Gender Action Plan

FP315: Livable and Resilient Cities Project (LRCP)

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GREEN CLIMATE FUND

3. Gender Action Plan

3.1. Gender Action Plan

The LRCP Gender Action Plan (GAP) provides a strategic framework to mainstream gender equality and social inclusion across all project components, ensuring meaningful participation of women, men, and marginalized groups throughout the project lifecycle. It emphasizes women's leadership, decision-making, and equitable access to services, while addressing structural inequalities embedded in cultural norms and power relations.

To this end, LRCP will implement the Gender Action Plan through the following key objectives:

1. Ensure equitable access to project benefits, especially for women, persons with disabilities, and other vulnerable groups;
2. Facilitate inclusive consultation and participation of women and marginalized populations in project planning, decision-making, implementation, and monitoring;
3. Generate and apply gender-disaggregated data to inform evidence-based planning, monitoring, evaluation, and learning.

The LRCP project follows national gender strategies and World Bank guidelines, emphasizing gender-responsiveness, elimination of gender bias and stereotyping, and zero tolerance for sexual harassment and GBV. It dedicates resources to increase women's representation in decision-making, enhance economic opportunities for women entrepreneurs, ensure safe and accessible urban transport for women and persons with disabilities, and promote inclusive awareness campaigns on WASH, climate resilience, and disaster preparedness. Through these measures, LRCP aims to achieve gender-equitable development and contribute to broader national and global gender equality goals.

Implementation of the Gender Action Plan: The Gender Action Plan (GAP) will be led by the Project Management Unit (PMU) within the Department of Human Settlements, supported by a gender expert to integrate gender-responsive strategies across planning, implementation, monitoring, and evaluation. Thimphu Thromde (PIU) and City Bus Services will operationalize GAP activities on the ground, coordinating with the PMU to embed gender considerations in project design, infrastructure, service delivery, and stakeholder engagement. Regular capacity building, monitoring, and reporting will ensure accountability, promoting inclusive participation and equitable outcomes for women, men, and marginalized groups, including persons with disabilities.

Table 1 Gender Action Plan

Impact statement: The project strengthens women's leadership in the transport and water sectors by promoting gender- and disability-inclusive approaches. It expands women's economic opportunities through training and support, improves safe and accessible public transport, and builds knowledge in WASH practices. It also enhances women's ability to manage caregiving, access services, and lead community resilience during water scarcity and flood emergencies.					
Strategic Priority Area	**Key Gender Actions**	**Indicators/Targets**	**Responsibility**	**Time Frame**	**Budget (USD) TBD**
Output 1: Women trained through LRCP-supported programs who gain employment in technical, operational, or managerial roles in the urban transport sector					
Activity 1.1 CBS management promotes inclusive recruitment, encouraging applications from men, women & persons with disabilities (PWDs)	Recruitment system of CBS is gender inclusive.	- % of job applicants by gender & people with disabilities. - **Outcome indicator**: share of female employees (technical,operational, managerial roles) at CBS [baseline: 21%; Target: 30%]	DHS-PMU, CBS, Gender Expert, GFP from the PMU	Year 1 onwards	
Activity 1.2 Offer internships and apprenticeships in operational and technical roles to women at CBS.	Internship & apprenticeship support provided to female staff.	- No. of women enrolled in operational /technical internships & apprenticeship - % of women who successfully complete the full program duration.	DHS-PMU, CBS, Gender Expert, GFP from the PMU	Year 1 onwards	18,000
Activity 1.3 Leadership development training provided for transport sector engineers, with focus on PMU and PIU staff.	Conduct of capacity building trainings for the women engineers	- No. of engineers from PMU and PIUs who participate & complete leadership development training. - At least 50% of women engineers participate & complete the training.	DHS-PMU, PIUs, Gender Expert, local training institutes, relevant CSOs	Year 1 onwards	5,000
Activity 1.4 Develop gender-responsive Human Resource manual of CBS.	Gender responsive HR manual in place.	- Completion status of the gender-responsive HR manual (finalized & approved by management)	DHS-PMU, CBS, Gender Expert, local HR consultant	Year 2	12,000

Activity 1.5 Establish one creche at the bus terminal.	Creche in place.	- Crèche at bus terminal with trained staff. -Complies with safety & hygiene standards.	DHS-PMU, CBS, Gender Expert, local contractors	Year 1	7,500
Output 2: Norzin Lam entrepreneurs and parking fee collectors receive livelihood restoration and economic empowerment support, with at least 70% reporting income recovery to pre-construction levels or higher within 12 months of construction completion					
Activity 2.1 Conduct baseline income assessment and develop business continuity plans for affected women entrepreneurs in Norzin Lam	Women entrepreneurs receive business continuity support	-Baseline income data collected for 100% of affected businesses (disaggregated by gender, business type, income level) -Business continuity plans developed for at least 80% of women-owned businesses	DHS-PMU, Gender Expert, TT-PIU and CSO	Before construction begins	9,000
Activity 2.2 Provide construction-phase income support package including temporary vending spaces/stalls in high-traffic areas; business signage and wayfinding during construction; advance notification system for access routes and closures; and cash grants or rental subsidies for severely affected businesses	Income protection measures implemented during construction.	-Number of temporary vending spaces provided to affected women entrepreneurs -All affected businesses receiving advance construction schedules -% of women entrepreneurs reporting income maintained at >70% of baseline during construction The income recovery indicators specifically for women supported by the project will be measured against the baseline. The project will conduct a baseline survey taking a sample of project affected people, which will include the group	DHS-PMU, TT-PIU, Gender Expert, Construction contractors	Year 2 onwards	16,500

		receiving direct support from project activities on livelihood enhancement. This will be further detailed during finalization of the GAP.			
Activity 2.3 Provide transition support for parking fee collectors (60% women) including skills assessment and job matching; vocational training linked to verified job opportunities; and, job placement assistance with local employers.	Parking fee collectors transitioned to alternative livelihoods.	-100% of parking fee collectors receive skills assessment -At least -70% of women employed or earning income from micro-enterprise within 6 months of training completion	DHS-PMU, CBS, Gender Expert, GFP from the PMU	Year 1 onwards	8,000
Activity 2.4 Provide post-construction business recovery support including access to microfinance/working capital loans; marketing and visibility campaigns for Norzin Lam businesses; priority allocation for women entrepreneurs in upgraded public spaces	Women entrepreneurs recover and grow post-construction.	-Number accessing microfinance/working capital (with gender-disaggregated data on loan amounts and repayment rates) - Entrepreneurs reporting increased income by more than 15% due to improved access, local footfall, and economic support packages. [Baseline:0; Target: 40%]	DHS-PMU, CBS, Gender Expert, GFP from the PMU and CSO	Year 2 onwards	7000
Output 3: Female public bus users reporting improved safety, accessibility, and comfort in using bus services and related infrastructure (percentage)					
Activity 3.1 Develop gender-responsive operational guidelines for bus services. Adaptive management measures will be undertaken following baseline results.	Bus service guidelines developed to address gender-specific needs and safety.	-Gender-responsive operational guidelines for bus services developed and approved -Number of gender considerations incorporated into the guidelines - Outcome indicator: Female public transport users reporting improved	DHS-PMU, TT-PIU, CBS, Gender Expert, local consulting firm	Year 2	3,000

		safety, accessibility, and comfort in using bus services and related infrastructure [baseline:0; target: 60%] The baseline will include a module on perception of safety among public transport users. This data will be collected pre-operation. The intention of the perception survey on safety especially for women is to help design activities and interventions that improve feeling of safety.			
Activity 3.2 Operational& technical staff show improved knowledge of security, safety & social inclusion in bus operation	Technical staff trained	-Number of operational and technical staff trained on security, safety and social inclusion.	DHS-PMU, TT-PIU, CBS, Gender Expert, relevant CSOs	Year 2& 3	2,000
Activity 3.3: Built women and disable friendly safe and accessible walkways and bus stops.	Women and disable friendly bus stops in place.	-No. of walkways &bus stops built/upgraded to gender-& disability-inclusive standards (ramps, tactile paving, handrails, lighting, signage). -No. of bus stops equipped with diaper changing tables, CCTV cameras, and emergency bells	DHS-PMU, CBS, TT-PIU, Gender Expert, Construction companies	Year 2 onwards	

Activity 3.4: Bus designs to meet the need of women and PWDs.	Design of the bus made gender and disability inclusive.	-No. of buses with design features**:** ramps, priority seating, low-floor entry, handrails, audio-visual announcements. -% Buses equipped with stabilized grab handles for women's ease of use **-**% of women and PWD passengers satisfied with bus accessibility & safety	DHS-PMU, CBS, TT-PIU, Gender Expert, Bus supplier companies	Year 2 onwards	
Activity 3.5: Train bus drivers and transport employees on bystander intervention during an incident of sexual harassment or taking action to improve female users' safety	Bystander intervention trainings provided to bus drivers and employees	Percentage of trained bus drivers and transport employees reporting an increase in knowledge of bystander intervention techniques to address sexual harassment of female transport users, as measured by pre- and post-training assessments. Baseline:0 Target: 70%	DHS-PMU, TT-PIU, CBS, Gender Expert, local consulting firm	Year 2 onwards	5000
Output 4: Women and Vulnerbale Groups as Beneficiaries of Water Reliabilty and Continuity Women					
Activity 4.1 Gender-Disaggregated Consultation on Water Service Scheduling and Shutdown Planning	Prior to any planned shutdown or construction-phase disruption, Thimphu Thromde (TT) conducts gender-disaggregated community consultations to: (i) identify female-headed households, women-owned businesses, and PWD households in affected service zones; (ii) understand the specific water-use needs of each group (domestic, business, menstrual hygiene, caregiving); and (iii) co-design shutdown scheduling and alternative access arrangements that minimize burden on these groups. Consultation records are disaggregated by sex, disability status, and household type, and	% of planned water shutdowns preceded by gender-disaggregated community consultation, with documented response to women's and vulnerable groups' concerns. Target: 100% Emergency WASH kits distributed to vulnerable households include hygiene supplies adequate for menstrual hygiene management. Target: 100%	TT-PIU,Gender Expert	Year 2 & 3	3,500

	findings are formally incorporated into TT's shutdown management plans.				
Activity 4.2 — Proactive, Multi-Channel Shutdown Communication Protocol Reaching Female-Headed Households and Low-Income Residents	develop and operationalize a gender-responsive shutdown communication protocol that: (i) uses multiple channels; (ii) includes advance notice of at least 48 hours for all planned shutdowns, specifying the affected area, duration, and location of nearest alternative water point; and (iii) designates female community focal points in each affected neighborhood — building on existing women's groups or Thromde community networks — to ensure last-mile communication reaches households without reliable phone or internet access	% of female-headed households and vulnerable households in shutdown zones reporting they received advance notice of the disruption and knew where to access alternative water. Target: ≥80%	TT-PIU,Gender Expert	Year 2 onwards	3,500
Activity 4.3 Women-Inclusive Flood and Water Emergency Early Warning and Preparedness	project develops a gender-inclusive emergency water and flood preparedness protocol that: (i) integrates women from target neighborhoods into TT's community flood monitoring networks, providing them with simple, accessible information tools to receive and relay flood and water emergency alerts; (ii) pre-positions emergency water supply arrangements (tanker contacts, bottled water cache locations) prioritizing female-headed households, households with infants, and PWD households in flood-prone zones, with these arrangements documented and community-visible before each monsoon season; and (iii) includes menstrual hygiene management supplies in TT's emergency WASH kits distributed to vulnerable households during floods, in line	% of women in flood-prone target neighborhoods who can correctly identify the local flood warning channel and know the location of their nearest emergency water point. Target: ≥75%	TT-PIU,Gender Expert	Year 2 onwards	4,500

	with WASH Cluster and Sphere Humanitarian standards				
Output 5. Capacity strengthening of Project Management through sensitizations, trainings, gender responsive infrastructures and effective M&E system incorporating gender, youth and vulnerable groups					
Activity 5.1 Recruitment of a Gender Expert in the DHS-PMU to facilitate and support gender equality and social inclusion integration.	Facilitation, support & integration of gender equality, social inclusion in PMU activities	- Gender Expert recruited - Gender is mainstreamed in all the activities of LRCP	DHS-PMU	Year 1 onwards	Included in PMU staff cost
Activity 5.2: Sensitization workshop on gender safeguards for MoIT, Thimphu Thromde, and CBS -**Training on basic gender concept**: attitudes, norms, stereotypes, parental roles, behaviors, GBV etc. **Awareness on SEA/SH**: laws, regulations, and reporting mechanism & **gender mainstreaming** across all project phases and sectors	Conduct of Gender sensitization trainings among the officials	- **Information materials developed** on gender awareness, rights, and skills for gender mainstreaming in plans and projects -100% of MoIT, Thimphu Thromde, and CBS staff (men and women) sensitized on gender issues and safeguard strategies	DHS-PMU, TT-PIU, CBS, Gender Expert	Year 1& 2	3,000
Activity 5.3 Sensitization workshop on gender safeguards to the local Community (same content as above) who will be involved with the project	Conduct of Gender sensitization trainings among the local Community members	-Develop simple materials on gender awareness, rights, and skills for community-level mainstreaming. -Sensitize 90% of community members (men, women, vulnerable groups) on gender issues and safeguard strategies.	DHS-PMU, TT-PIU, CBS, LG officials, local community, Gender Expert, GFPs from the PMU	Year 1	5,000
Activity 5.4 Gender responsive infrastructure and workplace design implemented in the offices of DHS, TT and CBS.	All offices have Gender responsive infrastructure in place providing favourable environment	- Number of clean and separate toilet for female with SNVM in place. - Number of toilets with accessible infrastructure for PWDs.	DHS-PMU, TT-PIU, CBS, PPD - MoIT	Year 1	7,500
Activity 5.5 Develop M&E framework to incorporate gender disaggregated data on the	Develop gender responsive monitoring & evaluation mechanism	- Integrate gender into the monitoring system	PMU, Gender Expert, MoAF	Year 1 onwards	Included in monitoring cost

number of women's groups, youth groups and vulnerable groups.		with specific gender indicators; - Collect and maintain gender-disaggregated data to track and analyze gender impacts			
				Total	

Table 3: **SEA/SH Prevention and Response Action Plan, LRCP**

Note: SEA/SH Action Plan Budget will also be linked with E&S budget.

	Activities to address SEA/SH risks	Timeline	Responsible for Action	Means of Monitoring	Output Indicators	Estimated Budget (Nu)
Outome: 80% project-affected persons demonstrated knowledge of and confidence in SEA/SH reporting mechanisms, with 100% of reported cases receiving survivor-centered response both during construction and operation.						
1. Coordination and materials preparation						
1.1	Develop and adapt materials covering both construction-phase risk and operational-phase risks and SEA/SH materials.	At the start of the project period	DHS-PMU, TT-PIU, CBS, Gender Expert	Training and communication materials developed Strategies developed for dissemination	• Number of SEA/SH training materials adapted and finalized in English and Dzongkha. • Number of IEC materials translated and culturally adapted for target communities.	500,000
2.Training and Capacity Building for LRCP Project Actors						
2.1	Conduct training and awareness for the Project Management Unit (PMU), city bus personnel, relevant stakeholders, and contractors on gender-based violence (GBV), including appropriate procedures for identifying, responding to, and reporting SEA/SH cases, Codes of	Start of the project and operation of the busses	DHS-PMU, CBS, Gender Expert, local CSO	Training report, pictures and videos, information dissemination session reports	• Number of GBV/SEA/SH training sessions conducted. • Number of total individuals trained, categorized by their roles (PMU, relevant stakeholders & contractors) and disaggregated by gender. • % of participants demonstrating increased knowledge of GBV and SEA/SH procedures, understand the CoC and survivor-centered response protocols (pre & post training assessments).	600,000

	Conduct (CoC), Grievance Redress Mechanisms and referral pathways for survivors.					
3. Stakeholder consultations and awareness raising on the SEA/SH risks						
3.2	Facilitate the engagement of a variety of stakeholders like local government functionaries, religious leaders, and CSOs (RENEW, DPoB, ABS) at key stages of the SEA/SH action plan to contribute to risk identification, community awareness-raising, and the strengthening of referral and support services.	Consultations need to be done on a monthly basis	DHS-PMU	Monitoring of the implementation of the Stakeholder Engagement Plan (SEP) Reports on ongoing consultations	• Number of stakeholder engagement meetings held, disaggregated by type of stakeholder (e.g., CSOs, government, religious leaders). • Number of stakeholders engaged, disaggregated by gender. • Number of SEA/SH action plan activities supported by stakeholders.	500,000
4. Establish an effective SEA/SH Grievance Redress Mechanism (GRM)						
4.1	Establish a dedicated SEA/SH GRM pathway at the project level with a specialized Project SEA/SH Committee and relevant project personnels	Before the start of the construction work	DHS-PMU, TT-PIU, GRM of MoIT, Gender Specialist, Contractors	Committee in place	• Functioning confidential reporting channels established at all project sites • Number of MOUs established with external service providers (RENEW, RBP/WCPU, hospitals, NCWC, PEMA) • .	500,000

					• Percent of SEA/SH cases where survivors were referred to appropriate services within 72 hours	
4.2	Contract a specialized GBV Service Provider (preferably CSO) to serve as primary prevention and response mechanism for project SEA/SH	Before construction start	DHS-PMU	Contract signed Service Provider mobilized	• GBV Service Provider contracted and mobilized • Hotspot mapping completed • SOPs for SEA/SH response developed •Number of awareness campaigns conducted •Number of SEA/SH cases received and managed by Service Provider	2,000,000
4.3.	Develop operational GRM framework and SOP aligned with national GBV SOP for City Bus Service to handle passenger complaints of sexual harassment in public transporta and service areas including SEA/SH	12 months before e-bus operations commence	DHS-PMU, CBS, Gender/GBV Expert	Operational GRM framework document, Safety audit reports **Outcome indicator:** 90% of project-affected persons demonstrated knowledge of and confidence in SEA/SH reporting mechanisms, with 100% of reported cases receiving survivor-centered response both during construction and operation.	• Operational GRM framework developed including SOP for survivor-centric response to complaints of sexual harassment in public transport/space and SEA/SH in project supported activites. • Safety features incorporated in infrastructure designs • City Bus Service staff trained on GRM and SEA/SH protocols	300,000
5. Code of Conduct (CoC) orientation and dissemination						
5.1	Develop and roll out a Code of Conduct (CoC) for contractors and civil works personnel (workers) that defines appropriate behavior and	Before the start of the construction work	DHE-PMU, TT-PIU, contractors, Gender Expert	Orientation sessions – attendance, pictures, register maintained for signed CoCs.	• CoC with SEA/SH content developed within the project. • Number of orientation sessions conducted on the CoC for contractors, workers and site personnel. • Number of site workers and staff who have signed the CoC.	200,000

	highlights SEA/SH risks, ensure comprehensive orientation sessions are conducted, require all on-site personnel to sign the CoC, and widely share the content - including visual materials with workers and nearby communities.					
6.	**Gender inclusive infrastructure facilities in the project sites**					
6.1	Contractors to ensure the provision of separate, safe, and easily accessible toilet and sanitation facilities for women and men at construction sites, with female facilities located at a reasonable distance from male facilities to guarantee privacy and safety; in addition, all public spaces around the project site be adequately lit to enhance security, particularly for women and vulnerable groups.	Prior to the commencement of construction works.	Contractor, DHS-PMU, TT-PIU, Gender Expert, Safeguard Team	Site visit reports, reviews during implementation support missions	• Number of gender segregated toilet and sanitation facilities for women and men that meet minimum safety and privacy standards. • Number of female toilet facilities located at a safe and private distance from male facilities. • Number of public lighting units installed around the project area.	600,000
7. Effective monitoring and evaluation (M&E) mechanism in place						
7.1	Conduct periodic field visits to assess the implementation of SEA/SH activities, and conduct	Throughout the project implementation period	DHS-PMU, TT-PIU, contractors, Gender Expert	Quarterly report and performance review reports produced	• Number of quarterly review meetings held to assess SEA/SH action plan progress.	500,000

	quarterly reviews of the SEA/SH Prevention & Response Action plan to strengthen oversight and provide strategic guidance to implementing agency staff and management.				• % of SEA/SH action plan activities on track (findings from field visits and reviews).	
	Total				•	

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