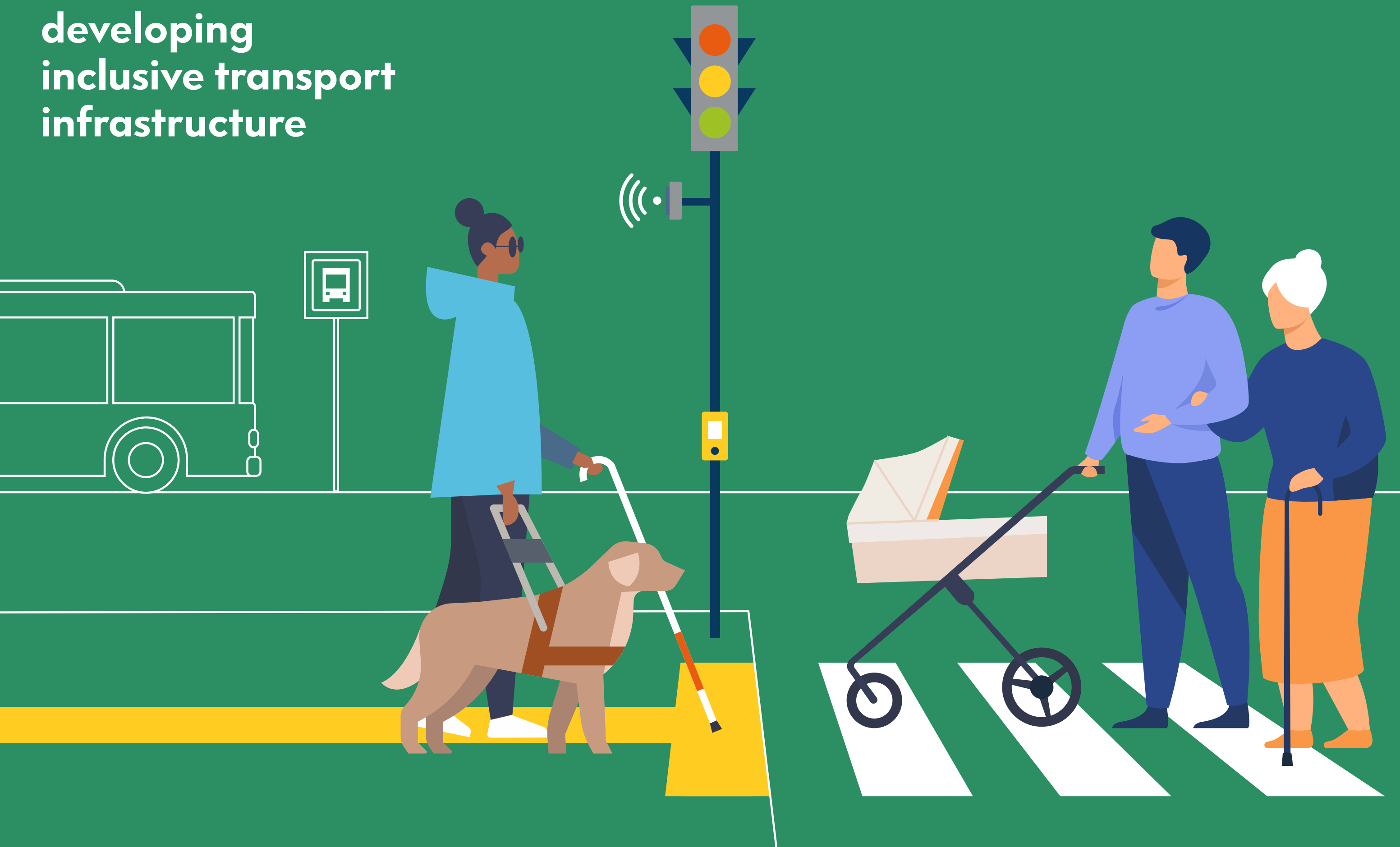


Guidelines for developing inclusive transport infrastructure



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About the authors

This publication builds on the experience of four organizations working towards inclusive transport infrastructure development around the world: the United Nations Office for Project Services, the International Labour Organization, the United Nations Entity for Gender Equality and the Empowerment of Women, and Arup.

United Nations Office for Project Services (UNOPS)

UNOPS provides infrastructure, procurement and project management services to help build the future. UNOPS supports the United Nations in addressing a range of critical humanitarian emergencies, vital development initiatives, and peace and security priorities across more than 80 countries.

As an author of this publication, UNOPS champions the provision of quality infrastructure that goes beyond the construction of assets and requires the development of sustainable, resilient and inclusive infrastructure that places the people and planet at the heart of infrastructure decision-making.

United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)

UN Women is the United Nations entity dedicated to gender equality and the empowerment of women. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life. [UN Women's Safe Cities and Safe Public Spaces global initiative](#) was launched in 2011 and has grown to more than 50 cities in 31 countries to date. Given the high rates of sexual harassment and other forms of violence against women and girls in public spaces, including public transportation, UN Women has been supporting cities to strengthen efforts to address this challenge through

an integrated approach that includes gender-responsive infrastructure development, comprehensive laws and policies, and measures to ensure social norms change (institutional, community and individual level).

International Labour Organization (ILO)

For over 50 years, ILO's Employment Intensive Investment Programme (EIIP) has successfully demonstrated in the Global South its unique approach of integrating [ILO's decent work principles](#) in its work of supporting the development of inclusive local infrastructure at policy, institutional and implementation levels. With its focus on inclusive poverty reduction and local development in developmental and (post-) conflict or disaster settings, EIIP's [socially inclusive, environmentally sustainable](#), and [employment-intensive](#) approaches – along with its emphasis on capacity building at all levels – ensure that investments in transport infrastructure are inclusive, provide substantial decent local (green) jobs, and are sustainable. As an author of this publication, ILO demonstrates the substantial benefits of integrating socially inclusive, environmentally sustainable, and employment-intensive approaches, with capacity building support. This approach ensures that the benefits of investments in inclusive transport infrastructure are well targeted, optimized and will last.

Arup

Arup's mission is encapsulated in our motto: "We Shape a Better World". We are an independent firm of designers, planners, engineers, architects, consultants and technical specialists, working across every aspect of today's built environment. As an author of this publication, Arup calls for inclusive infrastructure as an everyday practice, not just a push-button process. We advocate for bringing diverse needs into projects, and for working as collaborative translators between technical knowledge and lived experience, between a system and its parts, to develop places and experiences that leave no one behind.

How to use this publication

This publication contains four main chapters. It is recommended that the reader start with Chapters 1 and 2. The reader may then choose to read any sub-section in Chapter 3, which contains links to the tools in Chapter 4.

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1. Overview of the publication

Accelerating infrastructure development is key to responding to global challenges, but we must ensure that we leave no one behind.

The world is facing grave challenges that place the 2030 Agenda for Sustainable Development in jeopardy. [The Sustainable Development Goals Report 2022](#) finds that the COVID-19 pandemic has wiped out more than four years of progress in poverty eradication, armed conflicts have caused a record 100 million people to be forcibly displaced, and climate change has induced heatwaves, droughts and floods that affect billions of people.

Infrastructure development must be accelerated to respond to these challenges and address development gaps. Infrastructure is a key enabler of sustainable development, as it influences the achievement of up to 93% of the Sustainable Development Goal (SDG) targets.¹ However, there remains a huge gap in infrastructure development worldwide. Before the COVID-19 pandemic, an estimated \$97 trillion of global infrastructure investment was needed from 2016 to 2040 to address the SDGs, half of which was needed for transport infrastructure.² While the world is slowly recovering from the pandemic, the progress towards filling this infrastructure gap has slowed.

Future infrastructure must be developed through inclusive solutions and encompass more social needs. Much attention has been placed on accelerating climate action and sustainability in infrastructure without due focus on the needs of women and marginalized groups, such as children, youth, older persons, persons with disabilities, lesbian, gay, bisexual, transgender, intersex, queer or questioning, and other gender-diverse people (also known as LGBTIQ+ people), persons living in poverty, indigenous peoples, refugees and internally displaced persons, among others.

The COVID-19 pandemic³ and the climate crisis⁴ have highlighted and exacerbated existing vertical and horizontal inequalities in access to infrastructure, making it clear that we must act urgently to not only fill the global infrastructure gap, but also ensure that we mainstream inclusion alongside sustainability and resilience in infrastructure development, in order to build a sustainable future that leaves no one behind.

Approach of the guidelines

These guidelines promote the development of inclusive transport infrastructure through a participatory and integrated approach.

This includes three main concepts that underpin the entire publication: leave no one behind (LNOB), meaningful participation, and an integrated approach to quality infrastructure development.

1. Leave no one behind

The LNOB principle is at the heart of the 2030 Agenda and promotes equality, non-discrimination and equity for all peoples, especially highlighted in SDG 5 (achieve gender equality and empower all women and girls) and SDG 10 (reduce inequality within and among countries).⁵ It places special emphasis on those left furthest behind and the most excluded, such as women and girls, children, youth, older persons, persons with disabilities, LGBTIQ+ people, persons living in poverty, indigenous peoples, refugees and internally displaced persons, and any other group facing social exclusion within specific contexts. Throughout the guidebook, these social groups are referred to collectively through the term 'women and marginalized groups'.

These guidelines recognize that both gender equality and social inclusion are major components of LNOB and that one cannot be achieved without the other. This is reflected throughout the publication through an emphasis on Gender Equality and Social Inclusion (GESI) transformative approaches,

which involve an active attempt to examine, question and change systemic barriers and harmful norms and practices, which result in intersectional experiences of transport exclusion.

2. Meaningful participation

Supporting the 2030 Agenda requires a whole-of-government, whole-of-society approach that is truly collaborative and participatory.⁶ We need to work together to achieve a cross-cutting, bottom-up and sustainable approach to inclusive transport infrastructure development.

This publication encourages this firstly through collaborative authorship by international, non-governmental and private sector organizations with diverse perspectives and areas of expertise in infrastructure development. The publication also provides recommendations that focus on enabling the active participation of women and marginalized groups in transport development, beyond consultation. Finally, it promotes collaboration among various actors, such as civil society organizations (CSOs), governments and policymakers, planners, designers, project managers, contractors, procurement officials, operators, asset owners and local communities.

3. An integrated approach to quality infrastructure development

Given the costly nature of infrastructure investment, we need to make sure that we develop quality infrastructure, which can be thought of as the right infrastructure done well at the right time. ‘The right infrastructure’ is sustainable, resilient and inclusive within its context. Many women and marginalized groups are reliant on natural resources and are often the most vulnerable to climate change impacts. And so, sustainability and resilience considerations must be integrated into the approach to developing inclusive infrastructure.

An integrated approach also recognizes that infrastructure works in a system-of-systems. This means that transport infrastructure is enabled by other infrastructure systems such as digital communications for coordinating transport routes, energy for powering vehicles and equipment,

and water and sanitation for servicing transport stations, among others. These systems operate through the interaction of elements in the built, natural and enabling environments. For example, roads (built environment) are supported by land (natural environment) and are designed based on technical standards (enabling environment).

This publication takes an integrated approach by providing recommendations that consider integrated solutions across the entire life cycle of infrastructure development (which includes the planning, delivery and management of infrastructure). These recommendations can be broadly categorized as solutions towards strengthening the enabling environment, prioritizing inclusive solutions, delivering inclusive solutions well, and maximizing the system performance of existing built and natural environment assets.

Purpose of the publication

The purpose of this publication is to strengthen the capacity of governments, infrastructure practitioners and other actors to implement an inclusive approach to developing transport infrastructure in the Global South. It aims to provide various practitioners and actors within transport infrastructure development with a starting point to:

- Build their understanding of the root causes of transport inequalities faced by women and marginalized groups and recognize the opportunity to develop inclusive transport infrastructure
- Identify inclusive approaches that can be implemented across the life cycle of transport infrastructure development
- Gain insight into actions that can be taken towards implementing inclusive approaches through various tools and resources

The publication focuses mainly on inclusive transport infrastructure that supports the daily mobility of people, especially women and marginalized groups. As such, there is more focus on land transport systems (including road and rail), and the publication does not comprehensively address all aspects of transport infrastructure, such as freight, water or air transport.

As inclusive transport infrastructure systems should be adapted to the local context and issues, this publication does not provide specific technical solutions for transport infrastructure implementation but provides recommendations on how to develop inclusive approaches to infrastructure development.

More about the inclusive infrastructure guidance series

This publication is one volume within a series providing guidance on inclusive infrastructure development. Other publications in the series address inclusive water, sanitation and hygiene (WASH), energy, health and education infrastructure.

The guidance series follows on from UNOPS' [Inclusive Infrastructure for Climate Action report](#). The report provides a more detailed picture of the systemic barriers that diverse social groups face and the conceptual framework for the inclusive infrastructure principles.

In parallel and as a synthesis of the series, a Gender Equality and Social Inclusion module is being developed within UNOPS' '[sustainABLE](#)' tool. This tool can be used to create a checklist of actions to mainstream inclusion in infrastructure projects.

Figure 1. Summary of the publication’s overarching concepts & how these are communicated



2. Introduction to inclusive transport

The need for inclusive transport in the Global South

Transport is an essential service that enables the mobility of people and goods in support of daily life and societal and economic functions. It can be provided through different modes of transport, such as walking, cycling, animal-powered carts, trains, buses, cars, boats, airplanes and more.

While there is no single SDG for transport, inclusive transport is a key enabler for achieving almost half of the SDG targets.⁷ Providing inclusive transport can facilitate efforts to eradicate poverty in all its dimensions, reduce inequality and exclusion, support livelihoods, foster inclusive economic growth, promote health, and empower women and marginalized groups. It can also enhance rural-urban linkages and boost resilience to economic shocks, pandemics and the effects of climate change. In particular, SDG target 9.1 emphasizes the role of quality infrastructure in supporting economic development and human well-being through affordable and equitable access for all, particularly highlighting the need to provide access to all-season roads for rural populations. SDG target 11.2 further points out the need for inclusive transport that is safe, affordable, accessible and sustainable, with special attention to the needs of women, children, persons with disabilities, and older persons.

However, there has been insufficient progress in achieving these targets related to inclusive transport access. Over a billion people in rural areas – mainly those living in the Global South – still lack access to all-weather roads and adequate transport services.⁸ Around 450 million people in Africa (70 per cent of the rural population) remain unconnected to transport,

and 700 million people in Asia experience socio-spatial isolation.⁹ In Africa and Western Asia, only 33 per cent of urban inhabitants have convenient access to public transport.¹⁰

Aside from issues surrounding the general lack of transport infrastructure, there are horizontal inequalities in women's and marginalized groups' access to inclusive transport services. For example:

- Transport remains largely inaccessible for persons with disabilities in many countries. In South Africa, persons with disabilities travel between 27 per cent and 66 per cent less than persons without disabilities due to a lack of accessible transport infrastructure and service provision.¹¹
- Unsafe transport infrastructure can pose a disproportionate risk to younger people: road traffic injuries are the leading cause of death for children and youth aged 5 to 29.¹²
- Women usually travel at off-peak times and make chain trips, but many cities have transport policies and demand management strategies that focus on improving user experiences during conventional peak hours.¹³

These transport gaps can result in transport-related exclusion. A lack of inclusive transport options can lead to exclusion from access to markets, health facilities, education, job opportunities and other livelihood support services. This can reinforce cycles of poverty, inequality and deprivation. In addition, inefficient and unsustainable transport systems can lead to cascading negative effects, further harming women and marginalized groups. For example, heavy traffic congestion can increase the level of air pollution, causing negative health impacts on citizens, especially older people and people with chronic health conditions. It can also cause the deterioration of living environments, which may hamper economic vitality and quality of life in general.

Root causes of horizontal inequalities in transport access

While general solutions can be applied to address transport gaps, there is no 'one-size-fits-all' solution to transport-related exclusion, and it is critical to understand the specific barriers within given contexts. This is because exclusion can result from different context-specific, historical and often interrelated factors that impact different types of people.



Systemic barriers to transport access

Systemic barriers¹⁴ that cause horizontal inequalities in women's and marginalized groups' access to transport can include:

1. **Discrimination and social exclusion**, where restrictive sociocultural norms can lead to the exclusion of certain social groups from using transport;
2. **Physical barriers and lack of safety**, where using transport is physically difficult due to inadequacies in the system (e.g., transport is unavailable, unsafe, inaccessible, remote or difficult to use);
3. **Prohibitive costs and requirements**, where the cost (in terms of money, time and effort) or legal requirements of using transport can limit people from being able to afford transport to access a wider range of opportunities;
4. **Limited access to information**, where people do not have access to or are unable to understand the format of information available regarding transport services; and
5. **Lack of access to decision-making**, where people face power imbalances and lack representation, and thus are unable to make decisions regarding their daily activities or how transport infrastructure is developed.

Understanding transport inequality through an intersectional approach

Intersectionality is a concept that recognizes that different aspects of a person's identity (including gender, sex, ethnicity, class, disability and other social factors) can intersect and overlap in both empowering and oppressing ways, depending on the person's surroundings and existing power structures such as patriarchy, ableism, colonialism, aporophobia, homophobia and racism.¹⁵ These power structures can result in systemic barriers to transport that may lead to the exclusion of women and marginalized groups. Systemic barriers often work in combination and may also be related to inequalities in other infrastructure sectors. These barriers also perpetuate and increase inequality.

While developing inclusive transport infrastructure, an intersectional perspective is important because it recognizes that exclusion and vulnerability are not caused by a person's identity, but result from and perpetuate overlapping social inequalities and systemic barriers.¹⁶ Conversely, this means that women and marginalized people can be empowered by addressing systemic barriers, which is possible through the development of inclusive transport infrastructure.

Reader's tools

[Focus area on understanding gender in transport](#)

Understanding intersectional transport exclusion through stories

The following subsection shows some examples of intersectional experiences of transport inequalities, presented through the stories of five fictional personas. These personas will provide stories throughout the publication to illustrate how systemic barriers to transport can manifest in relation to the intersectional experiences of diverse groups.

Ram, age 7, school student



“My name is Ram. I live with my mama just outside town. My mother walks with me to primary school every day so I don’t trip on the holes in the road. Sometimes I get confused with all the sounds.”

Young children may rely on caregivers to travel around, especially when the transport route is unsafe. Independent travel can be especially challenging if a child is neurodivergent, as noise from passengers or vehicles, bright lights and colours, and other stimuli can cause overstimulation.

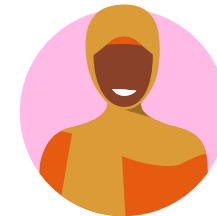
Chantha, age 16, high school student



“I am Chantha. I was born with a physical impairment. I can’t walk or run in the same way as my friends can. I want to go to high school, but it’s located in the village down in the valley. No buses can take me there and my parents worry that the other kids will treat me badly.”

Persons with disabilities can face major difficulties in travelling. Many transport systems in the Global South do not have adequate accessibility features. Even when they do, people may not have access to assistive devices such as wheelchairs and canes or knowledge to understand some accessibility features such as audio signals at transport crossings. In addition to the physical barriers, persons with disabilities can also face discrimination and social stigma that discourage them from travelling.

Fatima, age 42, farmer



“My name is Fatima. My family was forced to leave our old village because there were armed groups who attacked people of our faith. It’s hard for me to work because it takes more than two hours to walk to the next village on the dirt road. I cannot carry my children with me but I also cannot leave them in the camps by themselves.”

Persons can be internally displaced due to conflicts over natural resources, and those who belong to ethnic or religious minorities can face further discrimination and exclusion. Displacement sites may lack adequate transport infrastructure that connects them to employment opportunities, which can be especially difficult for women travelling with children.

Jose, age 28, market vendor



“My name is Jose. I have applied to many workplaces, trying to find a decent job. Some employers don’t accept me because of the negative reputation of the neighbourhood I grew up in. Others don’t accept that I am a trans person. Now I work in a market. The pay is unstable, but I cannot afford transport fares to commute to work in the city.”

A person living in poverty may not be able to afford expensive transport fares to gain access to well-paying, safe and decent work. In addition, they may face further discrimination due to gender, geography or other aspects of social identity. They may resort to precarious informal work that is near their homes, which may increase transport inaccessibility due to inadequate income to pay fares or even heighten the risk of illness and disability caused by risky work.

Peter, age 67, indigenous elder



“I am Peter. I used to live near the sea, but the water level has risen and made the footpaths slippery. It became more difficult for me to take the footpath to the health clinic, so I moved to the city to live with my son. But it’s still hard for me to find my way around here because I can’t read the road signs well.”

Older persons can have chronic health conditions, which limits their ability to travel independently and to further cope with challenges such as climate change, disasters and pandemics. Travelling long distances can be challenging for older persons who cannot walk or stand for long periods, as well as for those who may have difficulty navigating due to sensory and cognitive impairments.

Read more

Learn more about the diverse experiences of women and marginalized groups in accessing infrastructure: [Inclusive infrastructure for climate action](#), UNOPS, 2022.

Learn more about understanding and applying the concept of intersectionality: [Intersectionality Resource Guide and Toolkit: An Intersectional Approach to Leave No One Behind](#), UN Women, 2022.

Additional resources on inclusive infrastructure

- [Infrastructure for gender equality and the empowerment of women](#), UNOPS, 2020.
- [Integrated and Inclusive Infrastructure Framework](#), Kounkuey Design Initiative, 2022.
- [Inclusive Urban Development in the Global South: Intersectionality, Inequalities, and Community](#). Rigon, Andrea, and Vanesa Castán Broto, eds., Routledge, 2021.
- [Transport for Inclusive Development: Defining a Path for Latin America and the Caribbean](#). Scholl, Lynn, et al., Inter-American Development Bank (IDB), June 2022.

Characterizing inclusive transport

Inclusive transport provides all people (regardless of their personal circumstances or identity) with mobility and equitable access to a range of goods and opportunities that uplift their quality of life, as well as opportunities for political and civic participation contributing to good quality of life.

To develop inclusive transport, it is important to recognize that there are gaps and inequalities related to the design, access and use of transport infrastructure, and that women and marginalized groups, particularly those who experience multiple and intersecting forms of discrimination, are the least able to benefit. In that sense, inclusive transport infrastructure is infrastructure that takes into account everyone's diverse needs and addresses systemic barriers to transport faced by women and marginalized groups. Inclusive transport provides flexibility, accessibility and adaptability of mobility options to suit diverse needs and contexts, and is able to respond to future needs and challenges.

Inclusive transport infrastructure and its transformative outcomes can be characterized by five guiding principles: equitable, accessible, affordable, do-no-harm and empowering.¹⁷ More information can be found on the next page.





Inclusive transport principles and transformative outcomes

Inclusive transport principles, which address diverse needs and systemic barriers			Transformative outcomes of inclusive transport towards gender equality and social inclusion
Equitable 	provides fair and just access to transport services that can address the diverse mobility needs of women and marginalized groups	 	<ul style="list-style-type: none"> • Recognize and address diverse needs for access and mobility to create equity in the transport experience • Create equitable access to equal opportunities for all people through inclusive mobility • Distribute resources for transport equality
Accessible 	provides user-centric solutions for diverse users to have access to transport services in an easy, safe and dignified manner, without risk of accident or violence	 	<ul style="list-style-type: none"> • Create easy, safe and dignified access to transport services for diverse users • Reduce risk of accidents, physical harm, crime and gender-based violence across transport modes • Provide user-centric services which address diverse physical needs
Affordable 	increases opportunities for people of different economic means to access good quality, sustainable and resilient transport	 	<ul style="list-style-type: none"> • Reduce financial barriers to mobility • Enable low user costs of transport services • Improve value for money of the transport system for financial sustainability
Do-no-harm 	reduces the exposure of people and the environment to negative social, economic or physical impacts resulting from transport infrastructure development	 	<ul style="list-style-type: none"> • Protect nature, lives and livelihoods while developing infrastructure • Safeguard the human right to freedom of movement and equal access to opportunities • Reduce bias and stigma in providing transport services
Empowering 	increases a person's ability to successfully exercise agency, make informed decisions and act on issues in their community through improved transport	 	<ul style="list-style-type: none"> • Reduce social risk and deprivation stemming from transport inequality • Foster participation in communities • Improve informed decision-making of users • Enable the right to continuously engage in, agree to, refuse, propose and give feedback on infrastructure projects across the whole project life cycle

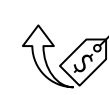
Systemic barriers addressed:



Discrimination and social exclusion



Physical barriers and lack of safety



Prohibitive costs and requirements



Limited access to information



Lack of access to decision-making

3. Guidelines for developing inclusive transport infrastructure

Challenges to implementing inclusive transport

The lack of inclusive transport, especially in the Global South, can be attributed to multifaceted and interrelated challenges in the development of transport infrastructure. These include, but are not limited to:

- **Insufficient capacity** (including institutional, technical, financial, knowledge) to plan, deliver and manage transport infrastructure that:
 - can satisfy short-, medium- and long-term mobility needs of all peoples, especially women and marginalized groups
 - does no harm to the environment and local communities
 - is resilient in the face of challenges such as climate change, conflicts, pandemics and disasters
 - can navigate complex urbanization challenges such as informal transport modes and informal settlements
 - is based on inclusive evidence to prevent mismatches and determine appropriate solutions for design, implementation and technology
- **Weak enabling environment**, which includes a lack of (or limited ability to enforce) policies, legislation, regulation and formal processes that enable integrated and multi-sectoral approaches to sustainable, resilient and inclusive transport
- **Insufficient awareness of and political commitment** to gender equality and social inclusion, which can lead to a lack of meaningful consultation and representation of women and marginalized groups in transport planning, delivery and management

- **Cultural and behavioural challenges**, such as negative stigma surrounding the use of cycles and public transport as being only for people with low income
- **Insufficient accountability and transparency** in transport investment decisions and procurement processes, which may lead to spatial inequalities regarding where investments are made

These complex challenges require approaches to inclusive transport infrastructure that incorporate the concepts of leave no one behind, meaningful participation and an integrated approach to quality infrastructure development.

- **Leave no one behind:** Take an intersectional and GESI-transformative approach to understanding and addressing the diverse mobility needs of women and marginalized groups, and make an active attempt to transform harmful norms and practices surrounding transport
- **Meaningful participation:** Enable the meaningful participation of women and marginalized groups across the life cycle of transport infrastructure development, recognizing their ability to engage in roles aside from being passengers and recipients of infrastructure
- **An integrated approach to quality infrastructure development:**
 - Incorporate inclusion alongside sustainability and resilience, recognizing that they are interdependent;
 - Take a cross-sectoral, systems perspective to infrastructure, recognizing that transport is dependent not only on transport infrastructure but also other infrastructure sectors; and
 - Holistically address the different elements of the infrastructure system, with the understanding that the built, natural and enabling environments must work in tandem to avoid system failures.

Reader's tools

[Focus area on GESI-transformative approaches](#)

Approaches to developing inclusive transport across the infrastructure life cycle

Addressing these implementation challenges entails strengthening the enabling environment, prioritizing inclusive solutions and delivering them well, and maximizing existing system performance across the life cycle of transport infrastructure development. Examples of how this can be done are shown in the table below. The rest of this chapter presents further information on how to translate these approaches into actions across the entire life cycle of transport infrastructure development, including planning inclusive transport systems, delivering inclusive transport projects and managing inclusive transport assets and services.

Approaches	1. Strengthen the enabling environment across the entire life cycle	2. Prioritize inclusive solutions during the planning stage	3. Deliver inclusive solutions well during the delivery stage	4. Maximize existing system performance during the management stage
Integrated approach to quality infrastructure development	<ul style="list-style-type: none"> • Create and enforce policy, legislation and regulations that enable an integrated approach to inclusive transport • Build the capacity of different stakeholders in developing inclusive transport, including technical skills, human capital and financial capacity 	<ul style="list-style-type: none"> • Leverage cross-sectoral approaches to tackling transport issues • Conduct feasibility studies that assess cross-sectoral impacts, to prioritize transport projects that provide maximum benefit and pose minimal risk to people and the environment 	<ul style="list-style-type: none"> • Use codes, standards and guidelines to integrate transparency, accountability, as well as social and environmental protection throughout transport projects protection 	<ul style="list-style-type: none"> • Ensure that there is adequate long-term capacity to maintain and operate inclusive transport • Improve the sustainability, resilience and inclusiveness of existing transport assets and services, including informal transport modes
Leave no one behind	<ul style="list-style-type: none"> • Collect disaggregated data and conduct participatory consultations to identify the mobility needs of women and marginalized groups 	<ul style="list-style-type: none"> • Use data to prioritize solutions that reduce transport exclusion for marginalized groups and protect natural and indigenous heritage 	<ul style="list-style-type: none"> • Implement measures that minimize negative environmental impacts and prevent sexual abuse, exploitation, child labour and unfair labour practices 	<ul style="list-style-type: none"> • Collect and promptly address feedback and complaints from passengers and transport users, especially women and marginalized groups
Meaningful participation	<ul style="list-style-type: none"> • Ensure that women and marginalized groups are well represented across the different teams, companies, organizations and stakeholder groups involved across the entire life cycle 	<ul style="list-style-type: none"> • Prioritize solutions that make use of local materials, suppliers and workers in order to minimize emissions and distribute the economic benefits of infrastructure investment 	<ul style="list-style-type: none"> • Provide inclusive solutions and reasonable accommodation to encourage the participation of women and marginalized groups in the development of transport infrastructure 	<ul style="list-style-type: none"> • Foster a sense of community to enhance the cleanliness, safety and sense of place in and around transport assets

Strengthening the enabling environment

Strengthening the enabling environment includes creating and enforcing policies, regulations and legal frameworks that support inclusive mobility across the entire infrastructure system, as well as building the technical, institutional and financial capacity of key actors and stakeholders to implement inclusive practices across the life cycle of infrastructure development. This is an overarching activity that supports inclusive transport across the infrastructure life cycle, as it sets the stage for effective collaboration among different stakeholders and actors.

This section will be cross-referenced across life cycle stages as necessary.



Opportunities to address transport inequalities faced by women and marginalized groups

Jose, age 28, market vendor



“Every morning, I go to work very early because I feel unsafe when taking the colectivo minibús at rush hour. I have been harassed in a crowded bus before, but I am afraid to report it to the police because I am a trans person. Instead I decided to travel earlier.”

Most transport networks are focused on addressing peak period travel patterns (often commute trips between home and work), but women, children and older people are more likely to travel locally, to make chain trips and travel during off-peak hours.¹⁸ Further, there can be huge gaps in data on the transport needs and experiences of groups who may be affected by discrimination and social exclusion, such as LGBTIQ+ people. This can make them invisible in transport policy.

One way to navigate this challenge is to ensure the participation of organizations representing diverse groups (such as LGBTIQ+ advocacy groups) in all decision-making processes for transport development.



Actions for civil society organizations

1. Amplify the voices of the most marginalized groups in policy-making and transport infrastructure development processes
2. Advocate for inclusion across the life cycle of transport development

Reader's tools

[Detailed checklists and resources](#)



Actions for governments

1. Establish policies, regulations and legal frameworks to support an integrated, cross-sectoral and participatory approach to addressing transport-related exclusion
2. Assess, develop and reform policy, regulatory and legal frameworks for inclusive transport development
3. Develop policy frameworks to improve participation, transparency and accountability in infrastructure processes
4. Create and enforce regulations on inclusion requirements throughout the entire transport project life cycle
5. Assess and strengthen capacity for inclusive transport development and planning
6. Build awareness of and sensitivity to gender equality and social inclusion in transport

Reader's tools

[Detailed checklists and resources](#)

Supporting actions

[Use disaggregated data to identify gaps in transport policy](#)

3.1 Planning inclusive transport systems

In this section, we explore how to plan inclusive transport systems that distribute the benefits of transport infrastructure across different communities in both rural and urban areas, as well as across the diverse social groups within these communities. It is important to consider a whole-of-journey approach to transport accessibility, which means that we consider the journey from before a person leaves their home to their arrival at the destination. This enables a holistic understanding of the travelling experience and helps with removing the barriers people may face across different transport modes.

There are three stages discussed in this section, namely:

1. Transport strategy and planning
2. Prioritization, preparation and investment
3. Project delivery planning and mobilization

Within each stage, we explore:

- The importance of inclusive approaches in each stage and across an entire transport system
- Examples of transport inequalities faced by women and marginalized groups, and opportunities to address these while planning transport systems
- Actions the reader can take to implement inclusive approaches in planning transport systems, as well as links to tools and resources to support these actions



What questions can we ask ourselves to help think inclusively when managing transport systems?

- **Equitable:** Transport systems should create equitable access to opportunities, goods and services for all people, including communities in remote or rural areas. Which communities need improved transport access in the geographical area we are planning for? What are the current barriers they face?
- **Accessible:** All parts of the transport journey should provide easy, dignified and safe access to diverse groups. Which parts of the transport journey need to be safer and more accessible?
- **Affordable:** Transport services should be affordable enough for all users to have reasonable access to opportunities, goods and services. How does the cost of transport affect people's daily choices, opportunities and access to services?
- **Do-no-harm:** Negative impacts on nature and people from transport development should be mitigated and reduced. In which parts of the transport system can we prioritize solutions to reduce emissions, pollution and road accidents?
- **Empowering:** Women and marginalized groups should be able to meaningfully participate in decision-making processes about how transport systems are planned and prioritized. How inclusive are the participatory planning processes that we have in place?

Reader's tools

- [Case study on participatory approaches to transport planning](#)
- [Ideas for planning inclusive transport systems](#)
- [Focus area on inclusive active transport systems](#)

Transport strategy and planning

During transport planning, it is important to consider the current and future gaps in the whole-of-journey experience of women and marginalized groups, in order to embed inclusive goals within strategic transport priorities.

Defined goals give a clear mandate to government entities to implement initiatives toward developing inclusive transport. The inclusive goals set out in the transport strategy can then be translated into pipelines of inclusive transport infrastructure projects.



Opportunities to address transport inequalities faced by women and marginalized groups

Fatima, age 42, farmer



“In my old village, there was a bus that could take me to the market in the next village. But it took more than two hours to get there, and I was too busy gathering water and firewood, caring for my children, cleaning and farming. So I didn’t go to the market that often.”

Many women in the Global South experience ‘time poverty’, where they lack time to engage in economic, educational and social activities. This is mainly because of sociocultural and gender norms, which place the majority of domestic and care responsibilities on women’s shoulders. Lack of time then becomes an additional barrier that affects their decision-making in using transport, especially if the transport options available are also costly (in terms of time, money or effort).

One way to address this issue is to consider how other sectoral plans can work together with transport plans to ensure that women and marginalized groups can better engage in society, and establish integrated approaches to inclusive infrastructure development.



Actions for governments

Strengthen the enabling environment

1. Ensure that women and marginalized groups can meaningfully participate in the planning process
2. Leverage cross-sectoral strategies to ensure integrated approaches to tackling transport exclusion issues

Reader’s tools

[Detailed checklists and resources](#)



Actions for transport planners

Maximize existing system performance

1. Identify and address existing transport inequalities

Prioritize inclusive solutions

2. Use disaggregated data, participatory consultations and context assessments to identify diverse mobility needs
3. Develop and evaluate transport planning options based on sustainable, resilient and inclusive outcomes

Reader’s tools

[Detailed checklists and resources](#)

Supporting actions to strengthen the enabling environment

- [Advocacy and representation by civil society organizations](#)
- [Capacity building by governments](#)

Prioritization, preparation and investment

Infrastructure requires significant investment and has a long operational lifespan, so it is essential to prioritize transport infrastructure projects that can enable the provision of the most inclusive and equitable transport services for all people over the long term.

Project preparation is a key activity in ensuring that planned transport projects are bankable and ready for investment. During this stage, it is important that transport projects and their intended outcomes are conceptualized according to inclusive principles. This will set the stage to secure adequate financing, resources and capacity to incorporate inclusive approaches in the design, construction, operations and maintenance of transport assets.



Opportunities to address transport inequalities faced by women and marginalized groups

Chantha, age 16, high school student



“My home is on top of a steep hill. Sometimes I go with my father to buy food from the other farmers down in the valley. During the rainy season, I cannot go with him, because the creeks flood the pathway and I cannot cross with my wheelchair. There is a road that some people use, but it is very steep and run down. When it’s rainy I usually stay home alone, while my siblings go to school or play with other children.”

When prioritizing and preparing transport projects, consider whether they truly benefit society’s most marginalized groups. For example, a project proposal to rebuild a sloped road on a mountainside may seem like the

most viable solution to improve transport access for the people living there. However, it is important to determine whether this aligns with the main mode of transportation used by the local community, which may be walking or riding motorcycles. In this case, upgrading walking and cycling paths to be more accessible and resilient may be more beneficial for all members of the community.

Screening and prioritizing projects through a [Transportation Equity Scorecard](#) is one way to select transport projects that truly benefit the most marginalized populations.



Actions for transport planners

Prioritize inclusive solutions

1. Conduct assessments to narrow down inclusive transport projects for prioritization, and exclude projects with unmitigable negative impacts
2. Assess the intersectional mobility needs of stakeholders and beneficiaries to ensure that the project improves transport access for the most marginalized
3. Design the project concept to achieve inclusive outcomes for transport users, employees and affected communities
4. Analyze and evaluate project feasibility according to environmental, social and economic impacts and co-benefits

Reader’s tools

[Detailed checklists and resources](#)



Actions for project managers and teams

Prioritize inclusive solutions

1. Conduct continuous participatory consultations and co-creation processes with local communities and civil society organizations to inform project definition, resolve land conflicts and address context-specific mobility needs
2. Incorporate inclusion in the project brief and business case
3. Identify financiers who support inclusive projects and determine their requirements for effective and competitive project preparation

Reader's tools

[Detailed checklists and resources](#)



Actions for governments

Prioritize inclusive solutions

1. Prioritize transport projects with inclusive outcomes, in line with the strategic priorities for sustainability, resilience and inclusion

Strengthen the enabling environment

2. Develop an investment plan that considers the long-term costs of inclusive projects

Reader's tools

[Detailed checklists and resources](#)

Supporting actions to strengthen the enabling environment

- [Advocacy and representation by civil society organizations](#)
- [Create and enforce regulations on inclusive requirements for project prioritization and selection processes by governments](#)
- [Capacity building by governments](#)

Project delivery planning and mobilization

Once investment has been secured for transport projects, it is important to plan and mobilize the necessary resources, technical expertise and human capital for effective project implementation.



Opportunities to address transport inequalities faced by women and marginalized groups

Ram, age 7, school student



“Every morning, I walk to school with my mama. We used to live close to the school and we walked on a small path to get there. But the city decided to build a new road and our house got destroyed. We now live in a different house far away. Now it takes longer to go to my school, and crossing the new road is scary. There are too many cars and it’s hard to cross, but my mama says we cannot afford to pay the rickshaw fares, so I have to be brave.”

Transport investments may cause unintended negative impacts on women and marginalized groups. It is vital to be aware of these risks and incorporate risk mitigation approaches while mobilizing projects. For example, people and businesses, especially those in informal settlements, may be displaced from the land allocated for transport projects. At the same time, land and property closer to transport options may increase in value, excluding people living in poverty from property markets.

Participatory consultations and co-creation processes can help mitigate negative impacts on local communities and protect the human rights of marginalized people. It is important to mobilize the capacity to properly execute participatory processes. This can be done by hiring GESI specialists and forging partnerships with community-based and civil society organizations.



Actions for project managers and teams

Deliver inclusive solutions well

1. Mobilize capacity to create and deliver on inclusive targets, including hiring GESI specialists and providing skills and capacity building for teams and private sector stakeholders
2. Ensure that project budgets can support inclusive implementation through adequate allocation and ring-fencing of resources for inclusive activities
3. Develop a GESI Action Plan with realistic targets, activities, indicators and appropriately allocated resources

Reader's tools

[Detailed checklists and resources](#)



Actions for procurement officers

Deliver inclusive solutions well

1. Conduct strategic procurement planning to ensure capacity to implement sustainable and inclusive procurement processes
2. Implement measures to ensure integrity and transparency in the procurement processes, especially for public transport infrastructure projects

Reader's tools

[Detailed checklists and resources](#)

Supporting actions to strengthen the enabling environment

- [Capacity building by governments](#)
- [Inclusive workforce management and diverse hiring](#)

3.2 Delivering inclusive transport projects

In this section, we explore how transport projects can be delivered (including design, procurement and construction) in a way that ensures infrastructure projects equitably distribute the benefits of transport investments to different stakeholders and do no harm to people and the environment. It is important to consider how the delivery process in itself can be inclusive and provide inclusive outcomes for women and marginalized groups, beyond the actual transport asset being delivered. This includes promoting decent work conditions for a diverse workforce, supporting local businesses and workers, and minimizing accidents and negative environmental impacts from construction processes.

This section covers three stages, namely:

1. Procurement
2. Detailed design
3. Construction

Within each stage, we discuss:

- The importance of inclusive approaches in each stage and across the delivery of projects
- Examples of transport inequalities faced by women and marginalized groups, and opportunities to address these while delivering transport projects
- Actions the reader can take to implement inclusive approaches in delivering transport projects, as well as links to tools and resources to support these actions



What questions can we ask ourselves to help think inclusively when delivering transport projects?

- **Equitable:** Local communities, especially women and marginalized groups, should have equitable opportunities to benefit from infrastructure project delivery. Are there sufficient provisions for diversity and inclusion in the labour hiring and procurement processes?
- **Accessible:** Accessibility and safety standards should be enforced in both the design of the asset and during the process of delivery. Do the design and construction site management produce safe and accessible environments for women and marginalized groups in and around the project site?
- **Affordable:** Construction processes should be efficient and high quality to ensure value for money, durability and affordability of the transport asset over its lifetime. Do the selected design, materials and construction methods optimize the value for money of the transport project in tandem with inclusive targets?
- **Do-no-harm:** The implementation of the transport project should mitigate any harm to the local community and environment. What safeguards can be put in place to minimize negative impacts?
- **Empowering:** The knowledge, expertise and perspectives of local communities should be integrated into infrastructure delivery. Based on participatory consultations with the local community, what local knowledge and expertise can be applied in the project delivery?

Reader's tools

- [Ideas for designing inclusive transport projects](#)
- [Focus area on benefits of employment-intensive approaches and capacity development in inclusive transport development](#)
- [Case study on employment-intensive approaches](#)
- [Case study on community contracting](#)

Procurement

Inclusive procurement of works, goods and services for the detailed design and construction of a transport infrastructure project can ensure that the members of the local community, especially women and marginalized groups, are able to share in the economic benefits resulting from the infrastructure investment.



Opportunities to address inequalities faced by women and marginalized groups

Jose, age 28, market vendor



“Construction work is being done on the roads near the market where I work. My boss asked the foreman if they wanted to buy some concrete from our store, but they said they could only buy from certain companies, and besides, they would only be able to pay us after a few months. If you ask me, I don’t think they are buying good concrete because they are doing repairs every year.”

Small businesses may face limitations that restrict them from bidding to provide works, goods and services needed to deliver transport infrastructure projects. This can be a lack of knowledge of the procurement process, or an inability to comply with restrictive requirements. Further, they may also be discouraged if the terms include a long time period before payment.

One way of ensuring that local businesses, especially those owned by women and marginalized groups, can participate in the bid process is to break a tender into smaller lots. To engage small contractors while maintaining the expected quality of construction outputs, a licensed contractor can be engaged to oversee smaller subcontractors.



Actions for procurement officers

Strengthen the enabling environment

1. Ensure that under-represented suppliers are able to participate in the bidding process

Deliver inclusive solutions well

2. Integrate inclusion conditions when formulating bid requirements, contract clauses and key performance indicators

Reader’s tools

[Detailed checklists and resources](#)

Detailed design

The detailed design stage involves translating the concepts for inclusive, gender-responsive and accessible design features into detailed drawings and specifications. It is crucial to optimize the design to ensure value for money and to enhance the durability and efficiency of the transport asset or service. This includes making informed decisions when planning the layout as well as when selecting equipment, systems, construction materials and the corresponding construction methods.



Opportunities to address inequalities faced by women and marginalized groups

Peter, age 67, indigenous elder



“I used to live near the sea, and I would fish every day and bring my catch to the market in the nearby town. A few years ago, the government paved the road to the market, but then it became a lot higher than the original path. It became harder to push my cart onto the new road. As I got older, I just sold the fish at a cheap price to middlemen who had big trucks that could easily go onto the road.”

While designing transport assets, ensure that they will have proper connectivity to other existing or future transport assets. For an all-weather road in a rural area, it is important to identify if the access paths towards the road can connect to the new elevation, and to consider how the road will perform during different seasons. If the road is elevated from other paths and is made of impermeable surface materials, it may cause rainwater to run off along the sides and erode any dirt access paths leading to it. Proper consultation and site validation can help ensure that the design of transport projects results in valid solutions to the mobility needs of the target beneficiaries.



Actions for project managers and teams

Deliver inclusive solutions well

1. Review and validate concept designs with the end users, especially women and marginalized groups, to ensure that they fulfill diverse mobility needs
2. Ensure that participatory consultations are conducted in an inclusive and accessible manner

Reader's tools

[Detailed checklists and resources](#)



Actions for transport planners and designers

Deliver inclusive solutions well

3. Incorporate the results of participatory and co-creative processes in the design
4. Integrate design approaches that promote inclusion together with efforts to achieve sustainability and resilience
5. Optimize the design to maximize positive impacts, minimize negative impacts, and reduce future operational and maintenance costs

Reader's tools

[Detailed checklists and resources](#)

Supporting actions to strengthen the enabling environment

- [Advocacy and representation by civil society organizations](#)
- [Enforce legal requirements for inclusive design by governments](#)

Construction

During construction, it is critical that inclusive features are built according to specifications to ensure that they function as designed. There are also opportunities to engage local community members in the construction process. This not only provides economic benefits to the community, but also creates a sense of ownership of the infrastructure asset.



Opportunities to address inequalities faced by women and marginalized groups

Chantha, age 16, high school student



“Some of my older cousins got summer jobs rebuilding some of the roads down near the farmer’s village. I wish I could have joined them, but my cousins told me that there’s no way they would hire a young girl to do heavy lifting, especially since I cannot walk the same as everyone.”

There can be perceptions that persons with disabilities cannot be involved in infrastructure construction, but this is not true. Depending on the type and seriousness of their disability, they can be involved in construction activities such as excavation, loading, material screening, concrete mixing, masonry work and weaving of gabion baskets. They can also supervise work teams, keep attendance records, direct traffic around the site, and maintain tools. However, persons with disabilities often face negative attitudes from other people and may be discouraged from pursuing upskilling and work opportunities.

One way to support equality, diversity and inclusion in construction is to ensure that there are reasonable accommodations for diverse groups, such as providing accessible transport to the worksite or adapting tools used for construction works.



Actions for project managers and teams

Strengthen the enabling environment

1. Improve the capacity of project teams, contractors and labourers to implement inclusive construction practices and foster an inclusive workplace
2. Monitor, evaluate and learn from inclusion efforts

Deliver inclusive solutions well

3. Implement the GESI Action Plan and safeguards against negative social and environmental impacts of construction
4. Engage stakeholders in transparent and participatory project implementation

Reader’s tools

[Detailed checklists and resources](#)



Actions for contractors

Deliver inclusive solutions well

1. Engage in inclusive workforce management, which promotes diversity and inclusion in hiring practices
2. Engage in inclusive construction management, which ensures decent work conditions and enforces health, safety, security and environment (HSSE) standards
3. Maintain safe and inclusive construction sites

Reader's tools

[Detailed checklists and resources](#)

Supporting actions to strengthen the enabling environment

[Enforce legal requirements for inclusive construction by governments](#)

3.3 Managing inclusive transport assets and services

In this section, we explore how to manage transport assets and services in order to maximize their performance and ensure reliable, safe, affordable and accessible mobility for all users over the operational lifetime of the transport system. It is important to consider how the management of transport assets affects the functionality of accessible features, actual and perceived safety, and the long-term affordability of transport services.

This section discusses two stages, namely:

1. Operations and Maintenance (O&M)
2. Renovating, Retrofitting, Repurposing, Decommissioning

Within each stage, we explore:

- The importance of inclusive approaches in each stage and across the management of transport assets and services
- Examples of transport inequalities faced by women and marginalized groups, and opportunities to address these while managing transport assets and services
- Actions the reader can take to implement inclusive approaches in managing transport assets and services, as well as links to tools and resources to support these actions



What questions can we ask ourselves to help think inclusively when managing transport assets and services?

- **Equitable:** The transport asset and the service it provides should continue to meet the diverse needs of users over the operational lifetime of the transport asset or network. Are there any social groups in the local community that face limitations in using or accessing the transport asset or service?
- **Accessible:** Users and staff should have easy, safe and dignified access to transport facilities and services over the operational lifetime of the transport assets. Are regular safety and accessibility audits being conducted? Are the results of audits being addressed?
- **Affordable:** The transport service should continue to be affordable for women and marginalized groups over its operational lifetime. What measures can be taken to reduce the operational costs being passed to users or passengers?
- **Do-no-harm:** The management of the transport service should mitigate harm to users, the local community and the environment. What measures can be taken to reduce accidents, minimize pollution and emissions, and improve well-being near and around the transport asset?
- **Empowering:** Users should be empowered to make full use of the transport service. Is user feedback collected and regularly addressed to ensure continued improvements?

Reader's tools

- [Case study on inclusive rehabilitation of transport assets](#)
- [Case study on participatory retrofitting and asset management](#)
- [Ideas for managing inclusive transport services](#)
- [Focus area on asset management](#)

Operations & Maintenance (O&M)

Transport assets and services should be well maintained to continuously provide affordable, quality and safe transport to all users. It is crucial to ensure that inclusive features are being operated and maintained properly.



Opportunities to address transport inequalities faced by women and marginalized groups

Peter, age 67, indigenous elder



“I now live with my son in an urban area, and I would like to have some company while he is at work. There is a community centre, but it is a long walk there. The sidewalk has many cracks and there are no benches to rest. Motorcycle taxis avoid this road, as the vehicles may get damaged from the potholes. I can take a bus that goes through the other part of town, but it is very tiring, so I only go to the centre once a week.”

Lack of investment in transport maintenance can impact the travel options of public transport users, pedestrians and vehicle owners. This may lead to transport exclusion for people for whom it is harder to find alternatives. For example, roads might deteriorate rapidly if no budget is assigned for maintenance; or a new fleet of buses will deteriorate rapidly if the vehicles are not regularly serviced and correctly maintained.

When the available budget is limited, it may be more inclusive to prioritize the maintenance of existing transport assets rather than building or buying new ones. It is also necessary to prioritize the maintenance of transport assets and vehicles for people who don't have alternative options, for example by improving sidewalks for pedestrians who don't own cars or maintaining elevators and ramps for people with reduced mobility.



Actions for transport operators

Strengthen the enabling environment

1. Build GESI awareness to foster inclusive environments in the transport sector

Maximize existing systems performance

2. Operate and maintain transport assets and services to provide safe, reliable and accessible transport for all users
3. Share real-time information on transport services to improve accessibility for a diverse range of users
4. Establish inclusive monitoring and feedback mechanisms

Reader's tools

[Detailed checklists and resources](#)



Actions for asset owners

Maximize existing systems performance

1. Collect information on transport asset conditions and performance to identify areas for routine and specialized maintenance activities to improve inclusive outcomes
2. Maintain user affordability through proper financial management and by prioritizing budgets for the maintenance of inclusive features

Reader's tools

[Detailed checklists and resources](#)

Supporting actions to strengthen the enabling environment

- [Advocacy and representation by civil society organizations](#)
- [Capacity building by governments](#)
- [Inclusive workforce management and diverse hiring](#)

Renovating, Retrofitting, Repurposing, Decommissioning

Infrastructure assets have a long lifespan, which can be extended by renovating, repurposing and retrofitting. Decommissioning is completed at the end of the transport asset's useful lifespan by dismantling the asset, reusing or recycling the materials and vacating the land. These processes must be done through an inclusive approach in order to ensure that inclusive transport services are still supported through other means and to minimize any harm to the local community and environment.



Opportunities to address inequalities faced by women and marginalized groups

Ram, age 7, school student



"We live near a dumpsite. People go there to look for things to resell. I see other children going to play there, but my mother told me not to go there as it is dangerous. Sometimes people come back injured because of broken glass, rusted metal rods and other material discarded from the buildings that were demolished to make space for the road."

Construction waste can be generated during retrofitting, repurposing and decommissioning. In many Global South countries, informal waste pickers may make a living by salvaging metal and other valuable materials from such waste. Construction waste must be properly managed and disposed of, as these materials can be dangerous or toxic.

It may be necessary to conduct training and provide proper personal protective equipment (PPE) to people working both formally and informally in waste management to protect these workers as well as the nearby communities and the environment from pollution.



Actions for asset owners

Maximize existing systems performance

1. Collect information on transport asset conditions and performance to identify access issues and opportunities for improvement
2. Retrofit or renovate transport infrastructure assets to improve inclusion, sustainability and resilience

Reader's tools

[Detailed checklists and resources](#)



Actions for project managers and teams

Prioritize inclusive solutions

3. Repurpose old transport infrastructure assets into more appropriate types of transport or social or civic infrastructure that better serves communities
4. Support inclusive decommissioning activities, including safe and inclusive waste management

Reader's tools

[Detailed checklists and resources](#)

4. Reader's tools: Inclusive transport ideas

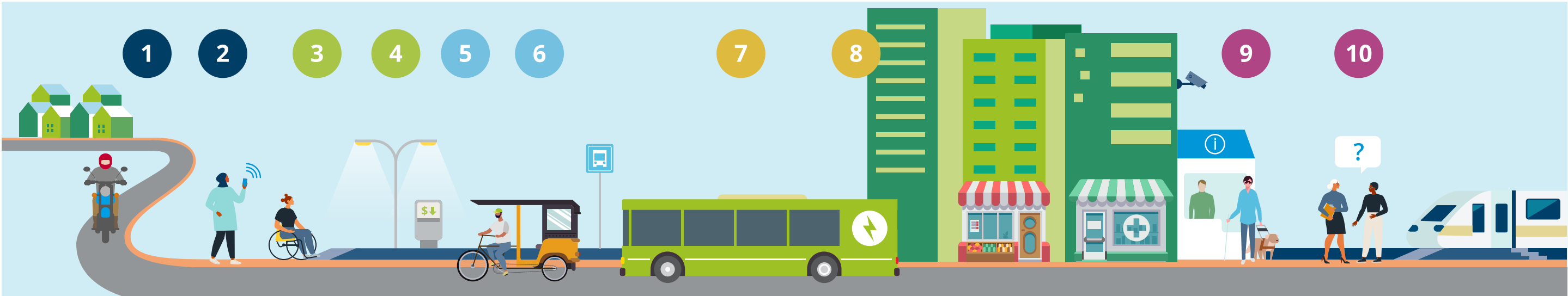


Figure 2: Examples of ideas to consider while planning inclusive transport systems

Equitable	Accessible	Affordable	Do-no-harm	Empowering
1. Using a whole-of-journey approach while planning transport systems can help improve equity for transport-disadvantaged communities, including low-income communities in peri-urban areas and people living in rural or remote areas.	3. Requiring universal design provisions (such as ramps and audiovisual information) to be incorporated across all modes of passenger transport systems can help support independent mobility for persons with disabilities across their entire journey.	5. Public transport fares based on a flat rate rather than distance-based fares can be more affordable for people living in peri-urban areas.	7. Providing technical and financial support to transition to vehicles that are up to safety standards and use clean energy can help minimize accidents as well as air, water and land pollution.	9. Adequate information and reasonable transport options can help women and marginalized groups make safe and sustainable transport choices.
2. Integrated fare interfaces (such as mobile ticketing apps) can allow users to use the same ticket for different transport modes. This supports trip-chaining for women and reduces potential confusion for people who are neurodivergent.	4. Requiring gender-responsive safety provisions (such as proper lighting) in and around transport facilities and modes can facilitate safe and dignified access to transport services for women, girls and LGBTIQ+ people.	6. Integrating informal transport modes within transport networks can help protect both the livelihoods of operators and the affordability of transport options for commuters.	8. Improving local employment, food and goods production, and digital communications services in communities can reduce transport demand, which is necessary to reduce carbon emissions.	10. Consulting women and marginalized groups regarding their transport experiences can provide better insight into their mobility needs.

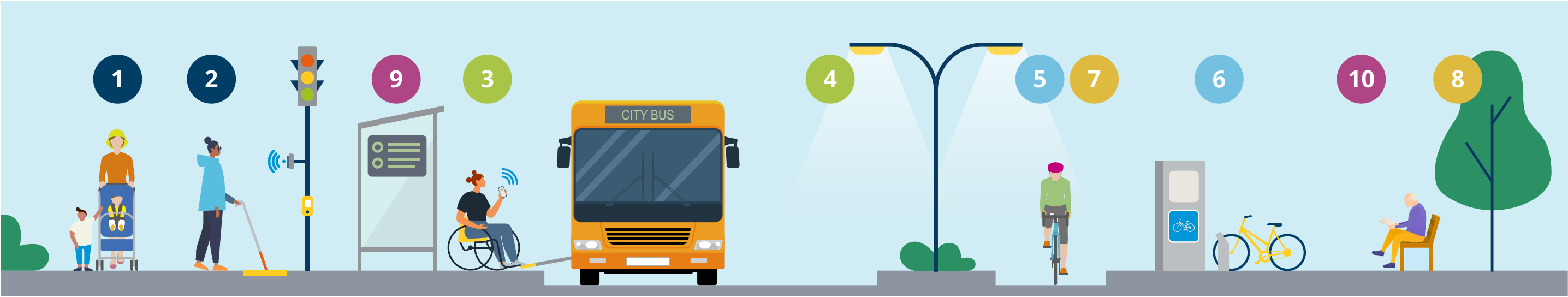


Figure 3: Examples of ideas to consider while designing inclusive transport projects

Equitable	Accessible	Affordable	Do-no-harm	Empowering
1. Wider pathways give space for people with wheelchairs and strollers to move and turn.	3. Accessibility features such as level boarding platforms, curb ramps, raised pedestrian crossings and longer traffic lights provide convenience in crossing the street for people using wheelchairs, strollers and carts or those with other mobility requirements.	5. Infrastructure for active transport modes such as walking and cycling can provide low-cost mobility options for low-income groups.	7. Infrastructure for active transport modes can help reduce energy consumption and carbon emissions while improving health indicators and reducing road accidents.	9. Digital boards with accessibility features can provide locational maps and information on travel schedules, diversions and delays. This can support different users in wayfinding and making decisions about their trips.
2. Universal design features such as tactile paving, visual signboards and auditory cues support persons with disabilities to travel independently. Inclusive signage contributes to the independent mobility of children, people who don't speak the local language and people who are neurodivergent.	4. Adequate lighting and low landscaping can promote natural surveillance and increase the sense of safety for women, children and LGBTIQ+ people.	6. Community sharing systems for cycles, cars and scooters can help reduce user costs of owning transport vehicles, parking requirements and energy consumption.	8. Greenery such as bioswales and trees can retain stormwater, filter air and lower temperatures, providing noise and safety buffers from cars for children and people with hearing-related disabilities.	10. Street furniture and green spaces can promote social gathering and interaction, allowing diverse groups to participate in social life and provide informal surveillance. They offer an opportunity for rest and recovery.



Figure 4: Examples of ideas to consider while managing inclusive transport assets and services

Equitable	Accessible	Affordable	Do-no-harm	Empowering
1. Conductors and transport staff can help ensure that persons with disabilities, pregnant people, children and older people can access priority seats in public transport.	3. Maintaining good visibility and lighting, and considering CCTV cameras at stations, can help provide a sense of safety and discourage crime, harassment and gender-based violence.	5. Integrating income-generating opportunities such as advertisements, vending machines and shops at train stations can reduce operational costs and subsidize passenger costs.	7. Maintaining the security of cycle racks, lockers and parking areas at or near public transport stations can encourage the use of public transport systems, which can help reduce car dependence and corresponding emissions.	9. Providing adequate and clear information on public transport schedules minimizes waiting time in unsafe areas and enables informed travel choices.
2. Maintaining cleanliness and availability of water in toilets can support comfortable travel for people who menstruate and families with young children.	4. Maintaining the operability of accessibility features such as elevators, ramps, wheelchair lifts and platform gap fillers can help support people with limited mobility.	6. Subsidized public transport fares for children, youth, students, persons with disabilities and older people can reduce financial barriers to mobility.	8. Providing clear information on evacuation procedures and how to access emergency services can help improve safety in transport stations.	10. Integrating opportunities for play in stations can provide safe and educational spaces for children while waiting in or passing through transport stations.

**FOCUS AREA:****GESI-transformative approaches****By UNOPS**

Gender equality and social inclusion are both major components of the leave no one behind principle. In developing inclusive infrastructure, it is essential to avoid perpetuating the inequalities and systemic barriers faced by women and marginalized groups and move towards GESI-transformative approaches.

Based on the [Gender Integration Continuum](#) developed by the United States Agency for International Development's Interagency Gender Working Group, a GESI Integration Continuum framework shows that projects may unintentionally exploit women and marginalized groups if systemic barriers are not properly considered and addressed. This concept has been adapted into gender mainstreaming standards across the United Nations, including the [Gender Results Effectiveness Scale](#) of the United Nations Development Programme (UNDP), and the [Guidance on Gender Integration in Evaluation](#) of the United Nations Children's Fund (UNICEF). Developing inclusive transport that leaves no one behind requires an active attempt to examine, question and change the systemic barriers and harmful norms and practices surrounding transport infrastructure.

Figure 5. A journey towards Gender Equality and Social Inclusion



**FOCUS AREA:****What does gender have to do with transport?****By UN Women**

Transportation is not gender neutral. Women, men and gender diverse people have unique needs and experiences related to their gender when using transportation. Unfortunately, since women continue to be underrepresented in transportation, their needs and concerns are often not well understood and addressed in the planning and implementation of infrastructure and systems, which can reproduce and maintain gender gaps and inequality.¹⁹

Women's travel patterns are often more complex than men's, due to their household and care responsibilities, which require them to make frequent shorter stops during a single outing (e.g., to go to the market, accompany a child to school, bring a parent to the doctor), referred to as trip-chaining,²⁰ and as part of the mobility of care.²¹ As public transportation is often planned without women's needs in mind, women often have to wait for long periods of time during off-peak hours in public spaces that may not be well lit or have clear signage, or that are unsafe.²² Indeed a woman's sense of safety largely influences decisions related to mobility. For example, a study from Lima, Peru, showed that safety was more important than speed in informing women's mobility choices.²³

Studies from around the world reveal that sexual harassment and other forms of violence against women and girls are common experiences of women and girls in public spaces, including in transportation,²⁴ and have been further exacerbated during the COVID-19 pandemic.²⁵

UN Women's Safe Cities and Safe Public Spaces Global Flagship Initiative has been working to address these critical gender gaps in transportation since its inception in 2011.²⁶ For example, in response to a study that showed that 82

per cent of women identified public transit as being unsafe in Quito, Ecuador through the Quito Safe City Programme, the local government amended a local ordinance to strengthen action against sexual harassment in public spaces, including a specific protocol to address cases on public transport. To ensure the effective implementation of the protocol, the capacity of over 2,600 drivers, operation staff and managers was strengthened on the protocol, gender and positive masculinities.²⁷ Also, the first gender-responsive rapid bus service was introduced in Cairo, Egypt as part of its safe city programme to make public transport more responsive to the needs of women and girls while also curbing congestion and CO₂ emissions.²⁸

The emerging international knowledge base in this area²⁹ makes clear:

- Women and girls require safe, affordable and reliable transportation that runs at a frequency that serves their needs, and considers last mile connectivity and public space design, as part of an integrated approach.
- Diverse women must be actively involved in every step – from design, to budgeting, to management and oversight.
- Empowering women with choices on how to move autonomously through their communities and cities is critical to achieving gender equality and women's empowerment and is a condition of sustainable development.

Learn more

Take the [online training course on Gender Equality in Transportation](#), developed by UN Women's Training Centre, UN Women's Safe Cities and Safe Public Spaces Global Initiative, and the World Bank's Transport Global Practice and Open Learning Campus.

[← Return to Introduction Chapter](#)



FOCUS AREA: Inclusive active transport system

By Arup

An inclusive active transport system (IATS) is the network of transport infrastructure that enables everyone to move around using non-motorized means, like walking, cycling, using wheelchairs, scooters, etc. Besides enabling the everyday functions in a neighbourhood, it has the power to bring health and social value to its users: for example, it helps reduce emissions of air pollutants and greenhouse gases, reduces traffic noise, increases physical activity and time spent outdoors, and creates a more liveable neighbourhood with less motorized traffic.³⁰ IATS plays a key role in providing everyone with the same access to opportunities, especially groups who have limited access to services and livelihood opportunities because of poor infrastructure, and unaffordable and unsafe transport systems.

IATS becomes especially urgent in cities or regions where active mobility is already the primary mode of transport. For example, in Africa up to 78 per cent of people walk for travel every day to access healthcare, education, shops, jobs and public transport – in an unsafe environment where approximately 261 pedestrians and 18 cyclists are killed every day.³¹

It is paramount that an IATS is planned, designed and delivered to be resilient so the system keeps functioning no matter what natural or human-induced shock or stress it encounters. A resilient IATS can be designed through the City Resilience Index,³² which provides seven qualities that can serve as indicators to understand the resilience of transport projects.

Read more

- The [Equitable Future Mobility](#) report (2022) aims to start a conversation about how we can ensure our future transport systems are available, accessible, affordable and acceptable for everyone
- The [Inclusive Cycling in Cities and Towns](#) report (2019) calls for more inclusive policy and planning around cycling to ensure everyone can access its benefits
- The [City Resilience Index](#) presents seven qualities of a resilient system, which can also work as indicators to plan and design a transport system



© Arup

Project case study: Cali regional bike network

In Cali, Colombia, Arup designed a regional bike network using IATS principles, connecting stakeholders at the local, regional and national levels to promote active mobility and social and economic inclusion while mitigating greenhouse gas emissions.

The team took a participatory design approach with tactical urbanism interventions to explore local culture and attitudes towards active mobility, promote safe behaviours, and train local public officials to enhance their planning and technical skills in designing, operating and managing active mobility infrastructure. The project also included activities to promote change in the behaviours, skills and attitudes of citizens, which is one of the key challenges in designing and implementing transport systems with a focus on active mobility. This is even more emphasized in low-income countries, where non-motorized mobility is still overlooked by decision-makers and urban practitioners.

By using IATS principles, the project recognized the need for the transport system to be developed with the participation of diverse stakeholders, not only to get their buy-in and local intelligence but also to provide a sense of ownership. This would ultimately lead to behavioural change, which is critical for improving local infrastructure systems towards fostering resilience and inclusion.

**FOCUS AREA:**
**Benefits of employment-intensive approaches
and capacity development in inclusive transport
development**
**By International Labour Organization (ILO) – Employment Intensive
Investment Programme (EIIP)**

EIIP integrates employment-intensive (EI) approaches in its work of advising countries in the Global South and supporting them with investments in inclusive local transport infrastructure. The EI approach or local resource-based (LRB) approach makes optimum and flexible use of local labour and other locally available resources, skills and capacities, supported by the use of light equipment. This, in combination with the use of appropriate work methods and technologies, ensures the quality, productivity, cost effectiveness, local employment benefits, and environmental sustainability of the investments. The EI approach embeds the four pillars of the ILO's Decent Work Agenda, i.e., job creation, rights at work, social protection, and social dialogue, with gender being a cross-cutting theme. In the context of EIIP, important aspects relate to social inclusion and safeguards, adherence to the principles of equal access to job opportunities, equal pay for work of equal value, minimum age and wage, and occupational safety and health.

Well-designed and well-implemented LRB infrastructure investments have demonstrated to be effective in providing decent employment opportunities for people living in poverty and other vulnerable groups, as well as in mitigating and adapting to climate change and preserving the environment. Small-scale contractors and local communities are involved in the participatory planning and implementation of LRB works, and this ensures that much of the investments remain in the locality, thereby contributing to poverty alleviation and local economic development.

LRB approaches have proven their appropriateness and technical and financial competitiveness in low-wage and labour-surplus economies. Without compromising the quality of the works, LRB approaches have demonstrated these advantages:

- Creating two to four times more jobs and creating more productive decent jobs
- Being 10-30 per cent more cost-effective
- Improved income distribution
- Increased local enterprise development (like contractors, suppliers and local enterprises established)
- Increased local economic activity through increased incomes and local consumption
- Increased productivity of scarce production factors
- Reduced foreign exchange requirements by 50 to 60 per cent due to reduced dependency on imports
- Reduced environmental degradation and optimized use of renewable resources
- Increased spin-off and multiplier employment effects in the local economy
- Facilitating institutional reforms like modifying contracting systems or decentralization
- Increased opportunities for inclusive community participation, gender equity and ownership
- Increased scope for integrating climate change issues, economic growth, social development and poverty reduction
- Increased local capacity building for workers, employers and authorities in technical, entrepreneurial and management issues



To ensure that investments in transport infrastructure are well targeted in terms of inclusiveness at national and regional levels, and are efficiently and effectively planned, designed, procured, implemented and managed, it is essential that required public-private sector capacities are in place. In recognition of the critical importance of capacitating the national-, regional- and local-level stakeholders, a key cross-cutting element in EIIP work is supporting capacity strengthening at all levels. This relates, for example, to policy and strategy development support, institutional strengthening, public sector human resource capacity development, training of local (community-based) contractors and workers, the development of guidelines and tools to support responsible agencies in executing their tasks and responsibilities, and strengthening capacities of training providers.

Read more

- EIIP has a wealth of country-specific and global infrastructure guidelines in the [ILO ASISTDOC database](#), the [EIIP website](#) and the [ILO Labordoc database](#).
- [Employment-Intensive Investment in Rural Infrastructure](#), 2019
- [Illustrated Guidelines for Gender-responsive EIIP](#), 2016
- [Indigenous Peoples and Climate Change](#), 2017
- [Sustainable community-managed and labour-based upgrading of urban low-income settlements](#), 2002
- [Employment intensive reconstruction works in countries emerging from armed conflicts: guidelines](#), 2001
- [Environmental and Social Safeguards Guidelines](#), 2022

**FOCUS AREA:****Infrastructure asset management
for inclusive transport****By UNOPS**

Infrastructure asset management (IAM) is the coordinated set of activities involved in planning, delivering, operating, monitoring, maintaining, recycling, reusing and disposing of physical infrastructure assets to realize the full value of infrastructure assets across their lifespans.

There can be a misperception that asset management is difficult, expensive, resource-heavy, time consuming and disruptive. However, underinvesting in infrastructure maintenance can be more costly – it has been estimated to cost up to 2 per cent growth in gross domestic product (GDP) for some developing countries.³³ This is because under-maintained infrastructure reduces economic productivity and is more likely to fail, especially during extreme weather events or emergencies, impacting the delivery of services and hindering economic growth. This further results in the need to mobilize significant resources to respond to service failures, which could have been prevented through effective asset management.

During the management stage of the transport infrastructure life cycle, IAM can help ensure that a transport asset will continue to support inclusive transport for women and marginalized groups. For example:

- Monitoring and adjusting transport operations to adapt to changing transport demands can help maintain transport equity across communities living in different areas of the transport network
- Continued operability of accessible features (such as elevators, wheelchair ramps and audiovisual messaging) can ensure that persons with disabilities and persons with limited mobility can continue to travel independently

- Regular maintenance of transport assets can ensure that transport services remain affordable for low-income groups, as service disruptions caused by lack of maintenance can force passengers to resort to more expensive means of transport and may also result in increased fares to cover the cost of repair
- Regular maintenance of transport vehicles can help to reduce air pollution, which can cause illness in vulnerable people, while upgrading to clean fuel vehicles can help reduce greenhouse gas emissions
- Proper cleanliness and lighting around transport stations can help increase people's sense of security, which can empower women, children and LGBTIQ+ people to choose to travel at any time of day
- Assessment and identification of critical assets for retrofitting (such as the addition of elevators or access ramps) can better meet physical access requirements
- Clear communication about transportation services that is available in multiple languages, is accessible to people with disabilities and is tailored to the needs of different communities can ensure everyone has the latest information to make informed travel decisions

Read more

- [Managing Infrastructure Assets for Sustainable Development: A Handbook for Local and National Governments](#), United Nations, 2021
- [ISO 55000:2014 Asset management — Overview, principles and terminology](#), International Organization for Standardization, 2014

Valdivia Neighbourhood of Care

Case study on participatory approaches to transport planning



Location

Valdivia, Chile

Duration

2022–ongoing

Partners

Ciudad Emergente, City of Valdivia, Arup, Bernard van Leer Foundation

Life cycle stage

Planning

Target groups

Young children (0 to 5 years old) and their caregivers (nursery workers, parents, siblings)

Background & Objectives

The main street in Valdivia (Avenida Argentina) is the main educational street, connecting three schools and one nursery. At the same time, it is an industrial traffic corridor, mainly for the circulation of trucks for timber.

The objective of the project was to reshape an existing crowded and car-dominated street to a safe and supportive place for children and caregivers, using the Proximity of Care Design Guide.

industrial transport corridor (introducing restricted use regulation for trucks in Avenida Argentina) and a refreshed concept design for the nursery play area.

The Mayor of Valdivia has issued a letter of support for the project in which they commit to generating investment for the public spaces proposed by the master plan. They committed to work towards obtaining funds through improvement programmes implemented by the municipality, regional and national government, as well as through the Urban Improvement Program and municipal participatory budgets.

Project outputs

The project focused on assessing the impact of heavy traffic on the youngest children (0-5 years old) and their caregivers, and creating a governance strategy and master plan to transform the street into a safer, healthier and more stimulating environment.

The main project output is a physical design plan and a collaboration agreement between local planners, the Mayor of Valdivia, and regional transport authorities, aiming to address the needs of children, caregivers and nursery workers. The design proposal includes widening pavements, raising pedestrian crossings, and using traffic calming techniques (such as lane shifts and medians), blocking cars from parking on pavements and rerouting trucks and traffic from Avenida Argentina as a noise reduction measure. It also incorporates the design of more stimulating environments by adding vegetation along the road, and creating new playgrounds and resting places for children and their caregivers to socialize.

With guidance from the participatory design sessions, the project team developed a master plan with inclusive and child-focused interventions for the street, including a proposal for the partial relocation of the

Inclusive actions

- **Creating strategic partnerships** was essential for the innovative approach to transport planning on both the town and regional levels: between the municipality and the local urban practitioner, with regional planning authorities, and the nursery and schools in the area. The City Mayor directly supports all partnerships. This enabled valuable conversations about the future of Avenida Argentina – one that brings together the needs of children and caregivers with the functions of one of the main regional industrial corridors. These conversations were open and creative, exploring possible futures for the street, taking into account and negotiating based on the input of all stakeholders.
- **Focus groups** with the municipality and nursery teachers brought significant insights into everyday life along the transport corridor. Some of the challenges mentioned were the disruption that trucks bring to children's sleep (a critical health factor for optimal childhood development), the lack of physical activity due to the proximity to a busy and dangerous street, a high level of children's dependence

on their caregivers, and substantial time allocated to caring duties due to unsafe public spaces. These sessions were also valuable in creating the opportunity to transfer knowledge between different stakeholders. They served to equip the municipality staff with participatory tools that would support the implementation of similar projects in the future.

- **Involving small children in decision-making** and planning requires a specific approach. Understanding the needs of small children and how they experience their city differs from conversing with older children or adults. Using the **Proximity of Care Design Guide**, the project team developed a new methodology, using storytelling to encourage children to imagine how they would transform their street. Their input was essential, and this activity demonstrated how to bridge a big gap in understanding between these perspectives in transport planning.
- **Piloting the approach** to redesigning the street was essential for the inclusion of different stakeholders in the planning process. Temporary activities that tested how different street proposals would work in reality helped to refine the master plan and to gather support for the project. Temporary interventions included pilot furniture for the nursery play area, signage and games for sidewalks around schools, pilot street furniture and planting.

Positive outcomes and impacts

This project has become a blueprint in Chile for planning with and for young children, using a highly participatory approach.

Through this project, Arup raised awareness of the importance of engaging young children in design and planning, and signed an agreement with the city authority to establish multi-stakeholder support and investment.

The expected outcomes of the project (once fully implemented) are:

- Getting more young children and their families to feel safer and walk more within their neighbourhood,
- Encouraging caregivers to play more with their children on the streets and playgrounds,
- Encouraging active contribution from children and caregivers in decision-making and improving their local area, and
- Enabling safe and effective industrial transport that works together with everyday life in Valdivia.

Learn more

- [Read more about the project](#)
- [Proximity of Care Design Guide](#)
- [Film about the project](#)

Roads for Development Program (R4D)

Case study on employment-intensive approaches to transport development



Location

Timor-Leste

Duration

2012–2022

Partners

Government of Timor-Leste (GoTL), Government of Australia (GoA), ILO/ EILP, National Directorate of Roads, Bridges and Flood Control (NDRBFC) of the Ministry of Public Works (MPW) and all 13 Municipal Administrations (MAs)

Life cycle stage

Planning, Delivery, Management

Target groups

People living in poverty, youth, persons with disabilities, women, LGBTIQ+ people

Background & Objectives

- Ensure that women and men in rural Timor-Leste derive social and economic benefits from improved rural road access (including employment benefits).
- Improve the capacity of the GoTL to plan more effectively, budget, and manage rural roadworks using labour-based methods as appropriate.

Project outputs

- A comprehensive nation-wide Rural Roads Master Plan and Investment Strategy (RRMPIS) was operationalized. The RRMPIS covered policy, strategy, legislation, regulation, institutionalization, implementation, operation and public/private sector capacity development. The RRMPIS incorporated inclusive principles such as equitable access for all to transport infrastructure, equal access to job opportunities, equal pay for work of equal value, wage- and non-wage-related decent working conditions (including occupational safety and health provisions), employment-intensive work methods, affordability, do no harm (including environmental protection, climate resilience and road safety standards) and empowerment.
- The project established and institutionalized operational systems, standards, safeguards and inclusive participatory approaches for prioritizing, designing, procuring, implementing and maintaining investments in rural infrastructure. These were aligned with the inclusive principles laid out in the RRMPIS and used employment-intensive and local resource-based methods. This strengthened public and private sector capacities for inclusive rural transport infrastructure development.

- About half of Timor-Leste's network of 1,975 kilometres of core rural roads was improved and maintained. Using employment-intensive approaches, 2 million workdays of short-term employment were created for the rural poor and vulnerable. In addition, substantial spin-off employment opportunities were created, including those resulting from provided training, employment generated for suppliers (like contractors and local communities providing local construction materials), and increased economic activity as a result of improved rural road access.

Inclusive actions

- **Participatory consultations:** The consultation process during the development of the RRMPIS took two years and involved around 1,000 (representatives of) public and private stakeholders and individuals at various levels.
- **Strengthening the enabling environment:** The necessary systems, standards and approaches to support inclusive implementation were developed, including geographic and attribute information systems
- **Awareness and capacity were built with regard** to an inclusive approach to rural road transport development among the various stakeholders, i.e., policymakers, implementing partners, local communities, workers and contractors.
- **Integration of decent work practices** such as:
 - comprehensive social safeguards
 - procurement systems and standards that integrate principles of inclusion and decent work
 - comprehensive systems for monitoring compliance with social safeguards and inclusion

- **Participation of women and persons with disabilities in infrastructure planning**, delivery and management through:
 - establishment of minimum hiring quotas
 - introduction of flexible working hours
 - output-based payment systems
 - identification of specific tasks that could be undertaken by persons with disabilities
 - the introduction and mainstreaming of community-based routine road maintenance by women-only groups

Positive outcomes and impacts

- Recognition and endorsement by the GoTL of R4D as its leading rural roads programme, based on the principles of inclusion and decent work and the application of employment-intensive and local resource-based approaches.
- Demonstrated the importance of improving inclusive rural road access for the country, resulting in significant and structural investments by GoTL in the rural road sector.
- Of the short-term employment opportunities generated, 25 per cent were created for women and 2 per cent for persons with disabilities. This was a major breakthrough in a country where women and persons with disabilities were traditionally not considered able to participate in rural road construction works.
- A third of the R4D works contracts were awarded to female-headed construction companies due to active promotion of the participation of female contractors in construction works, in a context where male contractors traditionally dominated. The project successfully influenced policymakers to endorse and adopt minimum decent

wages, decent working conditions, provisions for accident insurance and output-based payment systems (to ensure equal pay for work of equal value for all) for casual workers working in the informal sector.

- Substantially increased the Rural Access Index (RAI) from 13 per cent at the beginning of R4D to 68 per cent in 2022. The RAI is an international standard that estimates the percentage of rural people who live within a 2 kilometre radius of an all-year-round accessible motorable road. This increase in access to rural road transport infrastructure resulted in a substantial rise in economic activity (including agricultural activities), improved business opportunities, and greatly improved access to social, economic and public facilities for all (including access to healthcare, education, markets and drinking water sources). There was also a significant increase in the availability of public transport services for all, an increase in the availability of goods and materials, and lower costs of materials, goods and transportation.
- Successfully raised awareness, empowered and capacitated policymakers, implementing partners, and contractors, and involved local communities in integrating inclusive principles in the planning, design, implementation and maintenance of rural roads infrastructure

Learn more

- [Video](#)
- [Article](#)
- [Rural Roads Master Plan and Investment Strategy](#)
- [Social Safeguards Framework R4D](#)

Hanna Nassif Community-based Upgrading Project

Case study on community contracting

Location

Hanna Nassif informal urban settlement, Dar es Salaam, Tanzania

Duration

1993–2000

Partners

Dar es Salaam City Council; Hanna Nassif Community Development Association (HNCDA), Community Development Committee (CDC) and Community Construction Committee (CCC; the community contractor); government of Tanzania, UNDP, European Development Fund, Ford Foundation; ILO/EIIP, United Nations Volunteers, United Nations Human Settlements Programme (UN-Habitat), University College of Lands and Architectural Studies (UCLAS), COWI and United Nations Centre for Human Settlements

Life cycle stage

Planning, Delivery, Management

Target groups

All members of the Hanna Nassif community, including children, youth, older people, persons with disabilities, women and girls, LGBTIQ+ people, and people living in poverty

Background & Objectives

The project was implemented within the framework of the Sustainable Dar es Salaam Project (SDP), which was part of the National Income Generating Programme (NIGP). The project aimed to:

- Contribute to the improvement of the living conditions and access to urban services, and expand employment opportunities for the residents in unplanned settlements
- Increase the capacity of the Hanna Nassif community in the implementation and management of urban infrastructure, and in micro-enterprise development and solid waste management
- Expand the capacity of the Dar es Salaam City Council, the private sector and other relevant actors to deal with community-based urban settlement upgrading in an enabling and responsive manner
- Complete, manage and maintain stormwater drainage, roads, water supply and sanitation systems

Project outputs

The project addressed the basic needs of the unserved urban settlement of Hanna Nassif and its approximately 20,000 residents using an inclusive and participatory community-led approach.

- Physical outputs included the provision of stormwater drains, roads, water supply facilities, and sanitation and solid waste disposal facilities.
- Community-based institutions were successfully established for the construction, management and maintenance of the created physical assets. Community contracting mechanisms were set up for the implementation of the construction works.

- Substantial income-generating opportunities were provided through the use of employment-intensive construction methods, the training of workers and community-based contractors, and the support provided in the development and improvement of micro-enterprises.

Inclusive actions

Throughout the entire project cycle, inclusive and community-led approaches were applied to ensure that the needs of the various groups in the community were addressed.

- **Community-based institutions** were established to implement the project and operate and manage the created physical assets.
- **Employment-intensive and local resource-based work methods** and technologies were used in the construction and rehabilitation works.
- **Inclusive employment opportunities** followed ILO's principles of equal access to job opportunities for all, and equal pay for work of equal value.
- **Extensive institutional capacity building and skills training** were provided to ensure that capacities were in place within the community and the city council to implement the project, and to manage and maintain the created assets.

Positive outcomes and impacts

- Improved quality of life (including reduced incidence of flooding and diseases), poverty reduction, social integration and increased capacities of the Hanna Nassif community.
- The project was a watershed moment in Dar es Salaam's history of Community-Based Development (CBD). It was the first coordinated initiative by state actors, donors and international development agencies to implement community-led urban unplanned settlement infrastructure development, using employment-intensive approaches and community contracting.
- The project was innovative in many aspects like:
 - the partnership between a city council and a Community-Based Organization (CBO);
 - inclusive participation of and decision-making by community members;
 - the use of labour-based technology in improving infrastructure in urban informal settlements as a tool for poverty reduction; and
 - local capacity building for contracting, implementing construction works, and the management and maintenance of the infrastructure, and community contracting.
- Following its success, the project's community-led model was also used in urban development projects in other settlements in Dar es Salaam and other urban areas in Tanzania. Recognizing the importance of the project's model, the government of Tanzania enacted the community-based approach as demonstrated in the project – including contracting through CBOs – into law. In a much broader context, the project's success also had a significant impact on the character of CBD; registered CBOs are now a central

component of most development projects and the model piloted in the Hanna Nassif project has been replicated in many development projects worldwide.

Learn more

- [Evaluation of Phase I](#)
- [Evaluation of Phase II](#)
- [Lessons learned](#)

Sustainable Integrated Municipal Actions (SIMA) project

Case study on inclusive rehabilitation of transport assets



Location

Beirut and Bourj Hammoud, Lebanon

Duration

2021–2026

Partners

Municipality of Bourj Hammoud (MoBH) and the Municipality of Beirut (MoB), Germany (KfW Development Bank)

Life cycle stage

Delivery, Management

Target groups

Population of Beirut and Bourj Hammoud, most vulnerable groups, women and girls, persons with disabilities

Background & Objectives

On 4 August 2020, a devastating explosion rocked the Beirut Port, leaving more than 200 people dead, around 6,000 injured or with disabilities, and an estimated 300,000 without homes. According to the Rapid Disaster and Needs Assessment (RDNA) conducted by the World Bank, the municipal infrastructure in Beirut and Bourj Hammoud municipalities has suffered the most damage. Bourj Hammoud municipality houses a large number of vulnerable people in congested locations, who are at risk of increased vulnerability after the explosion.

Approximately half of the damaged municipal infrastructure is transport infrastructure. SIMA will not only address the immediate impact of the explosion but will also contribute to addressing national and local development priorities. It will also create space for the meaningful participation of local communities in the recovery process, with a focus on social cohesion and addressing the needs of the most vulnerable.

The project aims to improve the living conditions of the targeted population by restoring municipal and public services and infrastructure, and by mitigating tensions at the municipal level. By strengthening the capacity of the targeted municipalities and enhancing their ability to provide their population with basic services, the project is expected to rebuild trust in the local authorities, and put in place accompanying measures to mitigate negative impacts. Accordingly, the project will focus on the inclusive and sustainable recovery of public service infrastructure through a holistic urban development strategy.

Project outputs

The ongoing project has three components:

1. **Rehabilitation of damaged municipal and public service infrastructure and assets, upgrading public spaces and gardens, and restoration of critical urban services** such as water and sanitation, roads, waste management, and energy, in an integrated, conflict-sensitive and gender-sensitive manner, contributing to improved quality of life as well as creating local economic activities for all.
2. **Capacity building** for municipal personnel and other project partners according to the needs of and in line with UNOPS' mandated areas, including to utilize and maintain the critical municipal services provided under this project, and to support sustainability.
3. **Small grants support for local non-governmental organizations (NGOs) and civil society actors**, including women's organizations and civil society groups, given the key role played by local organizations in responding to the blast and their in-depth knowledge of the communities' needs. This will fund creative, effective and sustainable local projects that benefit affected communities with the related objectives of fostering ownership and supporting sustainability.

Inclusive actions

- **The community is continuously engaged** to gather input on community needs, validate proposed project interventions and collect and respond to feedback on the project's progress and future operations. Focus group discussions (FGDs) were conducted with both female and male community members from different neighbourhoods, based on community members' recommended schedules and location. On-site consultations through field visits were also used to gather input from NGO workers and community members. Participatory design workshops were conducted and included children, women, youth and persons with disabilities.
- **A participatory needs assessment** that includes a gender and peace and conflict analysis informed the sub-project selection and rehabilitation design. A two-phase social survey administered to a total of 800 respondents (approximately 50 per cent female) and a total of 18 focus group discussions (49 per cent female participants) identified priority needs among community members and highlighted infrastructure inequalities that existed before the Beirut blast. Women, children, youth, older persons and persons with disabilities felt levels of safety, security and accessibility of sidewalks and pedestrian streets in residential areas were low.
- **Integrated, cross-sectoral approaches** are applied in the project. UNOPS conducted meetings and consultations with the municipalities of Beirut and Bourj Hammoud to validate the assessments and proposed projects and identify their needs for capacity building. UNOPS conducts consultations and coordination meetings with NGOs, CBOs, academic institutions and other UN agencies (such as UNICEF, UN-Habitat, ILO, UNDP and UN Women) working in the area to ensure that the project complements other activities, programmes and initiatives.

- **Gender criteria** have been included in both procurement tenders and the project grant component.
- **An environment and social management framework** was established, which includes guidelines for sustainability, addressing environmental and social risks, labour management and stakeholder engagement. Training in protection from sexual exploitation, abuse and harassment (PSEAH), gender mainstreaming, conflict-sensitive project implementation, ethics, integrity, and health and safety is conducted for recruited personnel. A grievance redress mechanism was established, and the contact details shared with community members during FGDs.
- **Capacity building** will be conducted with the municipalities' personnel and project partners to raise their awareness of conflict prevention and transformation.

Positive outcomes and impacts

Through the inclusive actions taken so far, the project has the following positive outcomes:

- Through the grievance redress mechanism, participants in community engagement activities and other community members were given access to make inquiries and receive updates about the project.
- Due to gender mainstreaming requirements, gender balance is maintained in community consultations. For all tenders, scoring criteria are included to have at least 30 per cent of the design teams be composed of women.
- Through continuous community engagement and participatory design workshops, diverse needs were identified and validated, such as improved street lighting, nighttime safety, child-friendly spaces,

non-discriminatory behaviour towards refugees and migrants, and clear operation and maintenance procedures for streets and public spaces.

Once completed, the project is expected to have the following positive inclusive outcomes:

- Improved living conditions of the residents and visitors in the two municipalities (directly affecting 300,000 individuals and indirectly affecting close to 2.6 million people)
- Improved satisfaction with access to and quality of public service delivery in Beirut and Bourj Hammoud
- At least 60 per cent of participants in consultative mechanisms reporting that their needs have been taken into consideration, and that trust within the community has improved
- In total, 18 kilometres of roads repaired or reconstructed, and 80,000 square metres of public spaces and gardens rehabilitated in an accessible and inclusive manner
- A total of 1,500 solar lights installed along roads, and 600 kWp of photovoltaic capacity installed in buildings and public spaces
- Twenty-two grants awarded to local CSOs/NGOs to improve inter-/intra-communal tensions through social cohesion activities

Learn more

[Read more about this project](#)

Rural Access Improvement Project (RAIP)

Case study on participatory retrofitting and asset management



Location

Afghanistan

Duration

2007–2021

Partners

Swedish International Development Cooperation Agency (SIDA), UNOPS

Life cycle stage

Delivery, Management

Target groups

People living in rural areas, women

Background & Objectives

Years of armed conflict has limited access to hospitals, schools and markets in Afghanistan, which has stunted economic growth and perpetuated rural-urban economic disparities. The Rural Access Improvement Project (RAIP) supported the expansion of the rural roads network in Northern Afghanistan, with the aim of contributing to equitable growth and poverty reduction in rural areas through improved road infrastructure and access to social services and markets, as well as through employment opportunities created through the project. It also aimed to build the skills and capacity of the government, contractors and other partners to design, build and maintain these rural roads and bridges. The RAIP was implemented in an environment of risk, insecurity, gender inequality and environmental hazards (such as flash floods). For the objective of improving market access, the project considered social dimensions related to informality and challenges to women's engagement, aside from physical accessibility.

Project outputs

The outputs of the RAIP include:

- Constructed, rehabilitated and maintained more than 1,000 km of roads and bridges, including emergency work such as snow clearing and reconstruction after floods.
- Supported women-led businesses, established women's groups and created opportunities for income generation.
- Created employment opportunities for local communities.

Inclusive actions

- **Creation of jobs for local villagers and through community contracts for employment-intensive works**, including the employment of women for the production of aggregate for concrete works and weaving of gabion boxes for retaining walls.
- **Working with local female community mobilizers**, who are able to identify and address gender issues within the sociocultural context, and support gender mainstreaming activities such as training Afghan women in keeping livestock, spinning wool and participating in small-scale enterprises in parallel with the RAIP.
- **Gender mainstreaming**, including supporting female beneficiaries in opening bank accounts to increase their financial independence and encouraging women to take an active role in the project's Local Road User Committees (LRUC), leading to up to 40 per cent of the LRUC members being women.
- **Capacity building** for government engineers, contractors, project technical staff and university graduates, and providing brief introductory courses in basic road works technology for members of community development committees.
- **Holding a training programme for civil engineering students**, in which 80 students (including 14 young women) received intensive specialist and vocational training in engineering.

Positive outcomes and impacts

According to the results of an impact study of the project with 1,594 households surveyed:

- 68 per cent of respondents say that passenger and freight transport costs decreased significantly.
- School enrolment in communities directly impacted by the project is 16 per cent higher for boys and 10 per cent higher for girls than in other communities. The perceived safety due to improved road conditions enabled female teachers and students to travel to school more safely, improving school attendance.
- Women and families in the RAIP beneficiary communities reported higher satisfaction with the quality of health services, and the number of people receiving medical advice from trained health professionals was 14 per cent higher in beneficiary communities than in other communities. Almost twice as many families in beneficiary communities use family planning measures in comparison to other communities.
- Households in communities influenced by the RAIP reported higher purchasing of agriculture inputs and consumption items. Women reported being more able to travel independently due to the increased availability of transport options.
- Access to water within 15 minutes away from the house is 13 per cent higher in beneficiary communities compared to other communities.
- Participation in civil society groups is 12 per cent higher in beneficiary communities than in other communities.

Learn more

[Read more about this project](#)



ACTION CHECKLIST: Civil society organizations

Developing the enabling environment for inclusive transport

1. Amplify the voices of the most marginalized groups in policy-making and transport development processes

- ☐ Gather evidence of the transport exclusion faced by marginalized groups through surveys, opinion polls, focus group discussions, key informant interviews and community consultation, among other methods.
- ☐ Conduct an analysis to identify the appropriate entry points for message dissemination within the transport policy development process.
- ☐ Conduct a stakeholder analysis or audience mapping, and adjust messaging in order to ensure that the message is relevant for the intended audience.
- ☐ Create partnerships with other civil society organizations, academia, the private sector and the media in order to amplify the message.
- ☐ Disseminate the key messages for the target audiences at more effective times with relevant partners to amplify the message.

2. Advocate for inclusion across the life cycle of transport development

- ☐ Identify and understand the underlying issues faced by women and marginalized groups in transport exclusion. Conduct a context or problem analysis, such as through a problem analysis tree or by using systems dynamics.
- ☐ Build a strong case by: collecting credible evidence about the issue, illustrating a clear plan of action for change, clearly articulating the positive and negative impacts of existing transport systems and any changes being proposed, and connecting the issue with domestic and international frameworks on human rights and social inclusion.
- ☐ Advocate for the diverse needs of women and marginalized groups, particularly those who may face challenges in doing so themselves, during consultations and participatory processes within transport infrastructure development.

Read more

- Tips on how to advocate for inclusive policy: [A Guide to Being an Effective Advocate for Gender Equality](#), International Institute for Democracy and Electoral Assistance, 2022.
- Advocate for infrastructure accessibility according to the Convention on the Rights of Persons with Disabilities: [Toolkit on Accessibility: Advocacy for Accessibility](#), UNICEF, 2022.
- Conducting GESI analysis for CSOs: [The gender and social inclusion toolkit](#), Civicus



ACTION CHECKLIST: Governments

Developing the enabling environment – policies and frameworks

1. Establish policies, regulations and legal frameworks to support an integrated, cross-sectoral and participatory approach to addressing transport-related exclusion

- ☐ Ensure that there are adequate governance frameworks to support effective horizontal and vertical inter-sectoral and intra-sectoral coordination and information sharing between public, private and third-sector stakeholders, including NGOs and CSOs that work with and support specific marginalized groups for an inclusive approach to addressing transport-related exclusion.
- ☐ Examine power imbalances between different stakeholders to identify gaps in representation and introduce measures to ensure that marginalized people are able to meaningfully participate in decision-making processes.
- ☐ Align transport and other sectoral policies with national policies on poverty reduction and inclusive socioeconomic development. These policies should provide frameworks to prioritize coordinated investments addressing the needs of women and marginalized groups.
- ☐ Develop cross-cutting laws and regulations to ensure that transport development does no harm. This can include laws protecting the environment and indigenous heritage, as well as laws on just land acquisition and compensation that protect informal settlers from displacement without relocation.

2. Assess, develop and reform policy, regulatory and legal frameworks for inclusive transport development

- ☐ Define overarching mobility and transport policy objectives with an intersectional lens and with the active participation of women and marginalized groups.
- ☐ Conduct an analysis to identify gaps in the policy, regulatory and legal frameworks with respect to the newly defined transport policy objectives.

- ☐ Develop and reform policy, regulatory and legislative frameworks to ensure that transport policies, planning processes, design standards, and regulatory and legal frameworks align with the new transport policy objectives to respect human rights and support the global sustainability, resilience and inclusion agenda. This can include frameworks that enshrine universal access standards, gender-responsive concepts (e.g., legislation against street harassment), road safety and climate action in transport infrastructure development and operations.
- ☐ Establish a monitoring and reporting process to communicate about progress with key stakeholders.
- ☐ Establish a process for the regular review of policy, regulatory and legislative frameworks (e.g., every 10 years) to ensure they are kept up to date based on new approaches and thinking.
- ☐ Provide policy support for the development of integrated transport networks across different transport modes (including formal and informal), across regions and between countries.
- ☐ Develop mechanisms to enable transport access in areas of conflict and unrest.

3. Develop policy frameworks to improve participation, transparency and accountability in infrastructure processes

- ☐ Develop legal frameworks to institutionalize meaningful participation of women and marginalized groups in co-creation processes and decision-making across the life cycle of infrastructure development.
- ☐ Develop policies to establish, maintain and improve disaggregated data collection that can support informed transport policy decisions.
- ☐ Develop mechanisms for policy assessment, monitoring, compliance and enforcement, in a manner that respects human rights.
- ☐ Ensure that policies and regulations for public procurement enhance transparency and accountability, eliminate corruption and pursue inclusive objectives.

- ☐ Develop legislation that supports contracting of small local contractors and communities, the use of employment-intensive work methods, and contract conditions for transport infrastructure works that reflect the principles of decent work, equal access to employment opportunities for all and equal pay for work of equal value.
- ☐ Ensure that policy frameworks indicate clear roles and responsibilities of different stakeholders, such as transport regulators, operators and service providers, including in the informal transport sector, in operationalizing inclusive transport.

4. Create and enforce regulations for inclusion requirements throughout the entire transport project life cycle

- ☐ Incorporate inclusion requirements in project prioritization selection criteria when developing a pipeline of transport projects.
- ☐ Require that during project preparation, socioeconomic impact studies are included as part of project feasibility studies.
- ☐ Require that inclusive outcomes and project objectives are part of the project preparation brief.
- ☐ Require that inclusive outcomes are supported through the concept design stage.
- ☐ Develop and adopt design standards that support inclusive outcomes.
- ☐ Develop and promote the use of guidance that translates inclusive design codes and standards into easy-to-follow guidance.
- ☐ Create permitting processes that screen for inclusive outcomes and reject non-compliant projects.
- ☐ Develop and enforce regulations for accountability regarding safety in construction, safe public transport operations, and environmental and social safeguards.
- ☐ Develop and enforce operational performance standards that have use targets for all.

Read more

- Reform laws and policies to develop inclusive transport: [Procedural Approach to Dealing With Law Reform](#), Empower Project
- [Employment-Intensive Infrastructure Programmes: Labour policies and practices](#), ILO, 1998
- Incorporate informal transport modes into transport policy frameworks: [Key Insights Into Transforming the Informal Transport Sector](#), International Association of Public Transport, 2021
- Align transport policies with the safe system approach: [Global Plan for Decade of Action for Road Safety 2021-2030](#), World Health Organization (WHO) and the United Nations Regional Commissions, 2021
- Reform public procurement policies for transparency: [OECD Recommendation of the Council on Public Procurement](#), Organisation for Economic Co-operation and Development, 2015



ACTION CHECKLIST: Governments

Developing the enabling environment – capacity building

5. Assess and strengthen capacity for inclusive transport development

- ☐ Ensure adequate staff, technical skills, funding, equipment and facilities are available to conduct effective disaggregated data collection, participatory consultations, capacity building activities and enforcement of inclusive regulations.
- ☐ Assess capacity requirements, capacity gaps, and capacity absorption limits across the different stakeholder groups. Consider the need to engage external technical or financial assistance.
- ☐ Encourage inclusive hiring policies in ministries and local governments to promote balanced representation of women and men in the workforce, and ensure non-discrimination and reasonable accommodation for marginalized groups.
- ☐ Integrate inclusion considerations into the structure and delivery of capacity building training, with a particular focus on providing a supportive environment for the participation of women and marginalized groups.
- ☐ Improve the capacity of local governments to adopt and enforce the policy frameworks for inclusive transport development.
- ☐ Provide training and resources (including hiring technical experts) to conduct social and environmental impact assessments of the transport systems across all life cycle stages.
- ☐ Provide training for local communities on how to engage in participatory processes and consultations.

6. Build awareness of and sensitivity to gender equality and social inclusion in transport

- ☐ Develop diverse teams that will bring their own perspectives to transport planning, delivery and management.
- ☐ Build awareness of GESI concepts in transport in project teams, partners and suppliers to ensure projects are implemented in an inclusive manner.
- ☐ Conduct public awareness campaigns to improve public attitudes and sensitivity towards the needs of women, persons with disabilities, and other marginalized groups in transport.

Read more

- Assess government capacity to plan, deliver and manage infrastructure: [Capacity Assessment Tool for Infrastructure \(CAT-I\)](#), UNOPS
- Improve GESI awareness and sensitivity:
 - [Gender Equality in Transportation eLearning](#), World Bank Group and UN Women, 2021
 - GESI training by Global Future Cities Programme, 2021 ([handout](#), [presentation 1](#), [2](#), [3](#))
 - Self-paced course on disability: [Disability in the workplace](#), ILO
 - [Inclusion of lesbian, gay, bisexual, transgender, intersex and queer \(LGBTIQ+\) persons in the world of work: A learning guide](#), ILO, 2022
- Conduct public awareness campaigns on GESI in transport: [Building Public Awareness Tool Kit](#), The City of Red Deer
- Learn more about inclusive transport:
 - [Walking for everyone](#), Arup, Sustrans, and Living Streets, London, 2022
 - [Cycling for everyone](#), Arup and Sustrans, London, 2020
 - [Queering Public Space](#), Arup and University of Westminster, London, 2021
- Mainstream accessibility in transport: [iNUA #6: Accessible Urban Mobility, Sustainable Urban Transport Project \(SUTP\)](#), 2017

- Training on inclusive budgeting:
 - [Gender Responsive Budgeting](#), UN Women
 - [Gender Responsive Budgeting in Practice: A Training Manual](#), United Nations Population Fund (UNFPA) and United Nations Development Fund for Women, 2006
- Build technical capacity for inclusive transport implementation:
 - [Building Local Government Capacity for Rural Infrastructure Works](#), International Labour Organization, 2003
 - [ILO Guide for Skills Development in Employment-Intensive Investment Programmes](#), International Labour Organization, 2021
 - [Site Supervisor Course for Labour-Based and Community-Managed Upgrading of Urban Low-Income Settlements – Supervisor's Site Reference Handbook](#), International Labour Organization, 2002
 - Online training courses for practitioners and policymakers on incorporating decent work in infrastructure development: [ILO International Training Centre \(ITC\)](#)



ACTION CHECKLIST: Governments

Planning inclusive transport systems

1. Ensure that women and marginalized groups can meaningfully participate in the planning process

- ☐ Ensure that there are adequate staff, technical skills, funding, equipment and facilities to conduct effective participatory consultations with diverse stakeholder groups.
- ☐ Consider whether particular efforts may be needed to include the voices of key stakeholder groups, such as engaging local CSOs or women's rights organizations to facilitate their participation or using alternative communication methods.

2. Leverage cross-sectoral strategies to ensure integrated approaches to tackling transport exclusion issues

- ☐ Use cross-sectoral approaches to identify and address transport exclusion issues.
- ☐ Ensure that transport plans are well coordinated with spatial and land use planning, stormwater management, environmental protection, energy and digital communications, public safety, women's affairs and social welfare.

Read more

- Use participatory data gathering and consultation techniques:
 - [Using creative participatory approaches for inclusive climate resilient transport in Africa: Guidelines for practitioners](#), Stockholm Environment Institute (SEI), 2022
 - Ensure accessibility of consultations and events: [Toolkit on Accessibility: Organization of Accessible Events](#), UNICEF, 2022
 - Women's participation in fragile settings: [Beyond Consultations: A tool for meaningfully engaging with women in fragile and conflict-affected states](#), Gaps UK, Women for Women, Amnesty International, Womankind Worldwide, and Saferworld
 - Engage older people: [Let's go! Steps for engaging older people and improving communities for all ages](#), Pan American Health Organization, HelpAge International and AARP, 2022; and [Participatory research with older people: a sourcebook](#), HelpAge International, 2011



ACTION CHECKLIST: Governments

Prioritizing and preparing projects for investment

1. Prioritize projects with inclusive outcomes, in line with the strategic priorities for sustainability, resilience and inclusion

- ☐ Based on the assessments of different projects, prioritize transport pipeline projects that improve equity for women and marginalized groups.
- ☐ Use Multi-Criteria Analysis (MCA) as a decision-making tool to analyze multiple (conflicting) social, environmental and financial criteria to help prioritize infrastructure projects. Ensure that criteria are weighted according to the social and environmental commitments outlined in the transport strategy and plans.

2. Develop an investment plan that considers the long-term costs of inclusive projects

- ☐ Examine spending on transport services specifically aimed at women and marginalized groups to see if it is sufficient to meet their needs and requirements.
- ☐ Apply an inclusive and gender-responsive budgeting approach.
- ☐ Match each action in national and regional transport plans with a budget line and secure long-term funding to ensure adequate maintenance over the operational lifetime of transport assets.
- ☐ Provide a transparent accounting of the annual investment priorities set over a multi-year period for different types and modes of transport, reflecting how the diverse needs of women and marginalized groups are addressed and prioritized.

Read more

- Use multi-criteria analysis to prioritize projects: [Prioritizing Infrastructure Investment: A Framework for Government Decision Making](#), World Bank, 2016
- [Philippines Infrastructure for Rural Productivity Enhancement: Tools for Identifying Rural Infrastructure Investment Priorities](#), ILO, 2006
- Inclusive budgeting guidelines:
 - [Socially inclusive & gender responsive budgeting](#), Swiss Agency for Development and Cooperation SDC, 2019
 - [Gender-Responsive Budgeting in Asia and the Pacific: Key Concepts and Good Practices](#), United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), 2018
 - [Handbook on Costing Gender Equality](#), UN Women, 2015



ACTION CHECKLIST: Transport planners and designers **Planning inclusive transport systems**

1. Identify and address existing transport inequalities

- ☐ Collect data to assess existing transport system performance and gaps. This can be done through inventory assessments, road traffic counts across different types of vehicles, disaggregated data from passengers on public transport, travel time surveys, and interviews of passengers on board and at stations.
- ☐ Make use of expert and non-expert knowledge, lived experiences and spatial data (minimally disaggregated data by sex, age, income, and disability) to identify gaps in inclusive transport service provision. Account for inequalities in access across and within different regions, cities and communities.
- ☐ Identify connectivity issues between different transport modes, including across different seasons and weather conditions. Develop a Rural Access Index to identify the proportion of the population that does not live within 2 kilometres of an all-weather road, to support upstream decision-making to improve transport connectivity for rural communities.
- ☐ Identify where transport infrastructure can be improved, renovated or better integrated to improve access for diverse groups.

2. Use disaggregated data, participatory consultations and context assessments to identify diverse mobility needs

- ☐ Conduct an inventory of available data and identify gaps that need to be filled.
- ☐ Use household surveys to collect data on diverse mobility needs and preferences, disaggregated by sex, age, income and disability, when relevant and applicable.
- ☐ Encode the disaggregated data in spatial maps to identify the spatial distribution of mobility needs when possible.
- ☐ Identify communities and neighbourhoods that do not equally benefit from current transport infrastructure investments, and invite them to participate in consultations about their needs and challenges.

- ☐ Conduct focus group discussions with civil society organizations representing women and marginalized groups in order to verify intersectional mobility needs that may not be apparent through quantitative data.
- ☐ Analyze the data and conduct context assessments to identify context-specific requirements and suitable locations for new or renovated transport infrastructure.
- ☐ When collecting and analyzing data, focus on the Theory of Change to identify what changes in behaviours, knowledge, skills, attitudes and beliefs of users, service providers, planning authorities and other stakeholders are necessary to plan, implement and sustain inclusive transport infrastructure effectively.

Read more

- Collect disaggregated data: [Practical Guidebook On Data Disaggregation for the Sustainable Development Goals](#), Asian Development Bank (ADB), 2021
- Collect transport-specific data: [Development of a transport module for multi-topic household surveys](#), World Bank, 2005
- [Rural Access Index \(RAI\) – The Case of Timor-Leste](#), ILO and Roads for Development Program (R4D), 2017
- [Doing Qualitative Research for Development Programming: A step-by-step guide](#), The Asia Foundation, 2023
- Integrate a GESI lens while conducting research and analyzing results: [Integrating gender and social equality into sustainable development research: A guidance note](#), SEI, 2018
- Conduct an equity-based needs assessment and evaluate the findings: [Transportation Equity Toolkit](#), USF Center for Urban Transportation Research (CUTR), 2021

3. Develop and evaluate transport plans based on sustainable, resilient and inclusive outcomes

- ☐ Based on the identified gaps, future trends and population growth projections, create a long-term transport strategy with inclusive goals, aligned with climate and sustainability strategies.
- ☐ In alignment with the long-term transport strategy, develop medium-term plans for transport infrastructure coordinated with land use plans, development plans and other sectoral plans. Ensure that these plans incorporate provisions for inclusion, sustainability and resilience, such as considerations for universal design, crime prevention, gender-responsive design, road safety and sustainable solutions.
- ☐ Conduct Integrated Rural Accessibility Planning (IRAP) to improve universal access in rural areas.
- ☐ Engage relevant specialists to conduct a Strategic Environmental Assessment (SEA) and Equality/Diversity Impact Assessment to assess strategic options and evaluate network and corridor options towards attaining overall goals for sustainability, resilience and inclusion.
- ☐ Identify adverse climate risks and vulnerability through a Climate Risk and Vulnerability Assessment of existing systems.
- ☐ Clearly outline the roles, responsibilities and coordination mechanisms between different stakeholders.
- ☐ Indicate specific capacity requirements needed to implement the transport strategy and plans and how these will be resourced, strengthened and funded.
- ☐ Outline inclusive implementation approaches that should be prioritized when delivering infrastructure projects, such as the use of participatory planning, employment-intensive and local resource-based work methods, and sustainable construction technologies and materials.

Read more

- Conduct future thinking activities to forecast how the transport strategy can be more inclusive: [Reimagining the Future of Transport across Asia and the Pacific](#), ADB and Arup, 2022
- Ensure that people living in poverty are supported by the transport plan and strategy: [A framework for a pro-growth, pro-poor transport strategy: guidance note](#), World Bank, 2009
- Identify transport needs based on equity: [Transportation Equity Toolkit: Transportation Equity Needs Assessment & Project Prioritization](#), CUTR, 2021
- Incorporate inclusive transport principles in infrastructure plans:
 - [Transit Universal Design Guidelines](#), American Public Transportation Association, 2020
 - [Transit-Oriented Development \(TOD\) Standard 2.1](#), SUTP
 - [Inclusive Mobility: A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure](#), UK Department for Transport, 2021
 - [SHE CAN Tool](#), Empower Project
- Identify how existing transport infrastructure can be made more inclusive:
 - [How to Implement Street Transformations](#), Global Designing Cities Initiative (GDCI)
 - [Streets for Pandemic Response and Recovery](#), GDCI
 - [Improving Access in Rural Areas: Guidelines for Integrated Rural Accessibility Planning \(IRAP\)](#), ILO, 2003
- Conduct assessments to support decision-making and evaluation:
 - Determine the broader impacts of development interventions: [Locating the unintended consequences of interventions: A tool for analysing impact inequality in development programming](#), SEI, 2023
 - Assess environmental impacts: [The SEA Manual: A Sourcebook on Strategic Environmental Assessment of Transport Infrastructure Plans and Programmes](#), European Commission, 2005
 - Assess diversity impacts: [Diversity Impact Assessments](#), Network Rail



ACTION CHECKLIST: Transport planners and designers

Prioritizing and preparing projects for investment

1. Conduct assessments to narrow down inclusive transport projects for prioritization, and exclude projects with unmitigable negative impacts

- ☐ Conduct an Equity Assessment, Strategic Environmental Assessment (SEA), Equality/Diversity Impact Assessment and Social Cost-Benefit Analysis (SCBA) to rank possible projects according to benefits and costs.
- ☐ Conduct technical, environmental and social pre-feasibility assessments of projects.
- ☐ Verify if there is financial and technical capacity to deliver the project within the planned timelines.
- ☐ Create an exclusion list of proposed projects that have been determined through assessments to cause irreversible or unmitigable negative impacts on the environment or people

Read more

- Conduct assessments to narrow down transport projects:
 - Transport Equity Scorecard for prioritizing projects: [Transportation Equity Toolkit](#), CUTR, 2021
 - [The SEA Manual: A Sourcebook on Strategic Environmental Assessment of Transport Infrastructure Plans and Programmes](#), European Commission, 2004
 - Determine the broader impacts of development interventions: [Locating the unintended consequences of interventions: A tool for analysing impact inequality in development programming](#), SEI, 2023
 - Compare risk and hazards with exposure and vulnerability criteria in countries around the world: [Global Systemic Risk Assessment Tool](#)

2. Assess the intersectional mobility needs of stakeholders and beneficiaries to ensure that the project improves transport access for the most marginalized

- ☐ Complete a stakeholder analysis that uses an intersectional approach to identify the needs of different community members. Continue to expand the analysis based on emerging information.
- ☐ Identify how different transport modes, routes and services are currently used. Assess how these can be made more equitable for different users, based on stakeholder consultations and an intersectional analysis of disaggregated data on transport needs and preferences.
- ☐ Assess road safety, walkability and the risk (both actual and perceived) of crime and sexual harassment in transport routes and stations.

Read more

- Assess the walkability of the street network: [Pedestrian Mobility for Urban Growth - Walking and its Links to Transportation: Practical Guidance and Good Practice Examples](#), World Bank, 2019, pp. 79-82
- Assess road safety: [Network Wide Road Safety Assessment - Methodology and Implementation Handbook](#), European Commission, 2023
- Assess safety of public transport and streets through digital tools: [Digital Safety Auditing Tools](#), Empower Project
- Integrate a GESI lens in the analysis of data: [Integrating gender and social equality into sustainable development research: A guidance note](#), SEI, 2018

3. Design the project concept to achieve inclusive outcomes for transport users, employees and affected communities

- ☐ Design the project concept towards addressing the diverse mobility needs of women and marginalized groups, and with consideration for the sustainability and resilience of the transport asset or service against climate change, disasters and conflict.

- ☐ During site selection, consider the different safety and transportation needs of women, men, children and marginalized groups who will use the transport asset, and ensure that it is located in an area that is widely accessible and culturally appropriate and provides safe and secure access by all users.
- ☐ Make design choices towards developing systems that will be easy to interact with for all users, and operate and maintain by all employees, with a preference for solutions that require less effort.
- ☐ Plan for cost-effective, accessible transport features.
- ☐ Coordinate with relevant authorities regarding existing and future land use planning to effectively address the current, interim and future access and mobility needs of affected communities.
- ☐ Determine the approaches to be used for inclusive implementation, such as employment-intensive and local resource-based approaches, and how this affects the design and planning of the project.

Read more

- [Towards Sustainable Fleet Transitions](#), Arup, 2022
- Design the project concept according to inclusive principles:
 - [Global Street Design Guide](#), GDCI, 2016
 - Plan for cost-effective accessible transport features: [Improving accessibility to transport for People with Limited Mobility \(PLM\): a practical guidance note](#), World Bank, 2013

4. Analyze and evaluate project feasibility according to environmental, social and economic impacts and co-benefits

- ☐ Review the socioeconomic context of the project, including local culture, norms and values in relation to the use of transport services, as well as social and gender inequalities.
- ☐ Determine the project's potential risks and negative impacts on the local community and the environment, including the possibility of perpetuating existing inequalities, discrimination against particular groups, human rights

violations, risks to women's safety, disruption of informal transport networks and environmental risks.

- ☐ Identify any health, safety and environmental impacts and how these will be mitigated, managed and addressed.
- ☐ Consider any inequalities in how communities access ecosystem services and natural resources, and the possibility that project activities could impact access to and management of these natural resources.
- ☐ Identify whether project activities could adversely impact tangible or intangible cultural and natural heritage or ecosystem services.
- ☐ When there are no options to mitigate and prevent major negative impacts on local communities, the environment and/or marginalized groups, projects should be declared unfeasible.

Read more

- Conduct social analysis: [Social Analysis Sourcebook: incorporating social dimensions into Bank supported projects](#), World Bank
- Assess impact on employment: [Employment Impact Assessment \(EmplA\)](#), ILO, 2021
- [Guide for Monitoring Employment and Conducting Employment Impact Assessments \(EmplA\) of Infrastructure Investments](#), ILO, 2020
- How to integrate environmental and social safeguards across the project cycle: [Environmental and social safeguards guidelines](#), ILO, 2022
- Determine the broader impacts of development interventions: [Locating the unintended consequences of interventions: A tool for analysing impact inequality in development programming](#), SEI, 2023



ACTION CHECKLIST: Transport planners and designers

Design inclusive transport projects

1. Incorporate the results of participatory and co-creative processes in the design

- ☐ Based on the participatory consultations, identify specific detailed design features that are required to provide inclusive transport for women and marginalized groups, with consideration to affected stakeholders such as asset owners, operators of formal and informal transport, and nearby establishments.
- ☐ Conduct design workshops to co-create, discuss and agree upon design features with the targeted beneficiaries and affected stakeholders.
- ☐ Take into consideration the local culture, norms and values that impact the use of transport infrastructure facilities.
- ☐ Design to ensure access and mobility for women and marginalized groups to social services, community gathering spaces, markets, and places for entrepreneurship and employment.
- ☐ Ensure the design incorporates connectivity and integration with existing transport modes and assets.

2. Integrate design approaches that promote inclusion together with efforts to achieve sustainability and resilience

- ☐ Design projects to incorporate inclusion, climate resilience and sustainability, for example through the use of nature-based solutions for shading, stormwater collection and drainage within street design.
- ☐ Ensure the project design respects existing institutions, establishments, and natural and cultural heritage.

3. Optimize the design to maximize positive impacts, minimize negative impacts, and reduce future operational and maintenance costs

- ☐ Use design codes and standards that are aligned with international best practices, support the needs of all identified end users, protect the local environment and address local hazards.
- ☐ Consider the security and safety of all users, specifically that of marginalized groups and women in all their diversity, while planning the site layout of the infrastructure project.
- ☐ Ensure that the design and site selection consider how diverse groups living, working, studying and playing near the transport infrastructure will be impacted by construction, operations and maintenance activities.
- ☐ Ensure that the design and site selection consider the impact on transverse travel paths, which may need controlled crossings, pedestrian crossings and required essential facilities.
- ☐ Optimize the design of the transport project to reduce future operational and maintenance costs, which affects the affordability of the transport service.

Read more

- Conduct co-creative design processes:
 - [Tool box: Co-design exercises](#), Active Neighbourhoods Canada
 - [Using creative participatory approaches for inclusive climate resilient transport in Africa: Guidelines for practitioners](#), SEI, 2022
- Incorporate accessibility features in transport:
 - [Bus Rapid Transit Accessibility Guidelines](#), World Bank, 2007
 - [Improving accessibility to transport for People with Limited Mobility \(PLM\): a practical guidance note](#), World Bank, 2013
 - [ADA Standards for Accessible Design](#), U.S. Department of Justice, Civil Rights Division
- Improve walking environments for women and people living in poverty: [Pedestrian Mobility for Urban Growth - Walking and its Links to Transportation: Practical Guidance and Good Practice Examples](#), World Bank, 2019
- Design child-friendly streets and transport systems:
 - [Designing Streets for Kids](#), GDCI, 2020
 - [Proximity of Care Design Guide](#), Arup and the Bernard van Leer Foundation
- Design gender-responsive streets and transport systems: [Guide on Integrating Gender into Infrastructure Development in Asia and the Pacific: Transport and Roads](#), UN Women and UNOPS, 2019
- Design safe streets and transport environments: [Crime Prevention Through Environmental Design standards, guidelines and policies](#), The International Crime Prevention Through Environmental Design Association



ACTION CHECKLIST: Project managers and teams

Prioritizing and preparing projects for investment

1. Conduct continuous participatory consultations and co-creative processes with local communities and civil society organizations to inform project definition, resolve land conflicts and address context-specific mobility needs

- ☐ Use disaggregated data to identify key stakeholder groups that should be engaged in consultations, particularly underrepresented groups.
- ☐ Consider whether particular efforts may be needed to include the voices of key stakeholder groups, such as engaging local CSOs to facilitate their participation or using alternative communication methods.
- ☐ Coordinate with local governments, CSOs, local businesses and other community-based organizations to ensure an integrated approach to information gathering.
- ☐ Carry out consultations and focus group discussions in each community, village, town or city affected by the transport infrastructure to understand their daily lived experiences and the nuances associated with the whole-of-journey experiences (such as different usage of paths and routes) of different users, particularly women and marginalized groups.
- ☐ Consider using participatory data gathering techniques, such as participatory mapping of movement patterns and condition inventories in the community, to inform the planning of the transport project.
- ☐ Use participatory and human rights-based methods to mediate and resolve any conflicts over land that is planned to be used for the transport project.

Read more

- Align with international standards on community engagement: [Minimum quality standards and indicators in community engagement](#), UNICEF, 2020
- Conduct participatory and co-creative processes:
 - [Using creative participatory approaches for inclusive climate resilient transport in Africa: Guidelines for practitioners](#), SEI, 2022

- [Tool box: Co-design exercises](#), Active Neighbourhoods Canada
- [Local resource-based \(LRB\) approaches and community infrastructure](#), ILO, 2020
- Ensure that women and marginalized groups can meaningfully participate:
 - [Toolkit on Accessibility: Organization of Accessible Events](#), UNICEF, 2022
 - [Beyond Consultations, A tool for meaningfully engaging with women in fragile and conflict-affected states](#), Gaps UK, Women for Women, Amnesty International, Womankind Worldwide, and Saferworld
 - [Let's go! Steps for engaging older people and improving communities for all ages](#), HelpAge, 2022
 - [Participatory research with older people: a sourcebook](#), HelpAge, 2011
 - [Participatory approaches for gender-sensitive research design](#), CGIAR, 2014
- Deal with land conflicts in an inclusive and participatory manner: [Dealing with Conflict](#), Chapter 9 of Advancing inclusive land governance, Both ENDS, 2020

2. Incorporate inclusion in the project brief and business case

- ☐ Incorporate inclusive objectives within the project brief, including targets, constraints and required standards or international best practices for inclusive design and implementation to be followed.
- ☐ Align the project objectives with strategic targets for inclusive, sustainable and resilient transport.
- ☐ Conduct a Social Cost-Benefit Analysis (SCBA) to quantify the intangible social benefits of the project such as environmental impacts, time savings, health and well-being benefits, and accident costs.
- ☐ Conduct studies of the target stakeholders' ability and willingness to pay for the transport service to determine whether financial subsidies are necessary to improve the affordability of the transport service.
- ☐ Identify whether the project can be used to offer short-term employment to provide immediate cash opportunities to communities affected by disasters.

Read more

- Develop a business case through the Five Case Model: [Infrastructure Business Case: International Guidance](#), UK Government Infrastructure and Projects Authority, 2022
- Techniques to optimize finance for affordable projects: [Affordability and Optimising Finance](#), Global Infrastructure Hub, 2019
- Conduct a Social Cost-Benefit Analysis: [Valuation Techniques for Social Cost-Benefit Analysis](#), HM Treasury and UK Department for Work and Pensions, 2011
- Identify if the project can provide short-term employment to disaster-affected communities: [Emergency employment](#), ILO, 2021

3. Identify financiers who support inclusive projects and determine their requirements for effective and competitive project preparation

- ☐ Identify financing partners and funding opportunities that favor inclusion indicators, local job creation and social development.
- ☐ Engage donors and development partners to support inclusive infrastructure projects.

Read more

- Identify funding opportunities:
 - [Innovative ways for Financing Transport Infrastructure](#), United Nations Economic Commission for Europe, 2017
 - [Explainer: how to finance urban infrastructure](#), C40 Cities Finance Facility, 2017
 - [Funding Options, Alternative financing for infrastructure development](#), Deloitte, 2013
 - [Financing for Gender Equality](#), UN Women
- Engage donors and development partners to develop or implement organizational policies on disability and accessibility: [Toolkit on Accessibility: Advocacy for Accessibility](#), UNICEF, 2022, p. 25



ACTION CHECKLIST: Project managers and teams

Planning and mobilizing for project delivery

1. Mobilize capacity to create and deliver on inclusive targets, including hiring GESI specialists and providing skills and capacity building to teams and private sector stakeholders

- ☐ Engage GESI and accessibility specialists to ensure that all project activities and outputs are responsive to gender, age, disability, and other relevant social factors. GESI specialists should be included in planning all project activities, selecting social impact assessment indicators, carrying out a GESI analysis and developing a GESI Action Plan.
- ☐ Engage long-term GESI specialists in a geographical entity and/or project team to ensure that GESI Action Plans are implemented.
- ☐ Ensure that the project team has the right people, resources, skills and capacity to effectively implement, monitor and evaluate project activities according to inclusive targets defined in the GESI Action Plan.
- ☐ Provide training for private sector stakeholders, such as designers, contractors and project managers, on integrating participatory processes and inclusive activities in implementation work.
- ☐ Consider the need to conduct capacity building activities at different levels on how to understand differentiated needs and implement inclusive approaches.

Read more

- Hire GESI specialists and accessibility consultants:
 - [Tip Sheet No. 3 - Implementing Gender Action Plans: Roles and Responsibilities](#), ADB, 2013
 - [Generic terms of reference for Gender Expert \(Project Design\)](#), United Nations Industrial Development Organization (UNIDO)
 - [Toolkit on Accessibility: ToR - Accessibility Assessment Consultant](#) (Section G: Accessibility Checklists), UNICEF, 2022

- Improve the skills and capacity of the private sector stakeholders to engage in participatory and inclusive implementation:
 - [Small-scale contractor development in the construction sector](#), ILO
 - [Developing the construction industry for employment-intensive infrastructure investments](#), ILO, 2019

2. Ensure that project budgets can support inclusive implementation through adequate allocation and ring-fencing of resources for inclusive activities

- ☐ Allocate adequate financial resources for GESI-mainstreaming activities and incorporate considerations for an inclusive and gender-responsive budget that disaggregates expenditures minimally in terms of gender, age and disability, where possible.
- ☐ Allocate a budget for participation and engagement activities, including venue rental, printing, participation costs, and translation/interpretation costs.
- ☐ Consider the budget needed for inclusive implementation, such as the costs of social protection provisions, use of employment-intensive approaches, or providing reasonable accommodation at the worksite for workers with disabilities.

Read more

- Gender-responsive budgeting:
 - [Engendering Budgets: A Practitioners' Guide to Understanding and Implementing Gender-Responsive Budgets](#), Commonwealth Secretariat, 2003
 - [Gender-Responsive Budgeting in Asia and the Pacific: Key Concepts and Good Practices](#), UNESCAP, 2018
 - [Handbook on Costing Gender Equality](#), UN Women, 2015
- Conduct a Gender-Disaggregated Beneficiary Assessment and Gender-Disaggregated Expenditure Incidence Analysis: Part II in [Guide on integrating gender throughout infrastructure project phases in Asia and the Pacific](#), UN Women and UNOPS, 2019
- [Socially inclusive & gender responsive budgeting](#), Swiss Agency for Development and Cooperation SDC, 2019

- Training on gender-responsive budgeting:
 - [Gender Responsive Budgeting](#), UN Women
 - [Gender Responsive Budgeting in Practice: A Training Manual](#), UNFPA, 2006

3. Develop a GESI Action Plan with realistic targets, activities, indicators and appropriately allocated resources

- ☐ Review documents and lessons learned from similar projects or contexts to identify information that can inform the project, including successful and unsuccessful GESI activities.
- ☐ Formulate realistic targets linked to inclusion-related objectives and specific, measurable, achievable, relevant, and time-bound (SMART) indicators. Targets and strategies should enable step-by-step progress, bringing incremental changes and challenging the culture without threatening it. Targets should facilitate monitoring of participation and benefits.
- ☐ Ensure that the GESI Action Plan uses an intersectional and participatory approach and presents an evidence-based rationale for recommended activities directly linked to overall project objectives. These activities should support the intended project solution in addressing all users' diverse needs and requirements, such as accessibility, safety, security and well-being of women and marginalized groups.
- ☐ Plan empowerment activities for women and marginalized groups that can be undertaken as part of the project. These should also include activities to help other community members learn about and contribute to transforming harmful sociocultural norms that cause discrimination and social exclusion against women and marginalized groups.
- ☐ Define the resources (human and financial) required and capacity strengthening necessary to deliver the GESI Action Plan.
- ☐ Define clear monitoring and evaluation indicators and opportunities for participatory monitoring.

- ☐ In combination with the GESI Action Plan, prepare a Stakeholder Engagement Plan (SEP), Communication Plan (CP), Vulnerable Groups Plan (VGP), Grievance Redress Plan (GRP), Decent Work Plan (DWP) and Capacity Development Plan (CDP). Depending on the outcome of the stakeholder analysis, it may also be necessary to include an Indigenous People Plan (IPP), a Resettlement Plan (RP), and/or a Disaster Risk Reduction (DRR) plan.

- ☐ Incorporate environmental and social safeguards within the project activities.

Read more

- Assess who needs to be included: [The Social Inclusion Assessment Tool \(SiAT\)](#), World Bank
- Identify activities and make a GESI Action Plan:
 - [Guide on Integrating Gender into Infrastructure Development in Asia and the Pacific: Transport and Roads](#), UN Women and UNOPS, 2019
 - [ITF Gender Analysis Toolkit for Transport](#), International Transport Forum (ITF)
 - [UNIDO Guide to Gender Analysis and Gender Mainstreaming the Project Cycle](#), UNIDO, 2021
 - [Checklist for Gender Mainstreaming in the Infrastructure Sector](#), African Development Bank, 2009
 - [Employment-Intensive Investment Programme \(EIIP\): Environmental and social safeguards guidelines](#), ILO, 2022
 - [Guidance Note on Disability-Inclusive Project Management Cycle](#), UNESCAP, 2023
 - [sustainABLE tool](#), UNOPS
- Identify activities for inclusive employment-intensive approaches:
 - [Disability Inclusion in EIIP Stocktaking and way forward](#), ILO, 2022
 - [Illustrated Guidelines for Gender-responsive Employment Intensive Investment Programmes](#), ILO, 2016
 - [Towards the Right to Work: A guidebook for designing innovative Public Employment Programmes](#), ILO, 2012



ACTION CHECKLIST: Project managers and teams **Design inclusive transport projects**

1. Review and validate concept designs with the end users, especially women and marginalized groups, to ensure that they fulfil diverse mobility needs

- ☐ Involve and engage community members, local government officials, as well as other key stakeholders (e.g., CSOs and NGOs, and supply market), in consultations and the decision-making process to review and validate the concept designs of transport infrastructure assets. Ensure that participants represent the community's diversity as identified in the stakeholder analysis.
- ☐ Update the concept designs with the transport planners and designers to incorporate the findings of the review exercises until validation is achieved

2. Ensure that participatory consultations are conducted in an inclusive and accessible manner

- ☐ Establish a community committee for ongoing consultation and monitoring. Ensure a balanced representation of all genders and adequate representation of marginalized groups within the community.
- ☐ Evaluate whether power imbalances or gender norms make it uncomfortable or negatively influence the ability of diverse stakeholders to participate in consultations meaningfully. Schedule separate workshops if necessary.
- ☐ Ensure that workshops are located in safe, convenient and easy-to-access areas.
- ☐ Schedule workshops at convenient times for all relevant stakeholders, including women and marginalized community members, so they can attend. Adapt the methods and schedules to accommodate the diverse needs of stakeholders, including a proactive approach to engage with 'hard-to-reach' communities.

- ☐ Consider using diverse and accessible communication techniques during consultations and workshops to ensure input is received from the majority of the concerned community, particularly women and marginalized community members. Where feasible, leverage technology and digital communication methods to enhance reach and accessibility.

Read more

- Conduct participatory and co-creative processes:
 - [Tool box: Co-design exercises](#), Active Neighbourhoods Canada
 - [Using creative participatory approaches for inclusive climate resilient transport in Africa: Guidelines for practitioners](#), SEI, 2022
 - Ensure accessibility of consultations and events: [Toolkit on Accessibility: Organization of Accessible Events](#), UNICEF, 2022
 - Women's participation in fragile settings: [Beyond Consultations: A tool for meaningfully engaging with women in fragile and conflict-affected states](#), Gaps UK, Women for Women, Amnesty International, Womankind Worldwide, and Saferworld
 - Engage older people: [Let's go! Steps for engaging older people and improving communities for all ages](#), HelpAge, 2022; and [Participatory research with older people: a sourcebook](#), HelpAge, 2011



ACTION CHECKLIST: Project managers and teams

Construct inclusive transport projects

1. Improve the capacity of project teams, contractors and labourers to implement inclusive construction practices and foster an inclusive workplace

- ☐ Conduct skills training and capacity building for inclusive construction practices among project teams, contractors, labourers and construction supervisors.
- ☐ Conduct awareness and sensitivity training to promote an inclusive and non-discriminatory work environment for diverse groups.
- ☐ Contact educational institutions, such as local schools, to organize training programmes, internships and professional placements.

Read more

- Learn how to improve skills in employment-intensive infrastructure investment:
 - [ILO Guide for Skills Development in Employment-Intensive Investment Programmes](#), ILO, 2021
 - [Developing the construction industry for employment-intensive infrastructure investments](#), ILO, 2019
 - [Site Supervisor Course for Labour-Based and Community-Managed Upgrading of Urban Low-Income Settlements – Supervisor’s Site Reference Handbook](#), ILO, 2002
- Improve awareness and sensitivity for an inclusive workplace:
 - [Inclusion of lesbian, gay, bisexual, transgender, intersex and queer \(LGBTIQ+\) persons in the world of work: A learning guide](#), ILO, 2022
 - [Illustrated guidelines for gender-responsive employment intensive investment programmes](#), ILO, 2016

2. Monitor, evaluate and learn from inclusion efforts

- ☐ Plan, monitor and report on disaggregated indicators that specifically measure the achievement of inclusion criteria and relevant impact through both quantitative and qualitative data.
- ☐ Consider engaging a third-party monitoring agent, where relevant, or implement community-based monitoring to monitor environmental issues, inspect construction work and ensure transparency in projects.
- ☐ Engage local community members in participatory data collection, lessons learned workshops and post-closure evaluations of the project. Ensure that the sampling accurately represents the community.
- ☐ Train data collectors to be sensitive to gender, age and disability to help prevent bias.
- ☐ Determine if the delivery of the agreed project objectives and activities, and the GESI Action Plan in particular, sufficiently addresses the needs of women and marginalized groups.
- ☐ Document inclusion-related aspects of best practices and lessons learned so that they can be applied to new projects. Identify any gender-related benefits and achievements produced by the project using disaggregated data, indicators and statistics.

Read more

- Monitor, evaluate and learn from gender mainstreaming: [Gender Monitoring, Evaluation & Learning Mainstreaming](#), Renewable Energy and Energy Efficiency Partnership, 2017
- Monitor employment impacts: [Guide for Monitoring Employment and Conducting Employment Impact Assessments \(EmplIA\) of Infrastructure Investments](#), ILO, 2020
- Formulate inclusive indicators for results monitoring:
 - [Guidelines on designing a gender-sensitive, results-based monitoring \(RBM\) system](#), Deutsche Gesellschaft für Internationale Zusammenarbeit, 2014
 - [Guidance Note on Disability-Inclusive Project Management Cycle](#), UNESCAP, 2021
- Enable community-based monitoring: [Basic principles of Community-Based Monitoring](#), United Cities and Local Governments, 2014

3. Implement the GESI Action Plan and safeguards against negative social and environmental impacts of construction

- ☐ Engage long-term GESI specialists to ensure that the GESI Action Plan is completed, incorporated as part of the Implementation Plan, implemented accordingly, and reported against.
- ☐ Prepare and implement an Environmental and Social Management Plan, based on the results of Environmental and Social Impact Assessments, to minimize water, soil, air and noise pollution and carbon emissions.
- ☐ Refer to and adopt the technical specifications for the project design as per the relevant construction standards, considering reasonable accommodation, safety, gender-responsiveness and local context factors.
- ☐ Ensure that there is a proper redress mechanism for reporting and addressing any incident involving discrimination, sexual exploitation, sexual harassment, abuse of authority, or acts of gender-based violence by or towards any individual connected to the transport project.

Read more

- How to integrate environmental and social safeguards across the project cycle: [Environmental and social safeguards guidelines](#), ILO, 2022
- Implement measures for protection from sexual exploitation, abuse and harassment (PSEAH) and to address gender-based violence:
 - [PSEAH Implementation Quick Reference Handbook](#), CHS Alliance, 2020
 - [Addressing Gender-Based Violence and Harassment \(GBVH\) in the Construction Sector](#), CDC, European Bank for Reconstruction and Development (EBRD) and International Finance Corporation (IFC), 2020.
 - [Sexual exploitation, abuse and harassment \(SEAH\) Infrastructure Tool](#), DFID Safeguarding Unit, Infrastructure & Cities for Economic Development (ICED), 2019
- Protection of children and young people in infrastructure: [DFAT Child Protection Guidance Note: Child Protection in Infrastructure Activities](#), Department of Foreign Affairs and Trade Australia (DFAT), 2020
- Multilingual resource hub on safeguarding (English, French, Arabic, Kiswahili): [Safeguarding Resource and Support Hub](#)

4. Engage stakeholders in transparent and participatory project implementation

- ☐ Prepare an effective communication strategy to disseminate critical information about the project, such as its scope, foreseen impacts, and expected benefits, to all stakeholders and the community in the area of influence. This strategy must allow all interested groups to participate and express their concerns regarding the project's development to facilitate corrective or complementary actions.
- ☐ Incorporate community consultations as a continuous process activity to facilitate better follow-up to the agreements established in the previous stages, and improve management of new problems related to project implementation across its area of influence.
- ☐ Engage representatives from different interest groups in the communities, the contractor, and the contracting agency to support the implementation of the GESI Action Plan. These representatives must be briefed or trained regarding their specific roles in monitoring compliance with social safeguards and in identifying and implementing corrective actions.
- ☐ Share periodical progress updates and monitoring reports with stakeholders to promote transparency.



ACTION CHECKLIST: Project managers and teams **Renovate, retrofit, repurpose and decommission assets**

1. Repurpose old transport infrastructure assets into more appropriate types of transport or social or civic infrastructure that better serves communities

- ☐ Conduct studies of old transport infrastructure assets to determine the possibility of repurposing them into other types of transport infrastructure or social and civic infrastructure.
- ☐ Ensure alternative transport options exist before repurposing the transport asset, especially if this is the primary mode of transport for some users.

2. Support inclusive decommissioning activities, including safe and inclusive waste management

- ☐ Ensure that there are alternative transport options before decommissioning the transport asset, especially if this is the primary mode of transport for some users.
- ☐ Prioritize the recycling and reusing of construction materials recovered from decommissioned transport assets.
- ☐ Ensure that waste management practices and work conditions are safe and inclusive for informal workers.

Read more

- Case study on repurposing old transport infrastructure assets: [Reclaiming The High Line](#), Design Trust for Public Space
- Carry out asset recycling and material reuse:
 - [Guidelines for Implementing Asset Recycling](#), World Bank
 - [Reuse of building products and materials – barriers and opportunities](#), Buildings As Material Banks, 2021
 - [Circular Economy of Construction and Demolition Waste: A Literature Review on Lessons, Challenges, and Benefits](#), Purchase, Callun Keith, et al., 2021. See Section 10. Frameworks and Model Approaches
- Ensure inclusive waste management practices:
 - [Gender Factsheet: Why Does Gender Matter in the Sound Management of Chemicals and Waste?](#) United Nations Environment Programme (UNEP), 2022.
 - [Gender and waste nexus: Experiences from Bhutan, Mongolia and Nepal](#), International Environmental Technology Centre (UNEP-IETC) and GRID-Arendal, 2019. Recommendations for interventions and tools on page 77
 - [Gender and Recycling: Tools for Project Design and Implementation: Regional Initiative for Inclusive Recycling](#), IDB, 2013



ACTION CHECKLIST: Procurement officers **Planning and mobilizing for project delivery**

1. Conduct strategic procurement planning to ensure capacity to implement sustainable and inclusive procurement processes

- ☐ Develop the procurement strategy and plan, taking into consideration the inclusive market preparedness of both suppliers and products.
- ☐ Assess and plan procurement officers' need for training in sustainable procurement and how to mainstream inclusion into procurement processes.
- ☐ Ensure early public notifications of the procurement plan and process.
- ☐ Ensure that procurement process methods include inclusion-related evaluation criteria in decision-making.
- ☐ When feasible, break a tender into several lots, to allow small and medium-sized enterprises (SMEs) to bid for contracts.
- ☐ Ensure technical support is provided to suppliers to advance inclusion-related performance if required.

2. Implement measures to ensure integrity and transparency in the procurement processes, especially for public transport infrastructure projects

- ☐ Review the context of the project to identify any risks to achieving inclusive and transparent procurement, including the level of corruption, level of competition, lack of technical capacity, and insufficient cultural awareness.
- ☐ Ensure that procurement processes for government-led transport infrastructure projects are transparent to the public, guaranteeing that public funds support the affordability and quality of transport services. This can be achieved through open data, e-procurement, professional capacity and integrity training of procurement officials, joint transparency initiatives between governments and bidders, and regular monitoring and evaluation reporting with easy and timely access to information and relevant documents.

Read more

- Improve procurement transparency through open data: [Open Contracting Data Standard \(OCDS\)](#), Open Contracting Partnership
- [Inclusive Public Procurement Playbook](#), UNDP, 2022
- Online training on inclusive procurement: [How to Series 4: Mainstreaming Gender Equality in Procurement](#), UN Women Training Centre



ACTION CHECKLIST: Procurement officers **Conduct inclusive procurement**

1. Ensure that under-represented suppliers are able to participate in the bidding process

- ☐ Consider supplier engagement workshops, events and meetings (e.g., pre-bid, pre-contract, contract start up and contract progress meetings).
- ☐ Advertise the tender through both traditional and non-traditional methods, including through local youth or women's business associations or networks.
- ☐ Consider and take measures that increase the participation and contracting of typically under-represented suppliers, for example, businesses owned or operated by women, youth, and persons with disabilities. These measures can include limited competition, subcontracting, joint ventures and price preferences.
- ☐ Eliminate unduly restrictive requirements and/or liabilities without compromising the quality of the goods, works or services. Ensure there are appropriate securities, insurance and payment terms to eliminate potential barriers for micro-, small and medium-sized enterprises and youth- and women-owned businesses.
- ☐ Consider using the Short Form of Contract from the International Federation of Consulting Engineers (FIDIC) for works of relatively low capital value, as it reduces the time needed for its analysis. This particularly benefits SMEs, who have fewer resources at their disposal for the preparation of bids, and lessens the complexity of contract management.
- ☐ Track the percentage of project funds spent on typically under-represented suppliers.

2. Integrate inclusion conditions when formulating bid requirements, contract clauses and key performance indicators

- ☐ Require core prime suppliers to have policies and mechanisms to implement and address GESI issues, such as equal pay for equal work, equal access to work opportunities, non-discrimination, protection from sexual exploitation, abuse and harassment (PSEAH), and prohibition of child labour and forced labour.
- ☐ Require core prime suppliers to have policies and mechanisms to address feedback, including mechanisms for alternative dispute resolution, grievance redress, and claim and complaint management.
- ☐ Ensure a local inclusive approach to site establishment (and access thereto) with positive engagement with the local community (e.g., capacity building, recruitment, awareness events).
- ☐ Create conditions for site establishment that require the contractor to maintain safe and inclusive site facilities.
- ☐ Encourage main contractors to use SMEs and local subcontractors, suppliers and locally available construction materials, as applicable. Where required, ensure that bidders have completed training in local resource-based (LRB) or employment-intensive approaches.
- ☐ Ensure that all inclusion-related requirements, including performance reporting, are clear for bidders.
- ☐ Establish evaluation criteria to assess inclusion considerations in the proposals/bids. Ensure that a GESI specialist reviews both the evaluation criteria and the proposals.
- ☐ Implement a supplier corrective and preventive action process to manage non-conformances with agreed inclusion-related requirements, to address their impact, to analyze the reason for the non-conformance, and to establish appropriate actions to correct and prevent any repetition.
- ☐ Ensure adequate actions are taken when suppliers fail to perform according to agreed inclusion-related requirements, such as labour rights, codes of conduct, and health, safety, security and environment regulations.

Read more

- Conduct inclusive procurement to support businesses owned by women and marginalized groups: [Inclusive Procurement And Contracting: Building a Field of Policy and Practice](#), PolicyLink, 2018
- Conduct disability-inclusive procurement: [Guidelines on the Implementation of Indicator 8: Procurement](#), High-Level Committee on Management (HLCM) Procurement Network, 2020
- Policy recommendations for promoting women's participation: [Empowering women through public procurement and enabling inclusive growth](#), UN Women, 2021
- Strategies to address structural barriers to procurement: [Contracting for Equity: Best Local Government Practices that Advance Racial Equity in Government Contracting and Procurement](#), Insight Center for Community Economic Development
- Consider using the Short Form of Contract from FIDIC for simple transport works of limited duration: [Short Form of Contract 2nd Ed](#) (2021 Green Book)
- Conduct inclusive procurement for employment-intensive works and community-based contracting:
 - [Guide on gender-responsive procurement for Employment-Intensive Investment Programmes \(EIIPs\)](#), ILO, 2022
 - [Contracting Local Infrastructure Works](#), ILO, 2009
 - [Community contracts in urban infrastructure works](#), ILO, 2001
 - [Community Contracting and Organisational Practices in Rural Areas: A Case Study of Malawi](#), ILO, 2005
 - [Organisation, Contracting and Negotiation in Development Programmes and Projects: A Study of Current Practice at the Community Level](#), ILO, 2001
- Improve the capacity of local and small-scale contractors:
 - [Small-scale contractor development in the construction sector](#), ILO, 2003
 - [Developing the construction industry for employment-intensive infrastructure investments](#), ILO, 2019
- Improve procurement transparency through open data: [Open Contracting Data Standard \(OCDS\)](#), Open Contracting Partnership
- [Inclusive Public Procurement Playbook](#), UNDP, 2022
- [Designing and Implementing Grievance Redress Mechanisms: A Guide for Implementors of Transport Projects in Sri Lanka](#), ADB, 2010

- Implement measures for protection from sexual exploitation, abuse and sexual harassment (PSEAH) and the protection of children and young people:
 - [PSEAH Implementation Quick Reference Handbook](#), CHS Alliance, 2020
 - [Sexual exploitation, abuse and harassment \(SEAH\) Infrastructure Tool](#), DFID Safeguarding Unit, ICED, 2019
 - [DFAT Child Protection Guidance Note: Child Protection in Infrastructure Activities](#), DFAT, 2020



ACTION CHECKLIST: Contractors

Construct inclusive transport projects

1. Engage in inclusive workforce management, which promotes diversity and inclusion in hiring practices

- ☐ Before the start of construction works, organize meetings with the concerned communities, contractors, the contracting agency, local authorities and relevant local NGOs and CSOs to discuss the availability of labour inputs from the local communities.
- ☐ Prioritize hiring workers from the local community, including women and people in marginalized groups, to ensure they benefit from employment in the construction, operations and maintenance of the infrastructure asset.
- ☐ Ensure that job descriptions or terms of reference (TORs) use inclusive language and gender-neutral terms and are published in the main working language of the project site.
- ☐ Share project-related employment opportunities in channels likely to reach more women and diverse candidates.
- ☐ Ensure equal pay for equal work is offered, regardless of sex, gender, age or disability.
- ☐ Establish hiring quotas within job types to ensure the diverse and equitable representation of women and men (and marginalized groups where applicable) at all levels, from administration and operations to management and technical positions.
- ☐ Establish rotational systems if the labour supply exceeds the availability of job opportunities to ensure equitable distribution of employment benefits.
- ☐ Respect workers' rights to work in decent conditions, both wage and non-wage related. This includes ensuring timely and full payments of decent wages, providing wage entitlements and establishing inclusive complaint redress procedures. It also includes enacting Occupational Safety and Health (OSH) provisions, such as providing adequate tools, establishing arrangements to minimize the risk of

accidents, providing transport to and from the worksite, ensuring coverage under accident insurance and other social protection entitlements, training workers before the actual start of the construction works and establishing safeguards.

- ☐ Provide ongoing training and mentorship opportunities for all people, at all levels. When planning training sessions, take into consideration gender- or disability-specific needs.
- ☐ When hiring community members as construction workers, provide training in safe construction practices, working effectively in groups, GESI awareness, and Protection from Sexual Exploitation, Abuse and Harassment (PSEAH).
- ☐ Use an output-based payment system, with equal pay for equal work. This provides flexibility regarding working hours, which can support women and marginalized groups who may have time constraints that prevent them from working full-time.

Read more

- Engage local communities in infrastructure work:
 - [Community contracts in urban infrastructure works: practical lessons from experience](#), ILO, 2002
 - [Emergency employment](#), ILO, 2021
- Include women and marginalized groups in construction:
 - [Disability Inclusion in EIIP Stocktaking and way forward](#), ILO, 2022
 - [Illustrated Guidelines for Gender-responsive Employment Intensive Investment Programmes](#), ILO, 2016
 - [Inclusion of lesbian, gay, bisexual, transgender, intersex and queer \(LGBTIQ+\) persons in the world of work: A learning guide](#), ILO, 2022
- Improve capacity for employment-intensive infrastructure programmes:
 - [Employment-Intensive Infrastructure Programmes: Capacity building for contracting in the construction Sector](#), ILO, 1999
 - [ILO Guide for Skills Development in Employment-Intensive Investment Programmes](#), ILO, 2021
- Labour regulations and social safeguards: [Developing the construction industry for employment-intensive infrastructure investments \(Chapter 8\)](#), ILO, 2019

2. Engage in inclusive construction management, which ensures decent work conditions and enforces health, safety, security and environment (HSSE) standards

- ☐ Where cultural norms and capacity allow, ensure that there is a diverse range of construction supervisors on site (including both women and men) and that adequate and safe working facilities are provided for people of all genders.
- ☐ Ensure that there is no child and forced labour on construction sites, unless in non-hazardous tasks and under a formal apprenticeship related to their education.
- ☐ Ensure that on-site practices and activities support flexible working hours as much as practical, considering the convenient times for women, men and gender diverse workers who may be responsible for additional care and household responsibilities.
- ☐ Depending on the sociocultural context and the work demands, it may be necessary to have separate work groups for women and men, and to assign women's work groups to worksites closer to their homes.
- ☐ Complete a risk assessment and establish controls to ensure that hazards are minimized. Continuously monitor safety in the work zone and surrounding areas.
- ☐ Use environmentally sustainable work methods and local materials to construct or improve transport assets.
- ☐ Enforce health, safety, security and environment (HSSE) standards.

Read more

- Minimize negative impacts of construction on local communities: [Considering inclusion in construction](#), Costain
- Apply health, safety, security and environment (HSSE) standards:
 - [Environmental and social safeguards guidelines](#), ILO, 2022
 - [Guidelines on occupational safety and health management systems](#), ILO, 2009
- Gender-responsive construction management and supervision: [Guide on integrating gender throughout infrastructure project phases in Asia and the Pacific](#), UN Women and UNOPS, 2019, p. 56

3. Maintain safe and inclusive construction sites

- ☐ The GESI specialist should review and monitor the site establishment provisions to ensure that site facilities are safe and inclusive.
- ☐ Women workers and those living nearby can conduct a women's safety audit of the site, providing recommendations to address any concerns they may have.
- ☐ Enforce policies and mechanisms for non-discrimination, protection from sexual exploitation, abuse and harassment (PSEAH), and prohibition of child labour and forced labour.
- ☐ Provide segregated, private, secure and menstrual hygiene management-friendly toilet facilities on site for people who menstruate.
- ☐ Ensure on-site accommodation facilities are separated based on the requirements of women and men involved in the labour force and ensure safety and security measures are in place.
- ☐ Ensure that PPE is inclusive and fits properly on different types of people.
- ☐ Where cultural norms and capacity allow, provide family-friendly work facilities on site.
- ☐ Ensure there are private spaces for workers to express milk, quiet areas for neurodivergent people, areas for people to take medicine, faith areas for prayer and cultural or religious routines, and anything else that is relevant to the context.
- ☐ Where relevant to the context, provide accommodation for animals (including assistance animals and animals as a mode of transport).
- ☐ Ensure that all workers have safe and accessible transportation options to the construction site(s) and their place of accommodation.
- ☐ Ensure that an appropriate traffic management plan is implemented in and around the construction site to minimize public inconvenience and safety hazards. Ensure that any rerouting of sidewalks and pedestrian paths provides proper accommodations for persons using wheelchairs, strollers or carts.
- ☐ Conduct an impact assessment of the works on surrounding areas, and ensure adequate protection and safety measures are in place.

Read more

- [Safety Guidelines for Women in Construction](#), Occupational Safety and Health Administration
- [Safety, health and welfare on construction sites: A training manual](#), ILO, 1995
- [PSEAH Implementation Quick Reference Handbook](#), CHS Alliance, 2020
- Protection of children and young people in infrastructure: [DFAT Child Protection Guidance Note: Child Protection in Infrastructure Activities](#), DFAT, 2020
- Practical tools and guidance on emerging best practices to prevent and respond to the risk of violence and harassment: [Addressing Gender-Based Violence and Harassment \(GBVH\) in the Construction Sector](#), CDC, EBRD and IFC, 2020
- Measures for PSEAH in infrastructure: [Sexual exploitation, abuse and harassment \(SEAH\) Infrastructure Tool](#), DFID Safeguarding Unit, ICED, 2019



ACTION CHECKLIST: Transport operators

Operate and maintain inclusive transport assets and services

1. Build GESI awareness to foster inclusive environments in the transport sector

- ☐ Improve workforce policies, training programmes and hiring outreach to encourage the participation of under-represented groups, especially women and marginalized groups, in the operation and maintenance of transport services.
- ☐ Conduct community events and campaigns to foster a sense of community and ownership to enhance the cleanliness, safety and sense of place in and around transport assets.
- ☐ Conduct awareness campaigns to prevent sexual harassment on public transport.

2. Operate and maintain transport assets and services to provide safe, reliable and accessible transport for all types of users

- ☐ Ensure that the transport asset and its related equipment and features are well serviced and operational, with particular attention to maintaining accessibility, affordability and safety.
- ☐ Communicate information about any service disruptions immediately to passengers to allow them to make informed decisions about their travel arrangements, and include an estimate of when the disruption will be resolved.
- ☐ Ensure that mechanisms are in place to immediately restore or augment inclusive services or features targeted at marginalized groups during transport service disruptions, such as staff assistance for wheelchair users when wheelchair lifts are being repaired or temporary ramps when curb cuts are being repaired.
- ☐ Conduct periodic safety performance and risk mapping activities to inform safety improvement or investment plans.
- ☐ Engage local authorities to improve public safety in transport routes and stations.

3. Share real-time information on transport services to improve accessibility for a diverse range of users

- ☐ Where applicable, provide transport data to enable the creation of real-time travel information applications that provide dynamic real-time travel service status information to the general public. This helps to improve the travel experience and supports operational efficiency.
- ☐ Ensure that travel information is accessible and understandable for diverse audiences. This can include translations into multiple languages as relevant and filterable information about accessibility features in stations.

4. Establish inclusive monitoring and feedback mechanisms

- ☐ Ensure third-party monitoring and regular reporting on service quality. Allow public access to these reports.
- ☐ Ensure that feedback mechanisms on the usage or management of the transport facilities are in place and that all target users can access and use the facilities effectively.
- ☐ Where appropriate, establish a community committee for operation and maintenance with balanced representation of genders, as well as representatives of marginalized groups, in leadership positions.
- ☐ Review feedback about transport services provided on crowdsourced platforms, particularly regarding inclusive aspects such as accessibility, safety and affordability.
- ☐ Improve service delivery in response to feedback.

Read more

- Inclusive operations and maintenance for rural roads:
 - [Roads for all - Good practice guide for roads](#), Transport Scotland, 2013
 - [Nepal: Road maintenance as a vehicle for social inclusion and decent work for women](#), ILO, 2019
- Ensure women's safety through service planning and operations, [Women's Safety in Public Transport: A Pilot Initiative in Bhopal](#), World Resources Institute India, 2015
- Leverage technology to support maintenance and disseminate service information to passengers:
 - [Data-driven Transport Infrastructure Maintenance](#), ITF, 2021
 - [Open Your Transport Data Guidebook](#), SUTP
- [Environmental and social safeguards guidelines](#), ILO, 2022
- Establish inclusive feedback and accountability mechanisms: [Feedback and Complaints](#), CARE, and [Inclusive Monitoring and Feedback Mechanisms](#), Global Shelter Cluster
- Establish community committees for O&M: [Operations and maintenance of rural infrastructure in community-driven development and community-based projects: lessons learned and case studies of good practice](#), World Bank, 2015
- Review feedback from crowdsourced platforms: [My Safetipin](#)



ACTION CHECKLIST: Transport asset owners

Operate and maintain inclusive transport assets and services

1. Collect information about transport asset condition and performance to identify areas for routine and specialized maintenance activities to improve inclusive outcomes

- ☐ Collect data on transport asset condition and performance for use in routine maintenance and planning.
- ☐ Collect, review and update data on target users and passengers, including their user experience, sense of safety, and other factors influencing their mobility choices. Use the data to determine whether changes should be made in the operations of the transport asset.
- ☐ Identify critical transport assets and create Strategic Asset Management Plans to ensure these are properly managed.

2. Maintain user affordability through proper financial management and by prioritizing budgets for the maintenance of inclusive features

- ☐ Ensure the allocation of sufficient government funds for the O&M of the transport service to sustain a safe and healthy environment, including clean water and electricity in transport stations, and the maintenance of footpaths in rural areas.
- ☐ Integrate ancillary businesses into transit stations to subsidize travel fare costs.
- ☐ Consider using tariffs and congestion charges to reduce car traffic congestion and resulting air pollution, and use the funds to subsidize public transport.

Read more

- Manage infrastructure assets:
 - [Managing Infrastructure Assets for Sustainable Development: A Handbook for Local and National Governments](#), United Nations, 2021
 - [Tools for Infrastructure Asset Management](#), United Nations Department of Economic and Social Affairs
- [Tomorrow's Living Station](#), NetworkRail and Arup, 2019
- Gender mainstreaming in operations and maintenance: [Guide on integrating gender throughout infrastructure project phases in Asia and the Pacific \(Part V\)](#), UN Women and UNOPS, 2019
- Consider affordability and willingness to pay when developing fare policies and integrate ancillary businesses as cross-subsidy fund sources: [Mi Teleférico Cable Car Case Study](#), Global Infrastructure Hub, 2019
- [Transformative Rail: The issues shaping the future of the industry](#), Arup, 2020



ACTION CHECKLIST: Transport asset owners

Renovate, retrofit, repurpose and decommission assets

1. Collect information on transport asset condition and performance to identify access issues and opportunities for improvement

- ☐ Collect data on transport asset condition and performance to identify gaps in inclusive access for women and marginalized groups.
- ☐ Collect feedback and conduct participatory consultations with diverse user groups to identify opportunities for improvement.

2. Retrofit transport infrastructure assets to improve inclusion, sustainability and resilience

- ☐ Conduct studies of old transport infrastructure assets to determine the need to retrofit inclusive features, such as ramps for accessibility, diaper-changing facilities and menstrual hygiene management fixtures in toilets, benches for older people, and so on.
- ☐ Organize different audits to identify barriers related to assets and services, and to mitigate risks and stresses, so that people can make informed transport system choices. Look at this activity network-wide to set interrelated priorities and maximize impact.
- ☐ Determine retrofit features that can enable the achievement of sustainable, resilient and inclusive outcomes. This can include features for transport energy transition, which lowers emissions and reduces health risks from air pollution.
- ☐ Ensure that alternative options exist before retrofitting the transport asset or its parts, especially if this is the primary mode of transport for some users.

Read more

- Assess accessibility of structures: [Toolkit on Accessibility: Accessibility Assessments](#), UNICEF, 2022
- [Inclusive mobility: making transport accessible for passengers and pedestrians](#), UK Department for Transport, 2022

Abbreviations

GESI

Gender equality and social inclusion

LGBTIQ+

Lesbian, gay, bisexual, transgender, intersex, queer or questioning, plus

LNOB

Leave no one behind

SDG(s)

Sustainable Development Goal(s)

Glossary

**The use of inclusive language**

This publication has been developed with the best effort to use inclusive language. This includes avoiding the use of derogatory and discriminatory language that perpetuates negative stereotypes of any group or promotes a sense of hierarchy placing any group of people below others.

People-first language is prioritized, such as in the use of terms ‘persons with disabilities’ and ‘people living in poverty’. Gendered language is used when popular beliefs or preconceptions may obscure the presence or action of either gender. For example, recommendations in this publication may openly state that “both women and men” should be included in infrastructure works, as this is a male-dominated industry in many Global South countries. In other places, gender-neutral language is used, such as ‘labour force’ instead of ‘manpower’.

Read more

- [Guidelines for gender-inclusive language in English](#), United Nations
- [Disability-Inclusive Language Guidelines](#), United Nations

Agency

The ability of a person and communities to act freely and make choices about their lives and what they deem important, which can be constrained by institutional structures, social barriers, and access to resources and power.³⁴

Capacity

The ability of people, organizations and society as a whole to manage their affairs successfully.³⁵ This can include individual capacities (e.g., skills, knowledge), organizational capacities (e.g., strategies, systems, processes), and enabling environment capacities (e.g., policy framework for economic, political, environmental and social factors).³⁶

Children

Persons under 18 years of age, as defined by the UN Convention on the Rights of the Child.³⁷

Decent work

As defined by the International Labour Organization, decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.³⁸

Disaggregated data

Data that has been broken down into detailed subcategories, for example marginalized group, age, sex, gender, region or level of education. Disaggregated data can reveal deprivations and inequalities that may not be fully reflected in aggregated data.³⁹

Diverse needs

This term is used throughout this publication to capture two key concepts in inclusion: diversity and equity. Diversity is about recognizing, respecting and valuing differences. Equity is about each person having the right tools at the right time in order to live a good life. The term 'diverse needs' acknowledges that the right infrastructure can be different for people depending on their age, sexual orientation, gender identity, health or disability status, legal status, ethnicity, religion, education, income or geographical location.

Employment-intensive

A generic expression to describe strategies, programmes, projects, activities and assets that will promote direct or indirect, short-term or long-term employment generation at the highest possible level.

Employment-intensive investments

Investments in infrastructure that link infrastructure development with employment creation, poverty reduction and local economic and social development.⁴⁰

Empowerment

The process of enabling people to exercise their agency successfully. This can include increasing a person's control over personal decisions, their ability to make autonomous choices and influence household decisions, their ability to change aspects in their life, and their ability to collectively change things in their community.⁴¹

Environmental and social safeguards (ESS)

A term used by development institutions, international treaties and agencies to refer to policies, standards and operational procedures designed to first identify and then try to avoid, mitigate and minimize adverse environmental and social impacts that may arise during the implementation of development projects. ESS also have a proactive dimension to try to increase chances that development projects deliver better outcomes for people and the environment.⁴²

Forced labour

Work that is performed involuntarily and under the menace of any penalty. This includes situations in which persons are coerced to work through the use of violence or intimidation, or by more subtle means such as accumulated debt, retention of identity papers or threats of denunciation to immigration authorities.⁴³

Gender

Refers to the roles, behaviours, activities and attributes that a given society at a given time considers appropriate for men, women and gender-diverse people. In addition to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, gender also refers to the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context-/time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and

control over resources, as well as in decision-making opportunities. Gender is part of the broader sociocultural context, as are other important criteria for sociocultural analysis, including class, race, poverty level, ethnic group, sexual orientation, age, etc.⁴⁴

Gender identity

While concepts of gender identity vary greatly across the world, it is generally defined as each person's deeply felt internal and individual experience of gender, which may or may not correspond with their sex assigned at birth or the gender attributed to them by society. It includes the personal sense of the body, which may or may not involve a desire for modification of appearance or function of the body by medical, surgical or other means.

Gender expression

The range of cues, such as names, pronouns, behaviour, clothing, voice, mannerisms and/or bodily characteristics, to express a person's gender. It can be the same as or different from an individual's gender identity. One does not have to have a diverse sexual orientation, gender identity or sex characteristics to have a diverse gender expression. There is a common misunderstanding that gender identity and gender expression only apply to transgender and gender diverse people, but this is not true. As the Independent Expert on Sexual Orientation and Gender Identity (IE SOGI) put it, "All human beings live in gendered societies traversed by power hierarchies and preconceptions". In some cultural and geographical contexts, it is especially pertinent to highlight gender expression since 'non-conforming' gender expression increases the vulnerability of some individuals.

Gender equality

This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.⁴⁵

Gender equality and social inclusion (GESI) transformative approach

Activities that attempt to redefine traditional gender roles and relations and transform inequality and the marginalization of particular groups to promote shared power, control of resources, decision-making and support for gender equality and social inclusion.

Global South

The phrase 'Global South' refers broadly to the regions of Latin America, Asia, Africa and Oceania, mostly (though not all) low-income and often politically or culturally marginalized. The use of the phrase Global South marks a shift from a central focus on development or cultural difference towards an emphasis on geopolitical relations of power.⁴⁶ While the term is not geographically accurate, this publication uses this term over 'developing countries', which implies that development can only be achieved in the same manner as 'developed countries', disregarding inequalities brought about by colonization.

Horizontal and vertical inequalities

Vertical inequalities are the inequalities between individuals or households that are not related to group-based distinctions, such as income inequalities. Horizontal inequalities are the inequalities that exist between ethnic and other population groups.⁴⁷ Horizontal inequalities are often historically rooted and persist over generations because of entrenched deprivation or advantage. Current trends, such as migration, including refugee influxes, may also lead to horizontal inequalities.⁴⁸

Inclusion (social inclusion)

The process by which efforts are made to ensure equal opportunities so that everyone, regardless of their background, can achieve their full potential in life. Such efforts include a combination of top-down and bottom-up policies and actions that promote equal access to public services and enable citizens' participation in the decision-making processes that affect their lives.⁴⁹

Indigenous people

People with distinct social, economic or political systems, including language, culture and beliefs, who have a strong link to ancestral territories and surrounding natural resources. They often form non-dominant groups of society and have a historical continuity with precolonial and/or pre-settler societies.⁵⁰

Infrastructure

A key pillar of development. It is the set of fundamental facilities and systems that deliver essential services needed for our society to function, such as energy, transport, water, waste management, digital communications and more. It has three dimensions that work together to provide services that enable the achievement of development benefits: the built environment, the enabling environment, and the natural environment.

Infrastructure development

The process of planning, delivering and managing infrastructure across the entire infrastructure life cycle.

Internally displaced persons (IDPs)

Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border.⁵¹

Intersectionality

The interconnected nature of social categorizations such as race, gender identity, sexual orientation, religion, ability and social class, which overlap to create interdependent systems of privilege, oppression, discrimination or disadvantage.⁵²

LGBTIQ+

An acronym for lesbian, gay, bisexual, transgender, intersex, and queer or questioning people. The plus ('+') sign represents people with diverse sexual orientations, gender identities, gender expressions, and/or sex characteristics (SOGIESC) who identify using other terms or none.⁵³

Leave no one behind

The central, transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. It represents the unequivocal commitment of all United Nations Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole.⁵⁴

Local resource-based (LRB) approach

LRB approaches optimize the use of local resources, including local labour and technologies, as well as locally available materials, tools and equipment through local suppliers.⁵⁵

Marginalized groups

Groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions.⁵⁶ Marginalized people can be excluded in a specific context on the basis of different personal characteristics or grounds, such as sex, gender, age, ethnicity, religion or belief, health status, disability, sexual orientation, gender identity, education, income, or living in various geographic localities. A person belonging to a marginalized group (whether actual or perceived) faces increased risk of experiencing inequalities in accessing rights and use of services and goods,⁵⁷ including essential infrastructure services.

Meaningful participation

The concept of 'meaningful' participation ensures that women and marginalized groups are not only present in the process of infrastructure development, but that their concerns are heard and taken on board, and that they have the opportunity to articulate their contributions and expertise, to ensure that intersectional perspectives and analyses inform and shape infrastructure processes, and that outcomes benefit the whole of society.⁵⁸

Older people

An older person is defined by the United Nations as a person who is over 60 years of age. However, families and communities often use other sociocultural referents to define age, including status in the family, physical appearance or age-related health conditions.⁵⁹

People living in poverty

People living in a condition characterized by sustained or chronic deprivation of the resources, capabilities, choices, security and power necessary for the enjoyment of an adequate standard of living and other civil, cultural, economic, political and social rights.⁶⁰

Peri-urban

The territorial area on the edge of an urban settlement, typically characterized by rapid growth in population, mixed land use between agriculture, industry and housing, and fragmented governance systems. Some densely populated rural areas may display similar characteristics.⁶¹

Persons with disabilities

According to the United Nations Convention on the Rights of Persons with Disabilities, this includes persons who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.⁶²

Persons with reduced mobility

In transport planning, design and operations, it is important to consider the needs of people who have reduced mobility, which can include persons with disabilities, older people, and also people travelling with luggage or strollers.

Person who is neurodivergent

A person whose brain and cognition function differently from what is considered 'typical'. This term recognizes that brains do not all function in the same way. It includes people who are autistic, those with ADHD, and people with dyslexia.⁶³

Reasonable accommodation

According to the United Nations Convention on the Rights of Persons with Disabilities, this means necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities (as well as women and marginalized groups) the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.⁶⁴

Refugees

Under international law and the mandate given to the Office of the High Commissioner for Refugees (UNHCR), refugees are persons outside their countries of origin who are in need of international protection because of feared persecution, or a serious threat to their life, physical integrity or freedom in their country of origin as a result of persecution, armed conflict, violence or serious public disorder.⁶⁵

Stakeholders

Individuals, groups or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity or outcome of a project.⁶⁶

Suppliers

Vendors of works, supplies, goods and services.

Transport-related (social) exclusion

A concept that identifies the lack of adequate and inclusive transport resources as a factor leading to social exclusion, due to the lack of good access to jobs, goods, services and essential activities, as well as reduced quality of life due to high levels of exposure to pedestrian casualties and fatalities, and traffic-related air and noise pollution, especially in dense urban areas.⁶⁷

Trip chaining

A travel pattern where a sequence of several trips is conducted with several purposes,⁶⁸ such as carrying out care-related errands between work and home.

Universal design

The design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people, regardless of age, size or disability. This includes public places in the built environment, such as buildings, streets or spaces that people have access to; products and services provided in those places; and systems that are available, including information and communications technology (ICT).⁶⁹ The seven principles of universal design are: equitable use, flexibility in use, simple and intuitive use, perceptible information, tolerance for error, low physical effort, and size and space for approach and use.⁷⁰

Vulnerable

Social vulnerability refers to the varied capacity or inability of groups and individuals to deal with hazards and take effective measures to insure against losses. This is based on their physical and socioeconomic position, control over resources, as well as exposure to, awareness of, management of and ability to respond to risk.⁷¹

Youth

All persons between the ages of 15 and 24 years, without prejudice to other definitions by Member States.⁷²

Whole of-journey approach

An approach to transport accessibility that considers the journey from before a person leaves their home to their arrival at the destination. This enables a holistic understanding of the travelling experience and helps remove barriers across different transport modes and infrastructure.

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