2005), "Is it Safe to Walk Here? Design and Policy Responses to Women's Fear of Victimization in Public Places", in *Research on Women's Issues in Transportation*, Volume 2: Technical Papers, Transport Research Board, Washington, D.C.

McGuckin and Nakamoto (2005), "Differences in Trip Chaining by Men and Women", in *Research on Women's Issues in Transportation*, Volume 2: Technical Papers, Transport Research Board, Washington, D.C.

Annex 1: Summary of gender issues for urban roads and public transport

Issue	Evidence	Priorities and needs	Possible mitigation measures at the design stage
Safety	It is conventional good practice to carry out a Safety Audit at the design stage. In the “Safer Cities Project” UN Habitat encouraged the additional use of “Women’s Safety Audits” to focus the attention on women’s priorities.		
Street lighting	Women feel threatened when there is scarce visibility. For example, additional lighting introduced in the London Borough of Hammersmith significantly reduced women’s perceptions of danger.	<p>Increasing safety at major intersections.</p> <p>Increasing personal safety at night.</p> <p>Increasing efficiency of lighting.</p>	<p>Consideration of driver visibility and optimal location of street lights.</p> <p>Provide strong lighting in key spots: mostly enclosed spaces with limited exits (such as underground passageways) and deserted places (residential areas, parking lots). However it is often the responsibility of the energy company rather than the transport company to provide a certain standard of service.</p> <p>Replacing old light fixtures, cost benefit consideration of alternative sources.</p>
Speed control	While this is an issue that relates to both men and women, women express higher concerns of this type.	Fear of accidents (pedestrians and cyclists).	Traffic calming measures such as speed humps, changed highway geometry, speed limits.
Road and pavement layout	Women have less access to cars and use roads less frequently – their main concerns are as pedestrians. A higher percentage of female crash fatalities occur in areas with high pedestrian activity.	<p>Fear of accidents, need for comfort.</p> <p>Increasing safety.</p>	<p>Protection to pedestrians: guard fence, staggered crossing route.</p> <p>“Drop kerbs” for pedestrian, pram and disabled road crossing.</p> <p>Adequate number, frequency of location and width of lay-bys.</p> <p>Possibility of pedestrian areas in high-density spots.</p> <p>Wide pavements and regulated parking to avoid pedestrian use of roads.</p> <p>Designing roads with “eyes on the street”, facilitating natural surveillance by neighbours and shopkeepers.</p>
Traffic lights and pedestrian crossing	Women with children feel they need a longer time to cross roads. When compared with men, women in urban areas tend to take more and shorter trips, often on foot (GTZ, 2007).	Fear of accidents	<p>Careful consideration of the location of traffic lights and pedestrian crossings – near schools, clinics, hospitals.</p> <p>Timing of phases (longer times for pedestrians – for example, mothers with children).</p> <p>Clear, understandable road markings.</p>
Width, location and alignment of cycle lanes	When cycling, women have different safety perceptions to men, with preferences for clear, wide, well-kept cycle paths distant from cars	Fear of accidents	<p>Lanes not necessarily adjacent to carriageway (small kerbs can increase the perception of safety).</p> <p>Lanes wide enough (women sometimes cycle with children).</p> <p>Special attention for arrangement of cycle lanes at junctions.</p>
Public transport	Gender Audit Checklists have been adopted by many international organisations to assess gender specific needs in the provision of public transport.		
Bus services, routes and frequencies	Women use public transport more than men do and at different times (off-peak). They are more likely to trip chain (having multiple purposes and multiple destinations within one “trip”) and therefore tend to value flexibility over time savings in their travel choices. Women with children often have problems accessing buses, while they also fear harassment on over-crowded transport.	Improved access, higher frequency, more flexibility, no security threat	<p>Location of bus stops in key focal points.</p> <p>Higher frequency of buses to guarantee less crowded transport.</p> <p>Focus on off-peak transport.</p> <p>Use of median bus lanes (for example, Seoul decongestion).</p> <p>Possibility of female-only areas on transport (for example, the Tokyo metro system).</p> <p>Buses tailored for women/mothers: lower steps, wider doors, space for prams.</p> <p>Higher flexibility (for example, flexible drop-off).</p> <p>Integration of bus services and posting of bus schedules at bus stations/stops.</p> <p>Adequate waiting areas (covered shelters) and links to public transport (safe, well-lit routes from residential areas).</p>
Fare structures	Given the smaller radius of female travel needs and often non-business related purpose, women have a higher aversion to spending money on public transport.	Lower cost	<p>Possibility of differential fare structures (time of day, routing, concessionary fares).</p> <p>Increasing flexibility (same ticket for multiple journeys).</p>
Comfort	Comfort of urban travel is also a priority for women, encompassing many of the issues listed above (wide pavements, access ramps, frequent and un-crowded bus services, pedestrian areas, etc.). The frequent availability of public toilets has also been highlighted by the literature as a key issue to keep in mind.		

Annex 2

Typical questions to ask and data needs

(1) The project: The following are some key general questions that should be asked:

- What information is available about how this project affects men and women?
- What information is not available?
- What are the needs and priorities of women with respect to this project?
- What are projects or policy interventions related to this project?
- Who are the “gender stakeholders”?
- Who will make decisions about the project and who is expected to implement it? What are their respective values and understanding of gender issues and capacity to address them?
- What are the possible gender dimensions of the project and in what way will the project affect men and women in different ways?
- What are legislative issues related to the project?

(2) Specific questions that could be asked and data that could be collected include:

- Demographics: how big is the population? Are there any minority groups and if so what proportion do they comprise? How are age groups distributed throughout the populations? What is the percentage of households headed by females? What is the average household size and dependency ratio? What is the in- and out-migration trend (male and female)?
- Poverty and employment: describe the range of average household income levels and sources by gender and age. What are household expenditure patterns and decision-making roles by gender? What is the poverty profile (for example, the percentage of population below the poverty line, income distribution and geographic distribution of poverty). Are there any gender dimensions to poverty? What is the percentage of women working in the home and the kind of work performed? What is the percentage of women employed outside of the home and if possible provide data on the range of occupational categories. What is the unemployment rate by gender?
- Land use and tenancy: describe the tenancy or ownership profile of residential dwellings. What is the percentage of women working in their homes or who are registered as the principal tenant? Are there any unregistered settlements? If so, how many people are living in such settlements (male versus female)? What is the average length of residence?
- Status of women in the project area: assess and describe the extent of violence against women (for example, domestic), political representation and awareness, socio-cultural perceptions and practices of men and women that might be relevant to the project activities, legislation that might be gender discriminatory and women’s access to law and justice.
- Gender roles and responsibilities: describe the broader gender division of labour, for example, income-generating activities and reproductive (such as household chores, childcare) and time allocated for each responsibility.
- Knowledge, attitudes and practices regarding urban infrastructure/services: Are there gender differences in the importance of different types of infrastructure and if so what are the reasons? Do men and women have different perceptions as to the quality of the infrastructure and/or service? Are there differences between men and women as to what improvements are thought to be important? If any service charges and/or fees are involved, who pays the bill in the household? Are there any differences in willingness to pay for additional infrastructure upgrading between men and women?
- Employment opportunities: are there any employment opportunities in civil works and if so would there be opportunities for both men and women?

Annex 3

Issues to consider when determining objectives and success indicators

- Is the rehabilitation/development and transport planning based on local conditions and specific and local needs of men, women, youth, elderly and the disabled?
- Have jobs and social services been brought closer to men and women by developing accessible transport and land use patterns?
- Has the issue of personal mobility and access of non-drivers, of which a majority are women and the elderly, been taken into account? Have policy, planning or investment practices that favour automobile travel over other modes or lead to automobile dependency been avoided?
- Does the project include measures to mitigate any adverse implications on pedestrian and cycling conditions and/or measures to improve pedestrian/cycle traffic (for example, cycle lanes, walkways)?
- Have measures been implemented to control vehicle traffic volumes and speeds, particularly in urban neighbourhoods? Do these result in changes of accident patterns?
- Has comparative advantage been given to traditionally socially- and transport-disadvantaged citizens by applying full-cost pricing to automobile travel, road pricing, parking pricing and fuel taxes and distance-based charges?
- Has information been provided on the range of transportation choices available?
- What is the percentage of females employed in the urban planning and transportation fields? Has gender been integrated into engineering education and have measures been put in place to increase the number of women in leadership positions in urban and transport planning (within the municipality, company and community)?
- Have jobs and social services been brought closer to men and women by developing accessible transport and land use patterns?
- Has there been ongoing engagement with gender stakeholders (users and affected people) throughout the different phases of the project? Are men and women satisfied with the interventions in terms of process and content? If not, how many complaints and grievances were received from whom, and about what? Were the grievances resolved in a timely manner?

Annex 4

Gender Action Plan template

The following points can serve as a checklist of contents for a GAP:

- Background and justification: does the GAP address issues and recommendations raised as priorities in the gender analysis? Thus does the GAP address the different issues raised as a matter of priority to men and women in relation to, for example, pedestrian and road safety, street conditions and design.
- Goals: does the goal of the GAP reflect the needs of both men and women and seek to correct gender imbalances in terms of safety on the road and streets and respective use by men and women of urban transport?
- Target group: is there a gender balance within the target beneficiary group?
- Activities: do the planned activities involve both men and women? Have targets been set to ensure that a gender balance is maintained?
- Training and capacity building: have these needs been identified and budgeted?
- Implementation: who will implement the planned interventions (for example, municipality, transport company and/or NGO) and is there a gender balance among the implementing group?
- Indicators: have indicators (such as client satisfaction and/or increased use and accessibility) been developed to measure project progress and have responsibilities for monitoring these been assigned?
- Monitoring and evaluation: does the monitoring and evaluation strategy include a gender perspective and is it able to monitor both the process and the outputs?
- Risks: has the greater context of gender roles been considered (such as roles that would prevent women participating) or a potential negative impact on women of the project?
- Budget: does the project include provisions to ensure that both men and women will benefit from the interventions planned and have the costs of the gender mainstreaming plan been taken into account, in particular with respect to training and capacity building?
- Communication strategy: has a communication strategy been developed for informing both men and women about the project and the gender focused interventions and is this strategy based on an evaluation of how men and women access information networks? How does this relate to the Stakeholder Engagement Plan?

The GAP should comprise a format that easily shows what actions are needed by whom and when. An example of such a format is shown below.

Preparing a Gender Action Plan

Project phase	Action to mitigate impacts or enhance benefits	Responsible body	Time frame	Cost
Design				
	Action 1			
	Action 2 etc.			
Procurement of goods				
	Action 1			
	Action 2 etc.			
Construction				
	Action 1			
	Action 2 etc.			
Implementation				
	Action 1			
	Action 2 etc.			
Completion				
	Action 1			
	Action 2 etc.			

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