

Applying gender lens to Women Economic Empowerment Enablers to drive Female Labour Force Participation Rate

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Executive Summary



Women's participation in the formal workforce is vital for India's \$30 trillion economy goal by 2047, with manufacturing expected to create most of the 300 million new jobs. To ensure equitable growth, at least 100–150 million of these jobs should go to women.

Mobilizing women workers at this scale requires systemic changes, addressing safety, accommodation, and transportation barriers. Although caregiving needs broader social shifts, safety-security issues can be tackled through structured interventions, including safe, well-located accommodations and reliable transport.

Driving women labour force participation will need a multidisciplinary approach. Being intentional to create enabling infrastructure that has a gender lens will be more effective. Current dormitory-style worker accommodation assumes male and female needs are identical, but there are some nuanced differences between a men's accommodation and women's accommodation, which, if addressed, can have a positive impact on women labor force participation. Gender-sensitive space planning—such as incorporating creches, kitchens, and recreation spaces— improves women's participation. Unlike men, who stay in worker accommodation for years, women often exit the workforce upon marriage. Extending their workforce tenure requires a shift from hostels to family-inclusive housing.

Existing women's hostels (cluster housing), like Sakhi Niwas, by the Ministry of Women & Child Development (MoWCD) suffer from low occupancy. Making them more attractive through better facilities (O&M PPP), job linkages, and improved transportation access is key. When building new cluster housing, finding a few anchors will enable occupancy. . Industry reluctance to hire women for all shifts, largely due to transportation concerns, could be addressed through additional Viability Gap Funding (VGF) for safe transit solutions and enabling structures for last mile connectivity.

In conclusion, safe accommodation and transportation are critical enablers for women's workforce participation. However, to accelerate Female Labour Force Participation Rate (FLFPR), a synchronised approach will be needed across all enablers. Bundling jobs with accommodation and transport will help formalize solutions that can kickstart and sustain long-term female employment.

I. Background & Objective

India aims to become a \$30 trillion economy by 2047, driven by manufacturing, digital innovations, infrastructure development, and a strong services sector. India is projected to become the third largest economy within the next three years. The NITI Aayog's approach paper, 'Vision for Viksit Bharat @2047',¹ emphasizes the need for sustained economic growth to avoid the middle income trap. As per our estimates, ~10 million jobs are created every year in India currently. A 1% increase in Gross Domestic Product (GDP) growth typically leads to the creation of 1–1.2 million jobs in India, depending on the sector. If India grows at an average rate of 7–8% annually, it could create 10–15 million jobs per year, totaling 200–300 million jobs by 2047.

The manufacturing sector fueled by industrial expansion, automation, global supply chain shifts, and government led initiatives aimed at boosting domestic production and exports will drive this growth. Rapid growth in India's FLFPR is crucial to catalyse this aspiration as every comparable economy (Vietnam, South Korea, Indonesia) has shown. To leverage this opportunity and drive balanced economic progress, India should focus on empowering and integrating an estimated 100–150 million women into the workforce, unlocking their potential to shape the nation's future.

While the government is focussing on initiatives around skilling,² women entrepreneurship and employment promotion, additional efforts are required for a sustainable and inclusive growth. Women's workforce participation is driven by key economic enablers. Access to safe-secure accommodation and transportation is one such enabler for increasing women's workforce participation.

There is rising participation of women in India's formal manufacturing workforce, constituting 19.7% of the workforce in 2023-24.³ This amounts to approximately 20 million women, translating to a need of 20 million beds for women. To meet the need for 20 million beds for women, in industrial clusters, we need to consider large scale accommodation which brings together ~2000-5000 women in one place. The traditional working women hostels are cluster accommodation for 50-200 women in one location.

While successful captive accommodation models, such as Foxconn and State Industries Promotion Corporation of Tamil Nadu Limited (SIPCOT) model in Tamil Nadu, offer replicable examples, the broader market demands more flexible solutions. Existing shared accommodation models, like Young Women's Christian Association (YWCA), provide some precedent but remain limited in scope, particularly for industrial workers (eg: only one location in Byculla, Mumbai focused on industrial workers).⁴ Given these challenges, there is a clear opportunity to develop scalable and sustainable shared accommodation models that effectively support women's workforce participation. If housing for women has to be an enabler, it has to be looked at as multi-focal.

So far, accommodation for women workers is being looked at in isolation. Various ministries have schemes - Ministry of Housing and Urban Affairs (MoHUA) via worker dormitories and Ministry of Women and Child Development (MoWCD) via Sakhi Niwas scheme. However, just creating housing is not enough, creating transportation linkages with support from the Transportation Ministry is a critical enabler. Housing infrastructure, if not linked to jobs and transportation, is not enabling.

¹ The NITI Aayog's 'Vision for Viksit Bharat @2047' serves as a long term strategic framework outlining key economic, social, and infrastructural priorities to position India as a developed nation by 2047. It emphasizes rapid GDP growth, sustainability, and social equity, aiming to avoid the middle income trap while ensuring inclusive progress.

² Ministry of Skill Development and Entrepreneurship (MSDE). (2019). *Women get a special focus under the Skill India Mission*. Government of India.

³ Mobin, Y. (2024, May 28). *Growth of women in manufacturing sector: Highlights & trends*. ETHRWORLD.

⁴ Inputs by Sharon Pires, YWCA, Mumbai during stakeholder consultations

To understand this issue, we analyzed existing data, consulted stakeholders, and hosted a roundtable on working women's accommodation on January 23, 2023, at the Udaiti Foundation, New Delhi. This paper draws key insights from the discussion, which included experts, government officials, social sector organizations, and private sector leaders. While the care economy is crucial, our focus remains on economic, financial, and infrastructure models.

To begin with, we address the key point of differentiation between men and women accommodation. The question that then arises - Do we need a gender lens to accommodation at all? This can be answered in affirmative as there is a distinction, and it is nuanced. Accommodation facilities for men and women differ, and this difference may have CAPEX implications. It is important to be aware of these nuances to understand their impact effectively.

2. Understanding the nuances of women accommodation needs

As noted by experts, there are 4 stages in a woman's life: the "4Ms"⁵ - Marriage, Maternity, Motherhood, Medical care. The role of being a caregiver is higher for women versus men. When we think of any policy for women, we need to be aware of the 4M's. This also suggests another nuanced difference, that is, we almost always assume men will consider living in dormitory style housing for 10-20 years or maybe longer, as they are single migrant workers and will stay as long as they can. For women, the stay will be merely 3-4 years as marriage (typically when they are 18-25 years of age) becomes a major decision point.

Thus, if we want women in the workforce for longer, only dormitory style accommodation won't work. We need to understand the nuanced differences in life stages of men and women, and create accommodation facilities in response to these needs.

2.1. Accommodation typologies to meet the changing needs of a woman's life stages

The working age starts at the age of 15 years and continues till around 60 years. During the age of 15-25 years, a woman may start with an entry level job. The normative societal expectation is that she will help with the household chores and look after her siblings.⁶ The norm of getting married and taking on caregiving responsibilities makes her hesitant to join the formal work force. Hence, the window when she is a part of the formal workforce is short.

Marriage and pregnancy have a significantly higher impact on women's decision to join the workforce versus men. A study⁷ by Farzana Afridi, Taryn Dinkelman, and Kanika Mahajan (2016) indicates that women are allowed by families to continue work after marriage only if the job is of high quality and has a social perception of being 'respectable'. The data shows a decline in rural married women's LFPR accompanied by an equivalent increase in the number of women who report domestic work as their primary activity. Employing women in formal high quality jobs will help women stay in the workforce even after marriage.

As per the Time Use Survey (2019),⁸ ~81.2% of women engage in unpaid domestic services (nearly 5 hours/day), compared to 26.1% of men (nearly 100 minutes/day). About 14% of women participate in unpaid caregiving, compared to 6.1% of men. Clearly, women's approach to formal economic employment is significantly different from men.

⁵ Inputs by Lohit Bhatia, CEO, Quess Corp Pvt. Ltd. during 'Unlocking and Building Working Women's Housing: An Enabler for Improving Women's Workforce Participation, a roundtable discussion organised by the The Udaiti Foundation on 23.01.2025

⁶ Sharma N., *Mobility Barriers to Women: Education, Employment and Empowerment*, 2019

⁷ Afridi, T. Dinkelman, and K. Mahajan, *Why are fewer married women joining the work force in rural India? A decomposition analysis over two decades*, J. Popul. Econ., 2018, 31 (3), 783-818

⁸ *Time Use Survey*, Ministry of Statistics and Program Implementation, 2019

While men continue to work till 60, women take multiple breaks in their career. women take multiple breaks in their career.^{9,10} The challenge of bringing women in the workforce is not just about making them start with a formal job but also making them stay amidst all the societal and caregiving expectations.

Even if women desire to be a part of the formal workforce, the societal norms and caregiving responsibilities limit them. That said, we do have to create opportunities for women who have taken the first step by joining skilling institutes [eg: Industrial Training Institutes (ITIs) or Polytechnics]. Our goal here has to be how to structure these better to enable longevity. How to ensure women gain value and confidence in these years that they wish to continue work post marriage and children. How to create an environment and infrastructure that is suitable for these new life stages. How can continuity in the formal workforce be made attractive for the women, the society and their families at large?

As stated earlier, when men join the work force, they are looking at a 50-60 year horizon with continuity. Women, on the other hand, have breaks at different stages. Mapping the needs of women in these 4M life stages, we identified that there are 3 distinct workforce accommodation types: (i) women workers live in dorm style arrangements (e.g., industrial manufacturing units), (ii) cluster women housing near city centres/transportation/ shared between multiple organizations hubs and (iii) women with unique needs such as single mothers or single headed households. Table 1 ascribes the 3 categories in detail.¹¹



Age Group	Life Stage	Key Motivations	Family & Social Considerations	Preferred Housing Type	Housing Features & Focus Areas
15-25 years	Transition from education to employment	- Early career exploration - Gaining work experience - Seeking financial independence	- Low savings - Financially dependent on parents/guardians - Preference for jobs with safe transport or deemed 'appropriate' for women	Worker Dormitories	- Located near industrial sites - Shared dormitory-style rooms (6 per room) - Focus on safety, meals, and transport connectivity
26-34 years	Marriage and childbirth influence career choices	- Seeking financial stability - Building savings	- Employment continuity depends on husband's income - Women often return to work 5 years after childbirth	Cluster Accommodation (Hostels – single/twin sharing)	- Located near commercial areas - Single or twin sharing rooms - Designed for service-class professionals - Premium to high-end facilities - Access to crèches, kitchens, etc. - Provision for family visits while ensuring privacy and safety
35-49 years	Peak career phase or career re-entry	- Career stability - Long-term financial security - Work-life balance	- Managing teenage children and aging parents - Household responsibilities - Women re-entering the workforce after childcare	Family Quarters	- Minimum 2 BHK housing for families - Emphasis on civic amenities - Recreational spaces for children - Emergency medical facilities - Community engagement opportunities
50+ years	Transition to retirement or flexible work	- Personal well-being - Financial independence for retirement	- Women take on caregiving roles for elderly family members while prioritizing personal health		

Table 2: Different archetypes of working women with three varying housing needs

⁹ How career breaks differ for women

¹⁰ Sylvia Ann Hewlett and Carolyn Buck Luce, "Off Ramps and On Ramps: Keeping Talented Women on the Road to Success", Harvard Business Review, March 2005

¹¹ Inputs by Mukta Naik, National Institute of Urban Affairs, during 'Unlocking and Building Working Women's Housing: An Enabler for Improving Women's Workforce Participation', a roundtable discussion organised by the The Udaiti Foundation on 23.01.2025

2.1.1. Dormitory style accommodation

Dormitory style accommodation plays a crucial role in enabling women's workforce participation by providing safe, affordable, and conveniently located housing especially in manufacturing industries, at scale. Currently, the creation of dormitory style hostels need viability gap funding (VGF) and an anchor tenant, as has been articulated in the NITI Aayog report, 'SAFE Accommodation: Worker Housing for Manufacturing Growth'.¹² In this paper, we talk about two models— (i) Captive Dormitory Accommodation, where large employers develop housing for their workforce, and (ii) Shared Dormitory Accommodation, which serves multiple employers, including MSMEs, through shared infrastructure.

2.1.1.1. Captive dormitory accommodation

Living on site or near factories minimizes commute times, offering workers greater safety and convenience, especially in unfamiliar urban environments. Furthermore, dormitories often house workers of similar backgrounds, creating a support network.

In India, Foxconn, in collaboration with the Tamil Nadu (TN) government, has built a 18,720 beds facility ₹706 crore investment which is a dorm-style residential complex for women at Vallam Vadagal Industrial Park near Sriperumbudur.¹³ This is set up as a Special Purpose Vehicle (SPV), with Rs. 37.5 crores investment by SIPCOT and Rs. 498 crores as a loan from the State Bank of India. Foxconn pays a rental to SIPCOT and women workers (six occupants per room) live free or at a highly subsidized monthly rental of ~1500 per month. Spanning across 20 acres, it consists of 13 blocks, the hostel is located on site, that is, within 4-5 minutes of the factory.¹⁴ The complex also includes a dining hall for 4,000 people, separate kitchen building, recreational areas, sanitary napkin incinerators and enhanced security features. With 35-50% of the factory staff being women, Foxconn's initiative with SIPCOT was beneficial to all parties. The learning for other large private employers looking at hiring more women¹⁵ is - invest in higher quality accommodation facilities for women and if possible, make them on site, to act as an enabler for increasing labor participation of women.

It is important to note that Foxconn faced a backlash from protesting women, when they were unable to provide quality living conditions. There were widespread protests supporting married women's participation in manufacturing activities. The government stepped in to look into the matter and take the role of the welfare state. In addition to hostels, at a broader level, addressing the women's need for caregiving, SIPCOT also added creches across all its 17 industrial parks, either government sponsored and run or private industry run, to cater to the needs of women with children.¹⁶

Although the current ask on the dormitory style housing is focused on single women accommodation, institutionalizing and integrating the creches as a part of the dormitory style working women accommodation policy can give a push to longevity of women workforce participation.

¹² NITI Aayog, Janaadhar, Foundation for Economic Development, December 2024. Available at [NITI Aayog website](#); last accessed on 17.02.2024.

¹³ The Week, *Tamil Nadu inaugurates Rs 706 cr state-of-the-art housing facility for Foxconn women employees*, 2024

¹⁴ The Hindu Businessline, *Tamil Nadu's SIPCOT aim to provide sustainable housing for industrial workers*, June 2024

¹⁵ The New Indian Express, *500 beds in Tamil Nadu housing facility for TATA plant*, September 2024

¹⁶ Times of India, *SIPCOT to build creches at estates*, August 2024; *SIPCOT Press release* dated 19.12.2024

2.1.1.2. Shared Dormitory Accommodation

A model relying on a large anchor tenant does not address the needs of MSME industries. While some organizations have the capacity to employ 5,000 women and operate a dedicated hostel as captive accommodation, many MSMEs lack the resources to do so. This was highlighted in our roundtable that there is a need for exploring shared accommodation models that multiple companies can utilize.

If dormitory housing is to be shared between multiple employers, the operator may not be the employer. An O&M-PPP model is recommended. In the roundtable discussion, it came clear that there are no examples of large scale shared housing. Participants of the roundtable did suggest that to make this model of a shared accommodation viable, some additional tax breaks, like charging electricity at residential rates versus commercial rates would be needed for the O&M partner to make profit. A detailed discussion and analysis on a working model for a shared dorm style accommodation needs to be worked out.

2.1.2. Cluster Style Accommodation

Going beyond dormitory style accommodation which are typically sites adjacent to places of work, there is a need to create accommodation spaces for women in peri-urban spaces, or those servicing urban locations. Traditionally, this need has been met by service providers like YWCA or paying guest (PG) facilities that offer single room arrangements, where each woman has her own room. For lower income households, urban slums grow organically to meet the demand. In essence, these are community driven living spaces. These are spaces where women have private bedrooms but share common areas such as kitchen, lounges etc.

Sakhi Niwas, working women hostels sponsored by the MoWCD, is a scheme catering this need with 50-200 bed facilities. There are currently 523 Sakhi Niwas nationally (Appendix 3).¹⁷ While the Sakhi Niwas policy and its intent is clear, there are questions around the occupancy of these facilities. Sakhi Niwas facilities have been experiencing consistently low occupancy rates. Private sector PG accommodations located in similar locations do not struggle with low occupancy rates. This indicates that the challenge is around infrastructure and awareness of women around such facilities. Difficulty in accessing these facilities are resulting in low occupancy rates.

In our interviews with inhabitants of Sakhi Niwas in Bhubaneswar, Odisha, we observed that women find these facilities affordable and accessible, however, the infrastructure needs improvement. Although women in these facilities were single women, inability of these women to bring in their minor kids was suggested to be another reason for low occupancy.

State governments have taken cognizance of the needs of women and have added care facilities. U.P. has announced provisions for married working women to live with their children,¹⁸ in addition to provisions for day care centers within the facility. Haryana government¹⁹ has also added daycare services for women with children. Under the aegis of Haryana Mahila Vikas Nigam (HMVN), these accommodations allow women to stay with their children — boys up to 12 years old and girls up to 18 years old.²⁰ This provision that lets women stay in a hostel as they transition through life stage shows foresight in the government initiatives. Further the Haryana State Creche Policy,²¹ outlines the establishment of creches equipped with trained staff, nutritious meals, health check ups, and educational activities (₹32.15 crore allocated to open 500 creches). Some of these creches may also be opened at working women hostels by HMVN to make their model more holistic.

¹⁷ PIB Notification [Year End Review: Achievements of Ministry of Women & Child Development](#)

¹⁸ Organiser, [Uttar Pradesh Government to launch 18 New Sakhi Niwas hostels under Mission Shakti 5.0](#), 2024

¹⁹ [Women and Child Development Department, Government of Haryana](#)

²⁰ Each hostel in Haryana is allocated a one acre plot, designed to accommodate 200 women, with a total estimated project cost of ₹65.3 crore.

²¹ [Haryana State Creche Policy, 2022](#)

In addition to care, transportation is also a concern for women. Most cluster housing being made today, location close to a transportation hub is important. YWCA across its 90 hostels is able to drive occupancy due to proximity to transport. The Tamil Nadu Government has implemented various initiatives to align women's accommodation with transportation. The Tamil Nadu Working Women's Hostel Corporation Limited (TNWWHCL) has established 'Thozhi hostels' which are strategically located to ensure accessibility to major transportation hubs. They run 13 facilities currently with 90% occupancy levels. They built a model similar to the YWCA model. The rooms are priced between Rs. 2000-4000, mostly shared between 2 or more women. As a base guideline, these hostels are located near a transportation hub, and operated by TNWWHCL who further invites private sector vendors for managing operations and maintenance. This private-government partnership addresses the issue of poor infrastructure and poor experience by providing upgraded facilities, CCTV cameras and other essential services like laundry and regular housekeeping. Thozhi is yet another example where we see the success of cluster accommodation for women, if transportation, quality of infrastructure is addressed and the private sector is brought in for operations.

To cater to a demand that is not concentrated and/or where the volume of women being hired is not high, the need is for small cluster hostels which can house 50-200 beds. Sakhi Niwas scheme, with certain changes, can enable the same. To make this scheme successful, some changes need to be made in space planning, improving infrastructure, creating access to these locations as well as creating creches. Additionally, considering moving the operations of Sakhi Niwas to an SPV or a private sector player and incentivising the same can be an enabler to drive higher occupancy rates.

2.1.3. Family Quarters

As we look at women's lifecycle, home ownership and having family quarters are the final step in an equitable environment for women work force participation. If we want women to migrate, we have to advertise and talk about access to family quarters for women. Traditionally, these housings have been occupied by men or given in the name of male employees (due to absence of enough women employees). Just like it is an accepted social norm that a man will bring his family and needs a 'quarter', the same should be promoted for women. While this may have an impact smaller than the dormitory style hostels in terms of volume, the societal impact will be high, if we shift our mindset from worker women hostels to worker women housing. The working of a family quarter will be similar to that of any family quarter, however, we just need to ensure that it is an option available to women also and there is no biased behaviour.

3. Applying gender lens to space planning, transportation and other factors influencing worker accommodation

Whether it is dormitories, cluster style accommodation or quarters, women have different needs in how the space is planned and where it is located. In the roundtable, a discussion was held to understand the nuanced needs of women's accommodation facilities which if incorporated, may lead to a higher acceptability among women to live in hostels.

Typically, these women's needs can be classified as those related to space planning and gender sensitization and training which will have minimal impact on the cost as against location and transportation needs, which have a potentially higher impact on the costs. As we are designing any new development in women's accommodation, it is important to understand these nuances, and incorporate them in the model to make it more viable.

3.1. Space Planning

When designing accommodation for women, there are certain space planning nuances to be kept in mind. These are typically associated with the ways in which women navigate and manage their lives. These have been derived from conversations with women, field visits to various women hostels, speaking to experts who run hostels and expert opinions at the round table.

3.1.1. Kitchen or cooking space for self: Women have a preference for self cooking or relying on an in house kitchen service vis-a-vis tiffin services, even if available at affordable prices.²² A common kitchen/pantry to private spaces, where they can cook, is an amenity needed in women hostels. A study on working women's hostels in Andhra Pradesh, Gujarat, Madhya Pradesh, and Maharashtra revealed that almost 75% hostels do not have the mandated kitchenette on each floor.²³



3.1.2. Grocery: Women like to cook and hence need access to groceries nearby. Netherlands has hostel facilities with grocery stores in the basements providing quick and easy access.²⁴ For working women residing in hostels, especially those with demanding schedules, having onsite grocery facilities or nearby stores is beneficial.



3.1.3. Salon (for grooming & supporting mental health): Salons play a significant role in women's lives, extending beyond grooming to serve as spaces for social interaction, self care, and even confidence enhancement,²⁵ boosting self esteem (research by Pierre Bourdieu's concept of "social capital").²⁶ In India, even kitchens play the role of bringing the women community together. YWCA²⁷ leverage salons not just for service but also for skill training as well. Considering these, salons become an essential while designing working women accommodation. In the round table, there was a discussion on- if men can get bars why can't women get salons- referencing the idea that military establishments create a bar for men. Salons play a similar role for women.



3.1.4. Storage spaces: Unlike men, women often possess items like gold that they carry with them. Currently, these items are typically concealed within their clothing. To alleviate concerns and reduce stress, hostels should offer secure spaces, such as lockable cupboards or individual lockers beside each bed. These storage solutions would not only ensure the safety of personal items but also serve as subtle dividers, enhancing privacy and security for each occupant.



3.1.5. Creches: By establishing on site creches within hostels, in convergence with the the PALNA²⁸ scheme, working women can access affordable and reliable childcare near their accommodation, ensuring a safe and nurturing environment for their children. This convergence would enhance women's workforce participation by reducing childcare burdens and fostering a more inclusive work life balance.

²² Observations made during our interactions with 12 trainees of engineering trades from Govt. ITI, Aliganj, Lucknow

²³ Study Report On "Evaluation of Working Women's Hostels In The States Of Andhra Pradesh, Gujarat, Madhya Pradesh and Maharashtra", Ministry of Human Resource Development

²⁴ Inputs from Jagan Shah, CEO, The Infravision Foundation during stakeholder consultations

²⁵ Even academic hostels like [Dr. M.G.R. Educational and Research Institute](#) have started providing an on campus salon for their students

²⁶ Pierre Bourdieu, *The Forms of Capital*, 1986

²⁷ Inputs by Sharon Pires, YWCA, Mumbai during stakeholder consultations

²⁸ [Mission Shakti Guidelines: PALNA scheme details \(pp 23-26\)](#).



3.1.6. Private spaces: During our visit to dorm-style living spaces, we observed that women often create private areas by tying ropes and draping sarees, reflecting their preference for privacy, which tends to be stronger than that of men. To support this need for personal space, the installation of curtains, folding screens, or sliding partitions between beds can effectively create individual zones without requiring structural changes. These provisions should be considered essential, even in the most basic accommodation models.



3.1.7. Washing areas: Creating dedicated spaces where they can wash and dry clothes and adding modern day amenities like laundry helps. Women typically are more modest about where and how to dry their clothes and prefer privacy.



3.1.8. Private spaces for work: Women living in these hostels may come from varying professions and differing schedules. An ability to work in their own space will help. During our visit to a hostel in Odisha, while some of the women were out there in offices, there were women who were engaged in some professional work (typing, sewing, etc.). Women tend to do home based work to earn that extra money. Creating a space where these occupants can do work in privacy, whether like a common work area, a library or a space in the dorm, would help.

3.2. People, staff and guidelines

While space planning is a crucial aspect for a women's accommodation facility, the presence of trained and permanent staff enhances security and fosters a supportive atmosphere. Well-defined policies ensure that the accommodation facility is regulated effectively without curtailing women's freedom and mobility.

3.2.1. Gender sensitization training: Gender sensitization training for the staff of working women hostels is crucial in fostering a safe, respectful, and inclusive environment for residents. These training programs, focus on issues such as gender-based discrimination, sub-conscious bias, handling harassment complaints, and creating a supportive atmosphere for women from diverse backgrounds.

3.2.2. Permanent staff versus Contract staff: Presence of permanent staff instead of contractual employees helps drive a sense of ownership, continuity, security and safety. YWCA Mumbai has reported higher occupancy and resident satisfaction due to this approach. Permanent staff provide a sense of security and stability, fostering a more trustworthy and familiar environment for women. Unlike contractual staff, permanent staff stay on location for longer durations. This model builds a strong sense of community and safety perception.

3.2.3. Health & well being: Further, we believe that adding some other simple provisions like, a visit by a gynaecologist every month will lead to creating a more holistic environment.

3.2.4. Law Enforcement, Police Patrolling, access control: A study²⁹ conducted with working women staying in hostels of Hyderabad highlighted significant gaps in security measures, with limited police patrolling in hostel areas being a key concern raised by residents. The presence of security guards in only 33% facilities (with no female guards) was also a concern. Instead of solving for security guards, most hostels adopt a curfew approach - 70% of hostels imposed curfews (10 PM–12 AM), which is not helpful for women. The need is to strengthen law enforcement. In the survey, it was also found that women preferred to take a location near a police station or locations which had night patrols, regular police security audits, mandatory reporting of security breaches by hostel management, and strict enforcement of visitor logs and complaint registers with police oversight.

3.2.5. Engaging hostel staff in community building: Active participation of permanent hostel staff in community events plays a vital role in creating a welcoming and supportive environment for residents. When staff members engage in organizing and facilitating activities—such as cultural programs, career development workshops, and wellness sessions—they build stronger relationships with hostellers, fostering trust and a sense of belonging. It strengthens the hostel's role as not just an accommodation facility but a thriving community where working women feel valued and secure.

²⁹ Inputs by Sharon Pires, YWCA, Mumbai during stakeholder consultations

³⁰ Undurti V., Swain S., Working Women's Hostels in Hyderabad: Perceptions of Hostel Residents and Owners on Living Conditions in Hostels, State Resource Centre for Women, Department of Women Development and Child Welfare, Govt. of Telangana, May 2020

3.3. Transportation and Last Mile connectivity

Women across classes struggle hard to find last mile connectivity and feel anxious alone on the road late at night or early in the morning indicating a need for safe transportation options to reach home, a layer slightly different from how men approach reaching home after a night shift. Thus last mile connectivity and affordability of the transport become key considerations. Our interactions with female trainees from government ITIs revealed that 42% viewed safety concerns while commuting as a major barrier to private employment.³¹ Even districts like Baghpat, Shamli, Barabanki, and Hardoi—despite their proximity to demand hubs like Ghaziabad and Lucknow—lack last-mile connectivity, limiting job opportunities for women. While some students stay in rental accommodations or PGs, most cannot afford this option, underscoring the need for hostels.

Free bus rides, a scheme implemented in Delhi, Karnataka, Punjab, and Tamil Nadu addresses the issue of affordability and safety. Although it has been helpful in increasing female ridership, there is not enough evidence yet that it has a positive impact on women's workforce participation as well. Many governments have launched initiatives to promote women drivers for women-only transportation. These efforts have not been sustained due to low ridership. Additionally, there has been no linkage with increased workforce participation. That said, transportation continues to be a significant need. In the roundtable discussions, it emerged that the issue was not so much about affordability but about last mile connectivity. Hence, the policy solutions need to be able to address the same. Building housing without an eye on transportation will only create another un-occupied location.

3.3.1. Location of these hostels: The locations which are transportation hubs or on transportation lines makes these hostels accessible. Women, unlike men, are more selective in their choice of transportation options and would prefer to take an option that feels safe and comfortable, and brings women close to home. Women, also will prioritise their safety over financial rewards indicating that if they are not comfortable with a transportation option, they may not join the workforce, however lucrative it is. Thus, investing in identifying safe transportation will be a key enabler which may have a cost implication which needs to be explored further.

3.3.2 Last mile connectivity: Women across segments find it challenging to travel home late at night due to limited availability of transportation options. While women are able to reach bus stops for point to point connectivity, last mile connectivity is a challenge. The government has an ability to give point to point transport but unpredictability of transport, absence of last mile connectivity options, especially at the late night hours creates anxiety for women and their families. This sense of 'unsafety' often becomes a deterrent in a woman's ability to work in the night shifts and hence not joining the work force. Finding a solution to last mile connectivity will be key. A simple solution like asking for in route stops can be considered as suggested in the roundtable, as a learning from the model in many other countries or being able to create a 'predictability' via GPS tracking of buses like in the western countries with alerts on phones could be a simple solution. That said, this needs to be solved at a systemic level.

³¹ Udaiti field surveys conducted in Ghaziabad, Baghpat, Hardoi, Barabanki, and Shamli during April 2025

³² Inputs by Sonal Shah, Founder, Urban Catalyst during the roundtable discussion

3.3.3 Owned Transport: Encouraging women to own transportation options is another option being piloted by the government. This gives women freedom, flexibility and independence. Giving women subsidies to own an electric 2-wheeler (as a part of Mission Pankh³³ in Odisha) is one such example.³⁴ There is a need to bring convergence with initiatives that provide interest free loans and subsidies for women to purchase two wheelers (eg: Odisha and Tamil Nadu), enabling safer and more efficient commutes.³⁵

4. Planning a Greenfield Projects: Large dormitory style accommodations for women

As we now understand, how women's needs are different from other accommodations needs, when planning a project, incorporating women needs will create a higher occupancy of women. Location as we understand has a huge impact on occupancy.

4.1. Location of a Green Field Project

In our discussions, three kinds of locations emerged: (a) Onsite (b) Site adjacent (c) Co-located with transportation hubs. When choosing a location for a green field project, the key considerations discussed above should be kept in mind. There is a cost and occupancy implication for women, as the location moves from being on site to site adjacent. As explained below, there are models that are successful or failed, due to access to transportation and location.

4.1.1 On Site: These worker dormitories are situated within the premises of large industrial plants/units, providing immediate access to the workplace. For example, the SIPCOT dormitory for Foxconn is 500-700 meters away from the manufacturing unit. A woman can walk to work, eliminating the need of transportation completely. Additionally, if there are creches on sites (assuming creches are established within the accommodation facility) women can go there a few times during the work day to tend to the needs of a child. However, establishing such facilities, including hostels and creches and aggregating land near the industrial township requires government intervention for modification of zoning laws, bylaws and aggregating land. For instance, allowing for mixed use zoning permissions, that is, residential housing within or adjacent to industrial areas should be allowed.³⁶ There are examples of organizations using separate floors for residential and factory purposes indicating a mixed land use opportunity.³⁷ Also, sometimes, using land allocated for industrial use for housing may mean expensive commercial land being allocated toward residential activities, which may mean additional cost, which may be added to the VGF.

³³ Electric 2-Wheeler Subsidy Scheme to support women enrolled in all government colleges under the 'Mission Pankh' in Odisha.

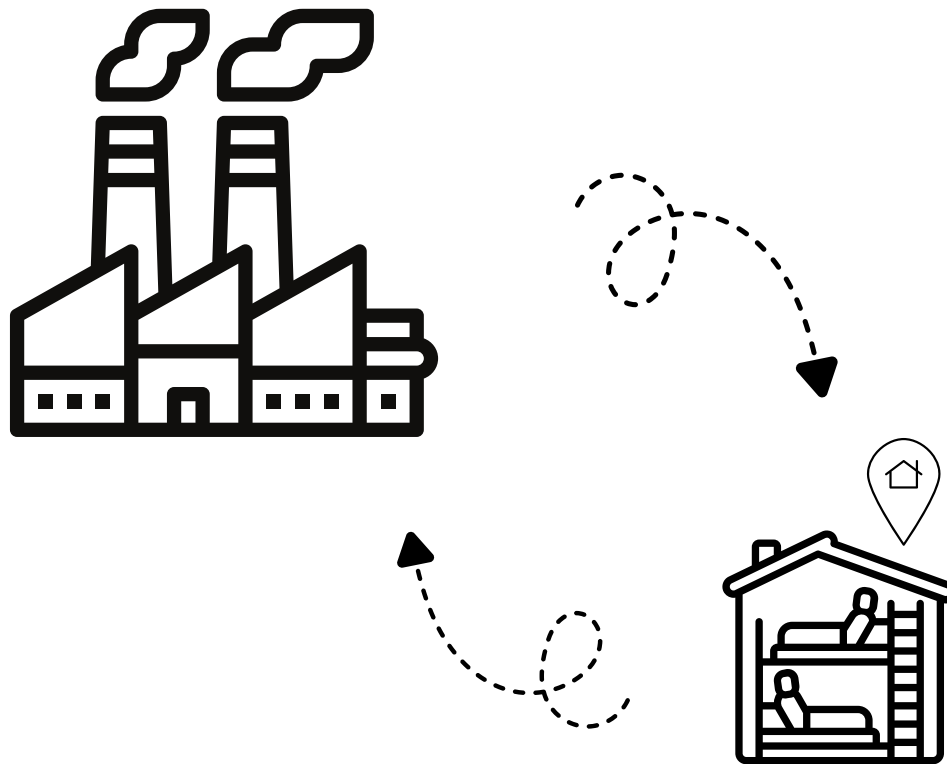
³⁴ The Urban Catalysts, [WE2: She Moves on Electric Two-Wheels](#), December 2024

³⁵ Inputs by Sonal Shah, Founder, Urban Catalysts during during 'Unlocking and Building Working Women's Housing: An Enabler for Improving Women's

³⁶ *Workforce Participation*, a roundtable discussion organised by the The Udaiti Foundation on 23.01.2025

NITI Aayog, Janaadhar, Foundation for Economic Development, December 2024. Available at [NITI Aayog website](#); last accessed on 17.02.2024.

³⁷ Inputs by Banashree Banerjee, Architecture & Planning professional (referring to her observations from a model in Yangon, Myanmar) during roundtable discussion.



4.1.2 Site-Adjacent: This kind of accommodation offers close proximity to workplaces while maintaining a degree of separation. These are typically 5-20 kilometers of the manufacturing location. Residents benefit from a short commute ideally under 30 minutes.³⁸ However, there is still a commute meaning last mile connectivity challenges at late hours still remain. Site adjacency, while attractive, does not remove the transportation question which is high on priority when employing women in the work force. Unless there is a door-to-door solution, it is not very beneficial for women workers.

4.1.3 Co-location with safety and transportation hubs: Hostels situated near major transportation hubs provide residents with flexible commuting options. Considering the restrictions on land availability in hub locations, such a model is better suited for a 50-200 bedded cluster hostel, catering to disaggregated workforce needs (MSMEs, commercial offices, etc.). Almost 80% of women from the Hyderabad study chose a hostel near a transportation hub, police station and hospital. Access to rickshaws and local transport is also important.³⁹ This model has been preferred by players like YWCA and PG accommodations players. They have traditionally shown high occupancy rates, clearly linking transportation, accommodation and jobs. While transportation route guidelines or distances can be more flexible for men's accommodation, for women, this becomes a critical enabler. It is essential to align women's accommodation locations with effective transportation solutions.

Considering that each of these accommodation types aims to provide safe, convenient, and affordable accommodation solutions tailored to the diverse needs of working women, the element of transportation cost needs to be taken into account while designing a model of women workers' accommodation needs.

³⁸ Inputs by Lohit Bhatia, Qness Corp. Pvt. Ltd., and Sandeep Bedi, Janaadhar, 'Unlocking and Building Working Women's Housing: An Enabler for Improving Women's Workforce Participation', a roundtable discussion organised by the The Udaiti Foundation on 23.01.2025

³⁹ Undurti V., Swain S., Working Women's Hostels in Hyderabad: Perceptions of Hostel Residents and Owners on Living Conditions in Hostels, State Resource Centre for Women, Department of Women Development and Child Welfare, Govt. of Telangana, May 2020

4.2. Defining Funding Models on CAPEX and OPEX

As per the recent report⁴⁰ by NITI Aayog, supported by the Foundation for Economic Development and Janaadhar, there are four potential models for worker housing development: Model 1 – Government Owned and Operated; Model 2 – Government Owned and Privately Operated; Model 3 – Public Private Partnership (PPP) and Model 4 – Privately Owned and Operated.

As per the analysis done in the report,⁴¹ the Model 3- PPP model works the best for dormitory style hostels where the government typically contributes land and/or subsidies, while private entities manage construction and operations. The Central Government can promote such projects under Model 3 leveraging Viability Gap Funding, where a private developer can construct the facility. This model could also be applied to women workers' accommodation, where dorm style accommodations are needed, with careful consideration of the gender-related factors discussed above.

In conditions, where the dormitory style hostels are not being used by a single employer, an Operations & Maintenance (O&M) PPP model should be considered. This will also mean the O&M PPP partner is incentivized to make the model viable for them. When it comes to cluster housing like Sakhi Niwas, O&M PPP model may again be the answer. The asset is still owned by the government, but the private sector players, if incentivized correctly, can drive occupancy rates as well as offer better service to the working women in hostels.

4.3. The Viability Gap Funding - Additional Transportation VGF

As per the NITI Aayog report on housing for workers, The 30% VGF funding of the total project cost (excluding land), with 20% contributed by the Department of Economic Affairs (DEA), is proposed in the Safe Accommodation report. There is also a rent subsidy proposed.

Women worker accommodation will need one more additional subsidy- a transportation VGF. It is estimated, a worker spends 100-150 INR per day on transportation. The transportation cost per day is particularly relevant for women, as unlike men, women are slightly more careful on the mode of transport they chose and the people she is with. When it comes to last mile connectivity, harassment in transportation modes and uncomfortable experiences have been shared by women across income segments. The reason that a transportation VGF is needed for women more than men, is because public transportation in our cities for women is not safe and does not give any confidence to women that they would reach home safely. If we want to bring more women in the workforce, either we consider an on-site housing model, and be willing to pay the extra cost of land for the same or if a woman has to travel, be willing to pay an additional transportation VGF.

With this background, it is proposed that the transportation cost be added to VGF as transportation VGF and the cost of the same may be reimbursed by the concerned State Government to the employer in addition to the Viability Gap Funding received by the Central Government. As per our analysis, an additional cost of Rs. 1800 per worker per month will be added to the VGF as an additional

⁴⁰ NITI Aayog, FED, Janaadhar, 'S.A.F.E. Accommodation: Worker Housing for Manufacturing Growth', December 2024

⁴¹ Working group consultations conducted for the report 'S.A.F.E. Accommodation: Worker Housing for Manufacturing Growth' by NITI Aayog, FED, and Janaadhar

transportation subsidy for a large dormitory style greenfield project housing around 2000-3000 female workers serving 4-5 private employers in an industrial cluster and 5-15KM of the site of work. This subsidy has to be linked to a door-to-door transport that solves for the last mile connectivity and not just point-to-point connectivity. To make accommodation as an enabler for women, additional funds will be needed for solving last mile connectivity as well as improving the quality of hostels.

Utilizing Shelter Fund for CAPEX of Working Women Hostels

While the expectation for the VGF is from the government, in the case of Tamil Nadu, we came across a model made by utilizing shelter funds, which can also be applied across the country. This was used by the Tamil Nadu Working Women's Hostels Corporation Limited (TNWWHCL) which is setting up the Thozhi Hostels via PPP model. The government provides the land and a partial grant for construction while leveraging the T.N. Shelter Fund for financing the construction. The Shelter Fund had been originally constituted as a penalty provision for the developers who fail to reserve housing units in their projects for the EWS category. Eventually, the corpus that got accumulated, the government decided to invest the same in working women hostels. Currently, the operation and maintenance of these hostels is being managed by private operators and are running at almost 90% occupancy rate.⁴²

5. Unlocking the existing hostels and cluster accommodation for increasing the longevity of working women

While greenfield projects play a critical role in expanding infrastructure, there are numerous underutilized hostel facilities in both the public and private sectors. Many of these are also located near workplaces, presenting an opportunity to be repurposed or regularized into safe and secure housing for women. The challenges we need to address in leveraging these facilities are - (a) Driving occupancy in existing accommodation (b) Converting existing infrastructure into accommodation for women

5.1. Driving occupancy in existing hostels and accommodation

Studies in Karnataka indicate an occupancy rate of 63% in government women's hostels, while our field visits to locations in Odisha revealed an even lower occupancy of 43%. In contrast, YWCA and PG hostels operate at approximately 90% occupancy,

This raises a critical question: Why do government-run women's hostels continue to face low occupancy? Is it due to the quality of infrastructure, the location of these facilities, prevailing social norms, or simply a lack of awareness? It is possible that women opt for private PGs not just because of better infrastructure but also due to stronger marketing efforts and word-of-mouth recommendations, making these accommodations a more attractive choice.

YWCA hostels, operating as a registered society in major cities, cater to women earning Rs. 15,000-40,000 per month and offer better facilities, including kitchens, common rooms, skilling centers, visiting areas, and access to nearby creches. Demand for YWCA accommodations is high, with waiting periods extending beyond four months. Similarly, TNWWHCL hostels provide additional amenities such as sick rooms, emergency medical care, guest visit provisions, and dedicated housekeeping services. These spaces are rented for Rs. 2000-4000 per month and have a 90% occupancy rate.

⁴² World Bank, *Tamil Nadu's Working Women Hostels: A home away from home*, 2024

In comparison to these alternatives, government hostels often lack essential amenities such as drinking water, functional kitchens, and proper maintenance. Many suffer from issues like damaged walls and inadequate infrastructure, underscoring the urgent need for reforms in their operational model to enhance their functionality and appeal to working women.

In order to increase the occupancy rate of these hostels, there is a need to understand the reasons for 'not being in use' or 'low preference' for government hostels. We should also aim to unlock existing infrastructure where we do not have the opportunity to create a greenfield project but there is demand. Some inputs from the roundtable suggest an increased private sector participation.

5.1.1 Private O&M: Consider incentivising the private sector players to operate Sakhi Niwas via a Sakhi Niwas operations outsourcing scheme that can be shaped up by the MoWCD. Thozhi Hostels have used this route to build a successful model.

5.1.2 Aggregating information on existing government and private hostels: Except Thozhi, booking a government hostel or finding a government hostel online is a tedious task. The study on working women's hostels in Andhra Pradesh, Gujarat, Madhya Pradesh and Maharashtra revealed that the majority of the hostel managements do not publish any advertisement for soliciting applications for admissions to the hostel. There is clearly an information asymmetry and bringing together private and public players dealing in working women housing on one platform for women to make a choice is a possible solution.⁴³ Drawing from the existing models like the Bandhu app,⁴⁴ which connects migrant workers with verified rental housing, a digital platform may be developed to map available hostels and PGs. This will facilitate demand and create a trusted network of accommodations.

5.1.3 Standardized pricing: Currently, Sakhi Niwas are priced as a percentage of earning which means two women in the similar rooms could be paying different rent. Simplifying this to per room/bed policy helps the women to make a choice. Thozhi hostels have a standard pricing which helps in online booking. Shifting from a dynamic pricing to standard subsidized tiered pricing will help. This will also help in marketing and listing the hostel rooms across platforms, like any hotel bookings. A self service mode may be a good approach to driving occupancy for the hostels.

5.1.4 Packaging housing, jobs and transportation together: As per the experience of flexi staffing companies, poor retention of female workers by private employers outweighs the efforts and cost incurred during their mobilisation and hiring. Based on our interactions with girls aged 18-29 studying in Government ITIs across Uttar Pradesh, we found that 46% of those open to private sector employment believed that providing accommodation as part of the job package could significantly enhance their willingness to migrate from their home districts to key job clusters or hubs. In such a scenario, packaging jobs and housing together would attract more semi-skilled and skilled female workers to migrate towards industrial clusters without worrying about safety-security concerns. It, then, becomes the role of the intermediaries to bring women on the promise of jobs and accommodation.⁴⁵

⁴³ Stakeholder Consultations with K. Vijayendra Pandian, Director, Directorate of Industries and Enterprises Promotion, Department of MSME & Export Promotion, Govt. of U.P.

⁴⁴ Case study: *"Connecting Workers to Opportunities: Matching Migrant Workers to Affordable Housing in India"*, September 2024

⁴⁵ Udaiti field surveys conducted in Ghaziabad, Baghpat, Hardoi, Barabanki, and Shamli during April 2025

⁴⁶ Inputs by Prabhsimran Kaur, Additional Director, Bhiwadi Cylinders, during 'Unlocking and Building Working Women's Housing: An Enabler for Improving Women's Workforce Participation, a roundtable discussion organised by the The Udaiti Foundation on 23.01.2025

5.2. Existing infrastructure that can be converted into women worker accommodation

Converting unused hostels and existing college hostels into working women hostels is an opportunity to create the capacity. There is also an opportunity to convert vacant Affordable Rental Housing Complexes (ARHCs)⁴⁷ units to rental housing. In the round table, it emerged that we need to be critical on how to approach the AHRC scheme. One of the reasons they are lying unoccupied is because they are not located near transportation hubs or industrial towns. There is an additional possibility of using ARHC in a rent-to-buy model for women, as an aspiration for women. However, it did emerge in the roundtable discussions, that most likely ARHC are lying vacant, because they are not linked to transportation.

The table below summarizes these insights, providing a comprehensive overview of the critical elements that effective and sustainable hostel models for working women must take into consideration.

What makes a 'women accommodation' different		
Category	Features	Why it matters
1. Space Planning		
Kitchen & Daily Needs	Community kitchens, nearby grocery stores, and mess	Ensures convenience, flexibility, and safe meal preparation
Personal Care & Wellness	In-house/nearby salons, healthcare, and fitness spaces	Supports overall well-being and hygiene
Storage & Private Spaces	Secure lockers, private/semi-private rooms, and dedicated washing areas	Enhances security, privacy, and dignity
Creches	On-site creche or daycare facilities	Enables working mothers to manage childcare effectively
Security Infrastructure	CCTV, women security staff, proximity to police stations	Enhances safety and builds trust
2. Last-Mile Connectivity		
Proximity to Transport Hubs	Located near metro, bus stops, or workplace shuttle points	Reduces travel time and improves accessibility
Door-to-Door	In route stops; GPS tracker in vehicles	Creates sense of predictability, especially during late night shifts
Police patrolling	Well-patrolled access roads	Enhances security during late hours while night shift employees may be returning
3. Gender Sensitization		
Permanent Staff	Presence of permanent staff instead of contractual employees	Fosters sense of stability and trustworthiness
Staff Training	Regular gender-sensitivity training for hostel staff	Ensures that there is no gender bias
Community & Networking Events	Cultural programs, sessions development workshops, and wellness sessions	Builds a support system and social capital

Table 3: Key differential elements for women's accommodation and their relevance

⁴⁷ For this paper, the focus is on the 1st element of the AHRC scheme Utilizing existing Government funded vacant houses to convert into ARHCs through Public Private Partnership or by Public Agencies

6. Way Forward

While we intended the paper to come up with a model of women's hostels, we learned that the challenges are far more complex and nuanced. The current thinking of creating dorm style hostels. While in concept it works well for women, being intentional about their location to be onsite versus site adjacent will help in increasing occupancy. Making them onsite (<1 kilometer of manufacturing location), means changing in land use, aggregating land and more. The next best option would be to create accommodation that is site adjacent or co-locating with a transportation hub. All these options need support in last mile connectivity for safe-secure transportation. An additional VGF of Rs. 1800 per woman/month needs to be added for transportation support.

We also want to highlight, the issue is not about affordability as the presence of women drivers or free bus rides are helpful, but do not solve the problem. The question is around safe last mile connectivity, specifically during night shifts for women working in industrial areas. This, in our mind, can be solved by creating door-to-door transportation, which will be an additional cost- which will be subsidized by transportation VGF.

Additionally, the spaces need to be designed to meet the changing needs of women across life stages. Additional spaces like creches will help drive longevity of women in the workforce. Re-thinking space planning with small details like self cooking kitchen or safes will help in making the spaces comfortable. Thinking of women hostels as women accommodation and housing, will enable a shift in how women think of work as a long term viable option for financial independence.

At this point, there are schemes like Sakhi Niwas by the MoWCD for working women's accommodation, along with other affordable housing initiatives and subsidies from the Ministry of Housing and Urban Affairs (MoHUA) which aim to support women's accommodation needs. Additionally, the PALNA scheme provides further assistance. To effectively address these challenges, there is a need for policy convergence, integrating these schemes to develop experimental models that cater specifically to the needs of women in the informal sector. Specifically for Sakhi Niwas, considering a O&M PPP model will help in upkeep and driving occupancy, and better utilisation of the infrastructure.

For women workforce participation, integration of employment with accommodation could enhance participation and retention. To ensure that the facility is occupied, a change is needed in how we communicate, to bring more women to join the workforce.

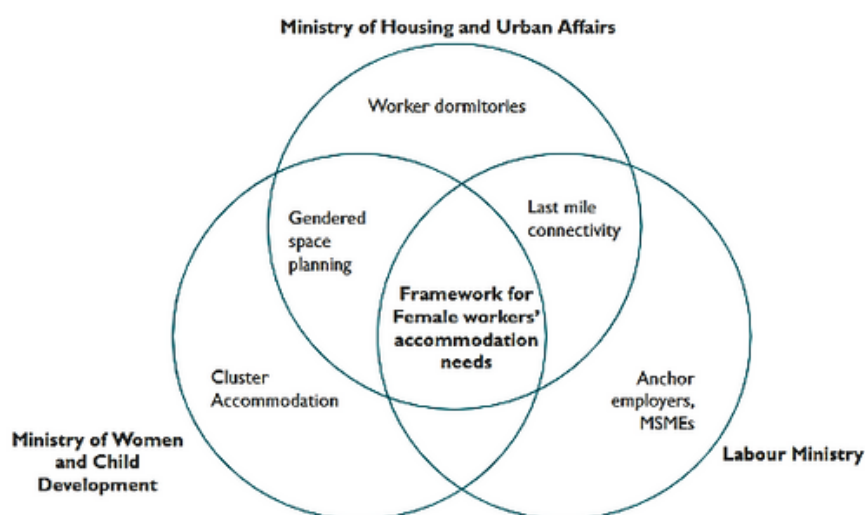


Table 3: Inter-departmental coordination required for looking at female workers' accommodation needs comprehensively

However, all these ideas need to be piloted, to generate evidence. The worker accommodation model needs to be refined with the nuances of women's needs, if we are serious about bringing more women in the workforce. Further, these reforms require coordination between MoWCD, MoHUA, and the Labour Ministry. This may be prioritised as an agenda by the existing Apex Committee under the Mission Shakti by adding these two Ministries as members.

Appendix

a) Roundtable Agenda:

Unlocking and Building Working Women's Accommodation: An Enabler for Improving Women's Workforce Participation 23rd Jan 2025			
S. No.	Topic	Timings	Sub topic
1	Opening remarks	10:00 10:10	Udaiti Introduction
2	Context Setting	10:10 10:30	Women's unique housing and accommodation needs
			Current Scenario of Working Women Housing
			Questions to be addressed
3	Agenda for today	10:30 10:35	Agenda Sharing
4	Session 1: Greenfield Projects: Large dormitory style women workers accommodation	10:35 11:45	Funding Models
			PPP model and how it solves for scalability
			Role of Government & Private Sector
			Governance model
			Land, location and transport
5	Session 2: Unlocking the existing hostels and cluster housing for working women	11:45 12:45	Existing Infrastructure & Challenges faced in accessing
			Status of occupancy rate of government hostels
			Status of units under Affordable Rental Housing Complexes Scheme
			Packaging housing and jobs together
			Last mile transportation to unlock existing infrastructure
			Incentivising private WWH operators
6	Way forward	12:45 1:00	Piloting a working women housing project to develop a model cluster
		1:00 1:15pm	How can all the stakeholders present contribute?

b) Participant List:

S. No.	Invitee Organisation	Participant
1	Janaadhar	Sandeep Bedi, Executive Director & CEO
2	Infravision	Jagan Shah, CEO
3	Quess	Lohit Bhatia, President
4	Greater NOIDA Industrial Development Authority (GNIDA)	N. K. Singh, OSD (Group Housing Society/Co operative Society/)
5	Architecture & Planning Professional	Banashree Banerjee
6	Center for Social & Economic Progress (CSEP)	Dr. Debarpita Roy, Visiting Fellow
7	National Council of Applied Economic Research (NCAER)	Dr. Pallavi Choudhuri, Deputy Director, National Data Innovation Center
8	Bhiwadi Cylinders	Prabhsimran Kaur, Additional Director
9	Lodha Foundation	Tanya Sharma, Program Manager
10	Foundation for Economic Development (FED)	Ronak Pol, Team Lead
11	National Institute of Urban Affairs	Mukta Naik, Lead, Policy, Centre for Sustainable Urban Livelihoods
12	Bill & Melinda Gates Foundation (BMGF) Center	Megha Jain, Senior Advisor
13	for Social & Economic Progress (CSEP)	Vandana Vasudevan, Visiting Fellow
14	Department of WCD, Odisha	ANS Laguri (OAS), Additional Secretary
15	Department of WCD, Odisha	Dr. Poonam Kashyap, State Consultant, UNICEF
16	The Udaiti Foundation	Pooja Sharma Goyal, Founding CEO
17	The Udaiti Foundation	Kanika Singal, Lead, Govt. Practice

c) List of Sakhi Niwas in India⁴⁸

S. No.	State	No. of Sakhi Niwas
1	Andhra Pradesh	23
2	Arunachal Pradesh	5
3	Assam	10
4	Chandigarh	6
5	Chhattisgarh	6
6	Delhi	15
7	Gujarat	14
8	Haryana	7
9	Himachal Pradesh	6
10	Jammu & Kashmir	1
11	Jharkhand	2
12	Karnataka	62
13	Kerala	138
14	Madhya Pradesh	2
15	Maharashtra	74
16	Manipur	18
17	Meghalaya	4
18	Mizoram	3
19	Nagaland	11
20	Odisha	11
21	Puducherry	4
22	Rajasthan	15
23	Sikkim	1
24	Tamil Nadu	60
25	Telangana	17
26	Uttar Pradesh	8
Total		523

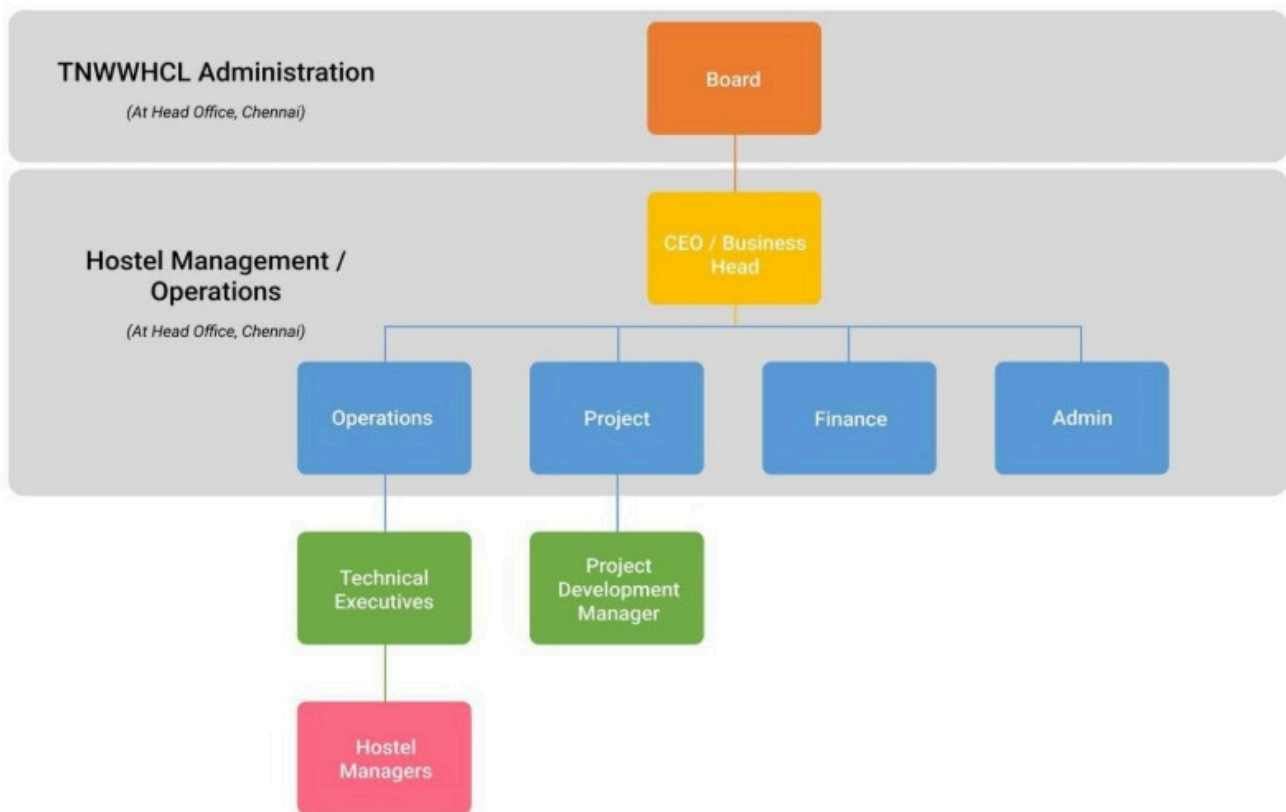
Note: The States and UTs not included in the list do not have an operational Sakshi Niwas as of 31.12.2024.

4. Compare and contrast between the different hostel models across India

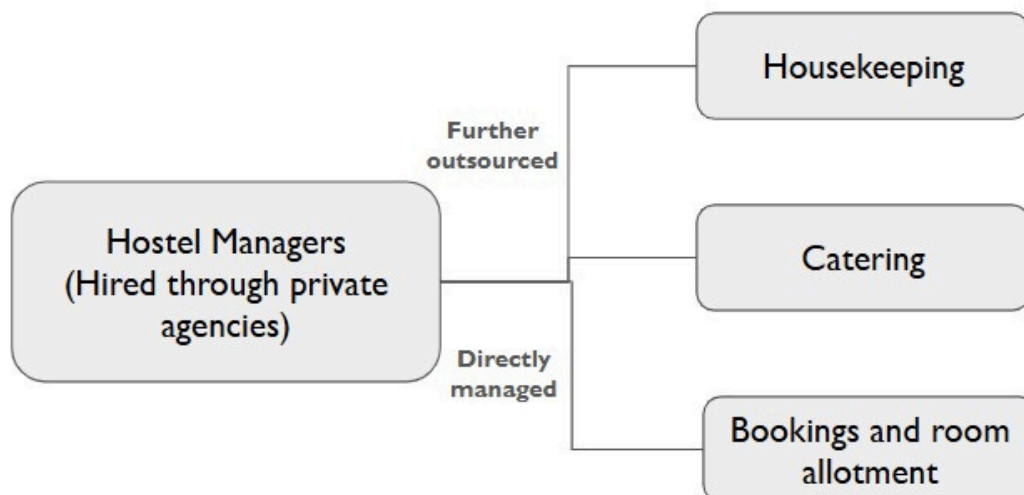
	Private			Govt/ PPP	
Hostel name	YWCA	Informal PG	Theozhi Hostels	Sakhi Niwas	TN Worker Dormitory
Location	90	1000s	9	523	1 location in TN
State	National	All	Tamil Nadu	National	Tamil Nadu
Occupancy	Waitlisted	90%	90%	40%	Captive-90%
Proximity to police station	Police visits every evening (SOP)	Varied	Not defined	Not defined	Not defined
Transportation Access	500 m	3-4kms	> 3kms	Varies	Private (provided by employer); Local
Infra quality	Good	Average	Very Good	Poor	Very Good
O&M- PPP	Private	Private	Private	Government	PPP
Space planning:					
Kitchen for own use	Yes	Maybe	No	No	No
Creche access	Yes	No	No	No	Yes
Community space and activities	Yes	No	No	No	Yes
Locker room	Yes	Yes	Yes	No	No
Dorm/Cluster	Cluster	Both	Cluster	Cluster	Dorm
Service/manufacturing	Service	Both	Service	Service	Manufacturing
Avg. occupant age	18-60yrs	18-29 yrs	18-60yrs	18-60yrs	18-29yrs
No. of beds	120	20-200	120	120	5000
Online booking	Yes	Sometimes	Yes	No	No
Workspace	Yes	No	Yes	No	No
Price to Women (INR)	5000	3000-15000	2800-10500	>400 (7.5%-15% of the income)	Company Subsidized (~300-1500)
Women Monthly Income (INR)	10000-50000	>8000	15000-25000	5340-50000	>12000

5. Tamil Nadu Working Women Hostels Corporation Limited / Thozhi Hostels - Details- A model for cluster housing

A. Organisational Structure



B. Unit level management



C. Infrastructure - Pictures

a. Perambalur Working Women Hostel



Hostel from the outside and location details

b. Trichy Thozhi Hostels



Rooms from the inside and location details

6. YWCA

a. YWCA WWH Chandigarh



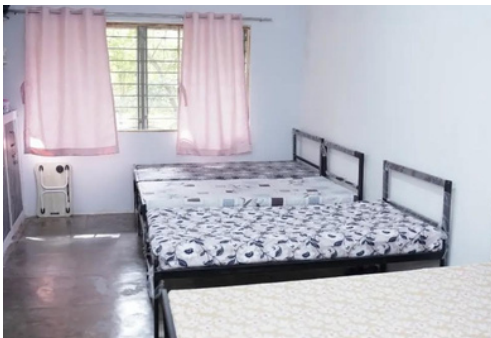
YWCA from the outside and community events

b. YWCA Delhi

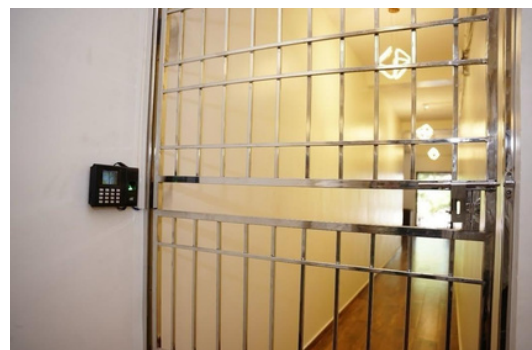


YWCA from the outside and community events

c. YWCA Nagpur



Rooms from the inside and common areas



Electronic system for check-in and check-out

7. Sakhi Niwas - Odisha



Rooms from the inside and infrastructure facilities

8. Foxconn Dormitory - Tamil Nadu



SIPCOT's Foxconn female worker dormitory