



**GUIDE ON INTEGRATING GENDER
THROUGHOUT INFRASTRUCTURE
PROJECT PHASES IN ASIA AND
THE PACIFIC**

Photo: UNOPS/John Rae



GUIDE ON INTEGRATING GENDER THROUGHOUT INFRASTRUCTURE PROJECT PHASES IN ASIA AND THE PACIFIC



MARCH 2019

TABLE OF CONTENTS

INTRODUCTORY NOTE	7
ACRONYMS	8
EXECUTIVE SUMMARY	9
HOW TO USE THIS GUIDE	10
INTRODUCTION	11
1. UN Gender Mainstreaming Principles	11
2. Why is Gender Mainstreaming in Infrastructure Project Phases Important in Asia and the Pacific?	12
3. Making the Case for Gender Mainstreaming	13
3.1 The Business Case	13
3.2 Responding to Arguments Against Gender Mainstreaming	15
4. Overview of the Project Life Cycle	16
PART I: GENDER MAINSTREAMING IN PROJECT DESIGN AND PREPARATION	18
1. Introduction	18
2. Tools and Techniques	19
2.1 Gender Analysis	19
2.2 Engagement of Gender Equality and Social Inclusion Specialists	22
2.3 Stakeholder Analysis and Community Engagement	22
2.4 Project-Specific Gender Action Plans	24
2.5 Environmental and Social Impact Assessments (ESIAs)	25
2.6 Resettlement Action Plans (RAPs)	27
3. Checklist for Gender Mainstreaming in Project Design and Preparation	29
PART II: GENDER MAINSTREAMING IN PROJECT FINANCING AND BUDGETING	34
1. Introduction	34
2. Tools and Techniques	35
2.1 Gender-Disaggregated Beneficiary Assessment	36
2.2 Gender-Disaggregated Expenditure Incidence Analysis	37
3. Checklist for Gender Mainstreaming in Project Financing and Budgeting	38

**PART III: GENDER MAINSTREAMING IN
PROCUREMENT AND CONTRACTS** **42**

1. Introduction **42**

2. Tools and Techniques **44**

2.1 Legislative and Policy Instruments 44

2.2 Gender-Friendly Competition and Tender Process 46

2.3 Supplier Development Process and Plan 46

**3. Checklist for Gender Mainstreaming in
Procurement and Contracts** **49**

**PART IV: GENDER MAINSTREAMING IN
PROJECT IMPLEMENTATION** **54**

1. Introduction **54**

2. Tools and Techniques **55**

2.1 GAP Implementation 55

2.2. Construction Supervision 56

**3. Checklist for Gender Mainstreaming in
Project Implementation** **58**

**PART V: GENDER MAINSTREAMING IN OPERATIONS
AND MAINTENANCE** **62**

1. Introduction **62**

2. Tools and Techniques **63**

2.1. Infrastructure Maintenance 63

2.2 Workforce Management 64

**3. Checklist for Gender Mainstreaming in
Project Operations and Maintenance** **68**

**PART VI: GENDER MAINSTREAMING IN
PROJECT MONITORING** **73**

1. Introduction **73**

2. Tools and Techniques **73**

2.1. Gender-Mainstreamed Monitoring and Evaluation Plan 73

2.2 Gender-Disaggregated Beneficiary Assessment 75

2.3 Gender and Social Audit 75

3. Checklist for Gender Mainstreaming in Project Monitoring **79**

PART VII: GENDER MAINSTREAMING ACROSS VARIOUS STATES OF GOVERNANCE AND STABILITY	82
1. Introduction	82
2. Considerations for Gender Mainstreaming across Various States of Governance and Stability	83
2.1 Disaster Risk Reduction and Climate Change	83
2.2 Fragile and Conflict-Affected Situations	85
2.3 Natural Disasters and Emergencies	87
2.4 Gender Mainstreaming for Infrastructure Reconstruction Post-Conflict/ Disaster	88
2.5 Gender Mainstreaming for Infrastructure of Camps	92
2.6 Poor Governance, Politics, and Corruption	93
ANNEXES	95
Annex A: Glossary	95
Annex B: Gender Action Plan Template	97

INTRODUCTORY NOTE

Infrastructure underpins core economic activity and is an essential foundation for achieving inclusive and sustainable economic and social growth as it enhances access to services, education and work opportunities. Yet the world in which we live is fundamentally unequal. It is designed, built and maintained without considering the needs of all members of our society, including the most vulnerable.

Women and men use services and utilities in different ways. But too often, the needs of women, girls and vulnerable groups – who comprise the majority of a society are not reflected in the design of infrastructure projects, reinforcing their marginalization. By developing infrastructure without incorporating considerations for women or vulnerable parts of the population, we develop gender-blind infrastructure, which often empowers men. It can also impede women and girls' ability to contribute equally in society, which prevents them from accessing safety, opportunities and equal rights.

Infrastructure development must be driven by a human-centered approach which translates to gender-responsive projects. This requires all stakeholders affected by infrastructure systems to participate in the design – not just financiers, engineers, and environmentalists, but also gender experts, social inclusion specialists, women and girls and all members of society who will be

using the end-product. With adequate resources and information, we can create infrastructure that promotes sustainable development, fosters innovation and builds cities and communities that are inclusive, safe and resilient.

UN Women and UNOPS are working together to create a paradigm shift in how we plan, deliver, and manage infrastructure so that *all stakeholders* can reap the benefits. We need to create a shift in the way we plan, deliver and manage infrastructure systems because they must serve the needs of all stakeholders over a long period of time. Inequitable infrastructure built today will discriminate for decades to come.

With our partners, we are changing the thinking and adapting the tools to help governments develop public infrastructure that benefits everyone, including those most at risk of being left behind. This Guidance Series on *Integrating Gender into Infrastructure Development in Asia and the Pacific* includes case studies from across the Asia and Pacific Region, good practices, analysis of cost effectiveness and social returns, and checklists for stakeholders on mainstreaming gender and diversity. We hope they serve as a first step in a shift from infrastructure that perpetuates the status quo, to more inclusive and transformative infrastructure that will provide equal opportunities and higher return on investment for all, for years to come.



Sanjay Mathur

Regional Director, Asia Region

United Nations Office for
Project Services (UNOPS)



Anna-Karin Jatfors

Regional Director, a.i.

UN Women Regional Office for
Asia and the Pacific

ACRONYMS

ADB	Asian Development Bank
CBO	community-based organization
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DRR	disaster risk and reduction
ESIA	environmental and social impact assessment
FCAS	fragile and conflict-affected states
GAP	gender action plan
GBV	gender-based violence
GDP	gross domestic product
GFP	gender focal point
GM	gender mainstreaming
HR	human resources
ICT	information and communication technology
IFC	International Finance Corporation
ILO	International Labour Organization
IMT	intermediate means of transport
LGBTQI	lesbian, gay, bisexual, transgender, queer, and intersex
M&E	monitoring and evaluation
MHM	menstrual hygiene management
MSME	micro, small, and medium enterprise
NMT	non-motorized transport
O&M	operations and maintenance
PGA	participatory gender audit
PLA	participatory learning and action
PLWD	people living with disabilities
RAP	resettlement action plan
RFI	request for information
RFP	request for proposals
SEMP	social and environmental management plan
SDG	Sustainable Development Goal
SME	small and medium enterprise
SP	sustainable procurement
STEM	science, technology, engineering, and mathematics
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNOPS	United Nations Office for Project Services
WASH	water, sanitation and hygiene

EXECUTIVE SUMMARY

Gender mainstreaming helps us to ensure that infrastructure is designed and built to maximize positive and equitable benefits – such as income-generating opportunities and access – while mitigating risks and threats. Each stage of the infrastructure project must address the safety and accessibility needs of all users, including women, elderly, children, lesbian, gay, transgender, queer, and intersex (LGBTQI), people living with disabilities (PLWD), and other socially-excluded groups. Gender mainstreaming considers the diverse needs of women and other populations in various roles including as active stakeholders, employees, entrepreneurs, contractors, decision-makers as well as the end users of infrastructure. The design of infrastructure must take into consideration how women, men, girls, and boys access and use it, as well as identify opportunities to empower and transform individual lives and communities.

Asia and the Pacific is one of the world's most rapidly growing regions in terms of economic growth and population. The region requires efficient, well-built, and well-maintained infrastructure to foster inclusive growth for all people and ensure that the dividends of economic growth are equitably shared.

Infrastructure projects that successfully mainstream gender must consider all stages of the project life cycle, from start to finish. This guide is designed to provide practical guidance on gender-sensitive and socially-inclusive infrastructure throughout six phases of the project life cycle: design and preparation; financing and budgeting;

procurement and contracts; implementation; operations and maintenance; and monitoring.

The publication begins with an introduction to the following: United Nations gender mainstreaming principles; why it is important to mainstream gender; the business case for gender mainstreaming; and an overview of the project life cycle. The document then details each stage of the project life cycle, describing the most important considerations for gender mainstreaming and social inclusion and providing tools and checklists to implement these best practices in Asia and the Pacific.

The guide is designed as an overarching framework and introduction for the *Guides on integrating gender into infrastructure development in Asia and the Pacific* series, which includes:

- *Guide on Integrating Gender into Infrastructure Development in Asia and the Pacific: Transport and Roads.*
- *Guide on Integrating Gender into Infrastructure Development in Asia and the Pacific: Economic and retail infrastructure.*
- *Guide on Integrating Gender into Infrastructure Development in Asia and the Pacific: Vertical structures.*

Further guides may be added to the series in the future for other infrastructure subsectors, including guides on water and sanitation, energy, land and housing, and information and communications technology (ICT).

HOW TO USE THIS GUIDE

This guide is part of a series of *Guides on Integrating Gender into Infrastructure Development in Asia and the Pacific*. The series is intended to provide practical guidance that demonstrates both the 'why' and the 'how' of integrating gender within infrastructure subsectors and across project phases.

The audience for this guide is UN Women and UNOPS personnel operating in the Asia-Pacific region¹, as well as other UN organizations and private entities. The target audience includes programme/project managers, developers, planners, technical specialists, and others involved throughout all phases of planning and implementation of an infrastructure project. The secondary audience includes other UN agencies working on development infrastructure and gender equality, and/or select partners or host countries with specific development objectives in these areas.

The series provides specific 'how-to' guidance together with checklists for ease of application, with context-specific Asia-Pacific regional information and case studies to showcase what socially inclusive and gender equitable infrastructure designs look like in reality. Global guidance, tools, and knowledge will be utilized to provide global context and best practices and to frame the region-specific information provided.

Infrastructure is a broad sector that includes a wide array of project types. Infrastructure is defined simply as the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise. The document provides case studies specific to the Asia-Pacific region in discrete sections. It provides overarching guidance and tools to mainstream gender throughout each project phase. This guide is meant to be used in tandem with companion guides within the series that detail considerations specific to various infrastructure subsector types, namely: roads and transport, economic and retail infrastructure, and vertical structures.

1. UNESCAP Asia-Pacific Offices and countries are used as geographic parameters, excluding North and Central Asia, as well as East and North East Asia.

INTRODUCTION

1. UN Gender Mainstreaming Principles

All entities that are part of the United Nations System must adhere to the UN's guiding principles, mandates, and resolutions related to gender mainstreaming. UN Women's System-Wide Strategy on Gender Parity (SWAP) contains guidelines for improving plans and actions for gender mainstreaming, in addition to offering expertise to other UN System entities. The UNOPS Gender Mainstreaming Strategy provides the framework for gender mainstreaming in UNOPS operational activities, and the UNOPS Gender Parity Strategy provides the organizational framework for achieving parity within the organization's structure and staffing. Both strategies are aligned to the 2018-2021 UNOPS Strategic Plan.

The United Nations has several major commitments and goals with regards to empowering women and eliminating gender inequality. Significant ones include the following:

- **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)** - Adopted in 1979 and instituted in 1981, CEDAW is an international bill of rights for women that aims to eliminate all types of gender-based discrimination and requires ratifying states to create the necessary legal, economic, and social environment for women to enjoy rights. The UN System can contribute to achieving CEDAW's articles related to education, employment, health care, social and economic life, and empowering rural women through infrastructure, project management, and procurement projects.
- **Sustainable Development Goals (SDGs)** - Adopted in 2015, the SDGs are 17 international development goals that all UN agencies have agreed to achieve by 2030. While SDG 5 is focused on promoting gender equality and empowering women, achieving the other sixteen goals is also heavily dependent on removing gender inequality and empowering women. All SDGs are relevant to the work that UNOPS and UN Women carry out, with some specifically focused on infrastructure below, which include explicit social/gender mainstreaming within the targets.
- **SDG 9 targets to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation** include: develop quality, reliable, sustainable, and resilient infrastructure to support economic development and human well-being, with a focus on affordable and equitable access to all; and significantly raise industry's share of employment and gross domestic product (GDP).
- **SDG 11 targets to make cities and human settlements inclusive, safe, resilient and sustainable** include: provide access to safe, affordable, accessible and sustainable transport systems for all; improve road safety by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, people living with disabilities (PLWD), and older persons; and provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons, and PLWD.
- **United Nations Security Council Resolution 1325** - Passed in 2000, UNSCR 1325 calls for adoption of a gender perspective to include the special needs of women and girls during repatriation, resettlement, rehabilitation, reintegration, and post-conflict reconstruction. This has implications for infrastructure programmes and projects implemented in post-conflict settings. There are seven further resolutions on women, peace and security: 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013) and 2242 (2015). These eight resolutions make up the Women, Peace and Security Agenda and guide work to promote gender equality and strengthen women's participation, protection and rights across the conflict cycle, from conflict prevention through post-conflict reconstruction.

- **United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (SWAP)** - Endorsed in 2006, this UN-wide policy seeks to accelerate the agenda for gender equality and the empowerment of women through the practical implementation of commitments from UN conferences and summits, in addition to ensuring that a gender approach is reflected in all organizational

practices, policies, and programmes. The policy includes six key elements: strengthening accountability; enhancing results-based management; establishing oversight; allocating adequate funding and human resources; developing and strengthening staff capacity for gender mainstreaming; and ensuring global, regional, and national coherence, coordination, and information management.²

2. Why is Gender Mainstreaming in Infrastructure Project Phases Important in Asia and the Pacific?

As reflected in the Sustainable Development Goals, sustainable solutions are essential in the field of international development. In fact, gender equality is at the core of sustainable project management.

According to the Asian Development Bank (ADB), developing countries in Asia and the Pacific need to invest \$26 trillion in infrastructure between 2016 and 2030 in order to maintain the region's growth, eradicate poverty, and respond to climate change.³ These investments include infrastructure subsectors such as transport, power, telecommunications, and water supply and sanitation infrastructure, and they provide a tremendous opportunity for including gender equality and social inclusion components. In turn, returns on these investments will continue to drive the region forward in terms of economic and social development. In fact, in Asia-Pacific countries, \$4.5 trillion could be added to the collective annual GDP in 2025 by advancing women's equality, which corresponds to a 12 per cent increase in regional GDP.⁴ However, these returns can only be reaped if gender is successfully mainstreamed throughout all infrastructure project phases.

Gender-responsive and socially-inclusive infrastructure can play a role in multiple dimensions of empowerment. For example, approximately 83 per cent of women in Bangladesh and 73 per cent of women in Pakistan report that responsibility for domestic work is the main reason they are

not engaging in paid work.⁵ Through improved infrastructure – for example, more efficient and affordable public transportation options or the availability of non-motorized transport (NMT) or intermediate means of transport (IMT) – women can spend less time on family obligations or errands (shopping at markets, visiting health centres, etc.), which may open up time for applying for jobs at farther locations or for starting their own businesses. Employment and training opportunities offered by infrastructure projects – for example, training to become an air traffic controller or a construction supervisor at a new worksite – can also offer means for economic empowerment. When projects are designed and implemented with women and other socially-excluded groups in mind, their empowerment benefits society as a whole.

Thus, gender mainstreaming strengthens accountability and empowers all beneficiaries – not just women and men but also adolescent girls and boys who are often more marginalized in the Asia-Pacific region. Development practitioners need to mainstream gender throughout sustainable project management activities to ensure tangible and sustainable results. The way projects are designed and managed – from providing human resources and grants to procuring goods and services, constructing roads and buildings and providing health care and education – impacts gender equality and, if done well, eventually improves project results.

-
2. UNESCAP Asia-Pacific Offices and countries are used as geographic parameters, excluding North and Central Asia, as well as East and North East Asia.
 3. United Nations. 2006. System-wide action plan for implementation of the United Nations CEB policy on gender equality and the empowerment of women.
 4. Asian Development Bank. 2017. Meeting Asia's infrastructure needs.
 5. McKinsey Global Institute. 2018. The power of parity: Advancing women's equality in Asia Pacific.

Mainstreaming gender within infrastructure projects in the region will:

- Support achievement of SDG 5 (Gender Equality) and other SDGs.
- Contribute to regional economic growth and increased GDP.
- Drive human-centred project planning that improves equitable access to services demanded by women, men, boys, and girls, who use and benefit from infrastructure differently, including those who are socially excluded, such as ethnic, cultural, and religious minorities, PLWD, youth and elderly, and lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI) individuals.
- Enable men and women labourers and business owners to benefit from equitable income-generating opportunities in grants, human resource projects, and in infrastructure construction, operation, and maintenance.
- Ensure infrastructure is fit-for-purpose, distributing equitable benefits to both women and men users.
- Increase cost-effectiveness, longevity, and community ownership of infrastructure while reducing waste and inefficiency.

Gender mainstreaming is, therefore, a critical risk reduction strategy to “do no harm” within projects, and a tool to maximize effectiveness and efficiency and to amplify impact for intended beneficiaries.

3. Making the Case for Gender Mainstreaming

3.1 The Business Case

Why should a project manager operating in a resource-constrained and time-bound environment care about gender equality and social inclusion? This section outlines the business case for gender equality and parity at the macro level and addresses the country-wide or international benefits of mainstreaming gender, such as achieving the SDGs or improving economic growth.

Evidence suggests that gender-sensitive infrastructure can promote more equitable access to social, economic and political opportunities, reduce poverty, increase women’s empowerment and participation, and catalyse social inclusion. Integrating a gender perspective in infrastructure can contribute to the effectiveness, efficiency, and sustainability of the project itself. International organizations including the World Bank Group, the Asian Development Bank, and the International Finance Corporation (IFC) have all emphasized that

infrastructure projects are more effective in reaching their objectives when they take into account gender equality and women’s empowerment.⁶

If women’s economic participation matched men’s, \$28 trillion could be added to the annual global GDP in 2025.⁷ This addition would correspond to a 26% increase in global GDP. In Asia-Pacific countries, \$4.5 trillion could be added to collective annual GDP by 2025 through advancing women’s equality, corresponding to a 12 per cent increase in regional GDP.⁸ Gender equality contributes to growth in three ways: 58 per cent of the gains in the Asia-Pacific region would come from improving the female-to-male ratio of labour force participation, 17 per cent from increasing women’s work hours, and 25 per cent from having more women working in higher-productivity sectors.⁹

Evidence also suggests that while per capita GDP is strongly linked to almost all aspects of gender equality in society, this does not necessarily mean that economic development in itself solves inequality.¹⁰

-
6. Asian Development Bank. 2015. Balancing the burden? Desk review of women’s time poverty and infrastructure in Asia and the Pacific.
 7. World Bank. 2010. Making infrastructure work for women and men: A review of World Bank infrastructure projects (1995-2009). Asian Development Bank. 2015. Balancing the burden? Desk review of women’s time poverty and infrastructure in Asia and the Pacific.
 8. McKinsey Global Institute. 2015. The power of parity: How advancing women’s equality can add \$12 trillion to global growth.
 9. McKinsey Global Institute. 2018. The power of parity: Advancing women’s equality in Asia Pacific.
 10. McKinsey Global Institute. 2018. The power of parity: Advancing women’s equality in Asia Pacific.

Rather, the gap between men's and women's employment provides an opportunity for companies engaged in supporting infrastructure projects to reform their recruitment and human resource policies to include and retain more women, therefore leading to better profits and productivity.

Research consistently highlights a correlation between companies' diverse and inclusive teams and better business performance.¹¹ Firms in Asia with gender diversity on their executive teams are 21 per cent more likely than other firms to report above average profitability.¹² This trend is increasing,

as the figure was 15 per cent just three years earlier. Moreover, companies with more gender balance and human resource management policies that focus on gender diversity are linked to lower levels of employee turnover.¹³

Mainstreaming gender in the infrastructure sector is not only about doing what is right, but also about what is best for business. Increasingly, research indicates that implementing actions for gender equality and social inclusion throughout business operations, and within investments, can lead to increased corporate profits and a more productive work environment.

BOX 1:

Statistical evidence for the macro-level business case

Closing the gender gap in Asia could generate a 30% increase in the per capita income of the average Asian economy in one generation.¹⁴

Improving female labour force participation represents 58% of the total GDP opportunity in Asia Pacific.¹⁵

The global cost of violence against women was estimated at \$1.5 trillion, equivalent to approximately 2% of the global gross domestic product (GDP). In Bangladesh it is \$ 2.3 billion, (2% of country's GDP), and in Vietnam it represents \$ 2.1 billion (4% of country's GDP).¹⁶

An estimated 50%–71% of working women experience some type of sexual harassment in the workplace, depending on the industry,¹⁷ and companies lose on average approximately \$22,500 in productivity for each individual that is sexually harassed.¹⁸

Approximately 5% of global GDP is lost due to productivity shortfalls and direct expenditure as a result of reported cases of sexual violence against women and intimate partner violence.¹⁹

Investments in companies with strong gender diversity strategies receive excess returns running at a compound annual growth rate of 3.5%.²⁰

Companies that prioritize supplier diversity (for example, increasing the number of women-owned and operated businesses in their supply chain) have a 133% greater return on procurement investments and spend 20% less on buying operations.²¹

11. Catalyst. n.d. Knowledge center: Diversity matters.

12. McKinsey Global Institute. 2018. The power of parity: Advancing women's equality in Asia Pacific.

13. Catalyst. n.d. Knowledge center: Diversity matters.

14. Asian Development Bank. 2015. Asian Development Outlook 2015: Update - Enabling women, energizing Asia.

15. McKinsey Global Institute. 2018. The power of parity: Advancing women's equality in Asia Pacific.

16. Care International. 2018. Counting the cost: The price society pays for violence against women.

17. ICRW. 2018. The costs of sex-based harassment to businesses: An in-depth look at the workplace.

18. Willness, C.R., Steel, P. and Lee, K. 2007. A meta-analysis of the antecedents and consequences of workplace sexual harassment.

19. Copenhagen Consensus Center. 2014. Benefits and costs of the conflict and violence targets for the post-2015 development agenda: Post-2015 consensus.

20. USAID. 2018. Engendering utilities: Strengthening the power sector through gender equity.

21. Connaughton, P. and Gibbons, L. 2016. Beyond compliance: Top supplier diversity programs aim to broaden value proposition.

There is a \$285 billion financing gap due to the fact that 70% of women-owned SMEs in the formal sector in developing countries are either underserved or not served at all by financial institutions.²²

By providing more entrepreneurial opportunities for women and having better female representation in employment, labour markets are more effective with increased competitiveness and growth.²³

Countries attain significant macroeconomic gains when women are encouraged and are able to develop to their full labour market potential.²⁴

Based on an ILO estimate, out of 865 million women worldwide who have potential to contribute to macroeconomic gain, 812 million live in emerging and developing countries.²⁵

Child marriage reduces girls' earnings in adulthood by 9%, and, on average, countries lose about 1% of their earnings base due to child marriage.²⁶

3.2 Responding to Arguments Against Gender Mainstreaming

The business case for gender mainstreaming in infrastructure certainly underscores improved project

performance and maximized intended benefits. It is important, however, to anticipate arguments against mainstreaming gender in order to formulate factual counter-arguments, drawing upon research and data specific to a country and an infrastructure sector.

Evidence-based responses for gender mainstreaming (GM) in infrastructure projects

“Integrating more women into project teams in traditional societies will only lead to dissatisfaction of men and less willingness to work. Constant arguments between men and women will lower performance and productivity of a project.”

Response: “Performance and productivity improve, which will improve project results and cost effectiveness. Project teams and labourer groups tend to be more productive if there are both men and women participating, instead of just men alone, taking into consideration social and cultural customs.”²⁷

“It is difficult to engage women in maintenance work of infrastructure projects, because they have to go back to their family duties after the completion of a project. In general, men are much more willing to stay engaged with infrastructure projects on a long term basis.”

Response: “Assets are better maintained after project completion. Several studies document that women perform better than men in physical asset maintenance, including maintenance of roads and well reservoirs.”²⁸

22. Goldman Sachs. 2014. Giving credit where it is due: How closing the credit gap for women-owned SMEs can drive global growth.
23. Ward, J., Lee, B., Baptist, S., and Jackson, H. 2010. Evidence for action: Gender equality and economic growth.
24. Loko, B., & Diouf, M. A. 2009. Revisiting the determinants of productivity growth: What's new?
25. Aguirre, D., Hoteit, L., Rupp, C., and Sabbagh, K. 2012. Empowering the Third Billion: Women and the world of work in 2012.
26. Girls Not Brides. 2017. Child marriage and education: An information sheet.
27. Ward, J., Lee, B., Baptist, S., and Jackson, H. 2010. Evidence for action: Gender equality and economic growth.
28. World Bank. 2010. Making infrastructure work for women and men: A review of World Bank infrastructure projects (1995-2009).

“Consulting stakeholders and ensuring accessibility for all infrastructure projects is time-consuming and expensive.”

Response: Universal design is an approach to infrastructure planning that integrates the needs of all users, including those of people living with disabilities. Infrastructure projects benefit from engaging communities and stakeholders early and planning accessibility from the design stages. These steps can identify cost-effective and practical solutions, at little to no extra cost, promote infrastructure sustainability, and user satisfaction. The WHO and World Bank estimate that for new construction, universal design in full compliance with accessibility standards requires approximately 1% of total cost.²⁹ By contrast, the cost of retrofitting can be exorbitant. The report consistently showed that renovation of existing infrastructure is significantly more expensive than adopting accessibility through a universal design approach from the beginning. It is essential that universal accessibility and other stakeholder needs are not seen as an optional extra, but that their costs are included from the outset. In short, the cost implications are manageable if accessibility and universal design is incorporated from inception rather than through retrofitting.³⁰

4. Overview of the Project Life Cycle

Gender-informed project planning and management is important in the Asia-Pacific region for both the efficiency of delivering on the goals of infrastructure projects and promoting equality. Failing to share the benefits and opportunities more evenly between women, men, and individuals identifying as LGBTQI is costly.

As development practitioners, we share a collective vision in which project management will lead to better functioning economies, more inclusive societies, and improved environmental sustainability. In our operations and maintenance, we strive for a future in which women and men of any status will have the same rights and opportunities to access economic and social assets and choices and that they will participate in decision-making processes and have equitable, safe, and affordable access to essential infrastructure and services.

We know that both male and female beneficiaries are actively engaged in the project when gender is mainstreamed at every stage of the project, and consideration is given to the three dimensions of sustainability (social, environmental, and economic). When there is active engagement, communities – and the individual women and men who make up those communities – feel a sense of ownership over the project and its results. Where both women and men are benefiting from the project, they share a vested interest in sustaining those benefits in the future. To ensure active engagement of all stakeholders and positive results, it is important to mainstream gender throughout all phases of the project life cycle.

The project life cycle used in this guide is organized into six phases. Careful attention to gender mainstreaming within each of these six phases will ensure that project outputs are effectively delivered and are fit-for-purpose to maximize their contribution to positive outcomes and impacts.

29. Agarwal, A., and Steele, A. 2016. Disability considerations for infrastructure programmes.

30. Ibid.

Key Gender Mainstreaming Activities throughout Project Phases:

1. Project design and preparation

Once the idea for a new infrastructure project is conceived, this first stage of the project life cycle refers to transforming that idea into a series of practical steps to design and prepare for a project. This stage includes important elements such as identifying outcomes and impacts, conducting a gender analysis, drafting a gender action plan (GAP), carrying out stakeholder and community engagement to ensure the participation of marginalized groups, engaging gender equality and social inclusion specialists, training project staff, developing an environmental and social impact assessment (ESIA), and designing a resettlement action plan (RAP) if necessary. The project's long-term viability must also be assessed.

2. Project financing and budgeting

This second stage of the project life cycle ensures that gender-sensitive and socially-inclusive design components and the steps laid out in the GAP, ESIA, and RAP are fully financed for the entirety of the project. This involves aligning the project budget with proposals laid out during the design and preparation phase and allotting sufficient funds for the later phases of implementation, operations and maintenance, and project monitoring.

3. Procurement and contracts

This third stage of the project life cycle considers how to effectively mainstream gender equality and social inclusion in each step of the procurement and contracts process, including planning and the definition of requirements, sourcing, solicitation, evaluation, award/contract finalization and issuance, and contract management. Specifically, this phase includes affirmative action for women and other socially-excluded groups in activities related to procurement and contracts.

4. Project implementation

This fourth stage of the project life cycle involves the day-to-day implementation activities for the infrastructure project, including construction and supervision and delivering project outputs to the agreed scope, schedule, budget, and quality requirements. It involves ongoing consultation with a gender equality and social inclusion specialist and implementation of activities outlined in the GAP, ESIA, and RAP.

5. Project operations and maintenance

This fifth stage of the project cycle complements implementation by operating GAP, ESIA, and RAP activities. This phase also specifically considers managing the project's workforce, i.e. creating human resource policies and practices that foster commitments to gender equality and social inclusion.

6. Project monitoring

This sixth and last stage of the project cycle contemplates the project's operational and financial closure. Gender-mainstreamed monitoring and evaluation (M&E) is a key aspect, in addition to ensuring local capacity for maintaining the final infrastructure. Lessons learned and best practices are documented in reports that monitor contributions to gender equality and social inclusion.

PART I: GENDER MAINSTREAMING IN PROJECT DESIGN AND PREPARATION

1. Introduction

The project design and preparation phase is perhaps the most important stage for successful gender-responsive and socially-inclusive infrastructure projects. Without proper planning to integrate specific features and components into the project, contractors may deliver infrastructure that fails to meet the needs of women, PLWD, LGBTQI persons, and other vulnerable groups. On the contrary, a project that thoughtfully and systematically mainstreams gender within proposals provides an opportunity to empower women and socially-excluded groups. It can also be a catalyst to transform social relationships. It is the responsibility of organizations, project managers, companies, and donors to ensure that infrastructure projects consider and mainstream gender in their projects, starting with effective design and preparation.

Like most of the world, the Asia-Pacific region is characterized by gender gaps in employment,

education, health, and ICT use. For example, one study estimates that **women's lack of access to economic opportunities, rights, and justice has resulted in over \$3 trillion in income losses in the region.**³¹ Thus, the effective development and repair of infrastructure including school facilities, markets, health centres, and digital hubs provides an opportunity to address these gender gaps, not only creating social returns for women's empowerment but also magnifying the region's economic growth. For example, the Rural Roads Improvement Project in Cambodia, funded by ADB, resulted in a greater proportion of women using motorbikes to go to markets. Before the project, only 32 per cent of women used motorbikes, which increased to 67 per cent largely because the project's improved roads reduced travel time from 36 minutes to 13 minutes on average.³² This helped narrow the gender gap in economic opportunity for women and stimulated employment.

CONSIDERATION

Infrastructure is a key driver to economic and social development that helps to positively change the lives of individuals. People use infrastructure in daily life and it is essential for the functioning of society. Infrastructure is meant to address people's needs and improve living conditions. Therefore, the roles and needs of different groups of people – women and men, girls and boys, youth and elderly, people living with disabilities, and other socially-excluded groups who use public infrastructure – have to be considered. All affected persons must be empowered as decision makers and owners in the planning, design, construction, and operations and maintenance (O&M) of infrastructure investments.

Infrastructure is intended to improve access to services and to ultimately improve everyone's lives. Women and men use and benefit from infrastructure differently. There is no gender-neutral infrastructure. Failure to meaningfully mainstream gender into infrastructure projects could have harmful lasting effects – from dropping out of school to violence including sexual assault and even death.

31. Asian Development Bank. 2017. Asian Development Bank support for gender and development (2005–2015).

32. Ibid.

Despite evidence that bolsters the business case for designing gender-responsive and socially-inclusive infrastructure, many projects fail to include these considerations from the beginning. Therefore, this

2. Tools and Techniques

This section provides an overview of key tools and techniques critical to gender-mainstreaming success in the project design and preparation phase. These include: gender analysis; engagement of gender equality and social inclusion specialists; stakeholder analysis and community engagement; project-specific gender action plans (GAPs), environmental and social impact assessments (ESIAs), and resettlement action plans (RAPs).

2.1 Gender Analysis

Gender analysis provides evidence-based project design considerations to ensure activities are designed appropriately to successfully mainstream gender within infrastructure projects. Gender analysis highlights the differences between and among women, men, girls, and boys in terms of the relative distribution of resources, opportunities, constraints and power in a given context or project.

Incorporating a gender perspective from project start-up is a critical step that is frequently forgotten or side-lined. It is often too late to mainstream gender once the project is already underway as activities may not be designed correctly and budget may not be available to fund the gender mainstreaming activities identified later on. This can have adverse impacts on the very communities and individuals the project intends to help. However, if challenges are encountered, gender analysis can be part of the solution during implementation in order to make necessary modifications. Gender analysis is a way to examine the roles and activities, resources and constraints, and benefits and incentives of women and men affected directly or indirectly by a project. This will also help to map women and men at the community level to assist planners in designing efficient projects.

Gender analysis considers the social ecological framework at various levels, including national, local, and institutional. At the country level, gender

guide and the following sections provide tools and techniques on how to design and prepare a gender-sensitive and socially-inclusive project. A checklist with practical guidance is also included.

analysis helps teams understand current policy frameworks regarding women's empowerment and gender equality. However, understanding the broader national context is necessary, but not enough. At the project level, gender analysis helps answer key questions related to the project. In particular, a gender analysis includes information on women, men, girls, and boys in terms of the division of labour, roles and responsibilities, access to and control over resources, and their relative condition and position in society. Illustrative gender analysis questions at the country-level and project-level include the following:

Country-level

- What is the general socioeconomic condition of women and men, girls and boys?
- What is the legal and policy framework for gender equality and women's rights?
- How do traditions and customs affect gender equality?
- How do politics and security affect gender equality?

Project-level

- Who does what and with what inputs?
- Who holds power, and who doesn't, and in what ways, such as in decision-making?
- Who may enjoy expected benefits and who loses out and to what measure?

There are many gender analysis tools to help answer these questions to design better projects, such as activity and income profiles, access and control profiles, benefits and incentives profiles, and community mapping. When tools are applied by experts skilled in using them, projects improve.

Steps to conduct a gender analysis:

1. Engage support of a qualified social inclusion and gender equality specialist.
2. Identify existing quantitative and qualitative data (e.g. literature, country assessments and action plans, and relevant project evaluations).
3. Identify community, organizational, and government stakeholders who may influence how certain groups are involved in and/or benefit from the project. Each stakeholder should be analysed with a gender lens:
 - a. Potential risks of the project on each stakeholder
 - b. Potential benefits the project may provide to each stakeholder
 - c. Risks to achieving project goals if certain people/groups are not engaged, or if gender norms are not changed
4. Engage a qualified expert to conduct community engagement with key stakeholders and community members identified who may influence how the project interacts with and/or benefits subsets of the community.
5. Utilizing a gender analysis framework, analyse gender-based constraints and opportunities specific to the project and formulate a gender action plan with recommended activities that address the constraints and opportunities.

In the very early stages of project design and preparation, a rapid desk-based gender analysis may be appropriate, which typically takes between two to five days for a gender specialist to complete. A gender specialist may review the context where a proposed project will take place, reviewing location- and context-specific qualitative and quantitative data through publicly available literature, the potential funder's gender mainstreaming requirements, and best practices specific to the proposed project activities accompanied by gender-specific M&E indicators. A gender specialist should be engaged as early

as possible to allow time for iterative feedback between the engagement team and the specialist so that high quality analytical content can be incorporated into a project proposal and activities, and the project budget aligned with the funder's gender mainstreaming policies.

Once a project is accepted, a more thorough gender analysis must take place immediately at project start-up to inform the overarching project work plan, M&E plan, and budget. Ideally, 10 to 12 weeks is allocated to conduct a gender analysis, depending on the size and scope of the project.

A typical work plan to develop a gender analysis includes the following:

Week 1: Work planning and project document and literature review (qualitative/quantitative data)

Week 2: Stakeholder analysis (e.g. with community leaders, community members, NGOs, local/national government focal points) and finalization of gender analysis based on literature

Week 3: Development of qualitative community data collection tools (e.g. in-depth interview guides, focus group discussion guides, community mapping exercises)

Week 4: Primary data collection field planning (e.g. calling stakeholders to organize and schedule interviews and focus group discussions, logistical arrangements (e.g. transport, meeting places, hotel if traveling to remote sites, printing of guides)

Weeks 5-6: Two weeks of fieldwork is usually sufficient for intensive primary data collection (interviews, discussions, participatory community exercises) although sometimes this may be expanded to 3-4 weeks. Fieldwork should be conducted by 1-2 gender specialists who speak the local language where the project will take place.

Weeks 7-8: Two weeks is typically required to analyse the qualitative data collected from the field. This often involves transcription and translation of audio-recorded interviews and discussions, followed by thematic coding and analysis of the data (manual or using software such as NVivo or ATLAS.ti)

Week 9: Synthesizing qualitative fieldwork analysis with the literature review findings to provide one streamlined analysis with activities and M&E indicators based on synthesized findings

Week 10: Many funders will want to have a chance to review the draft analysis and comment on it before the final version is submitted

Week 11: Revisions and finalization of the gender analysis and action plan which should then be integrated into the overarching project planning documents, including the work plan and project budget

MORE INFORMATION

There are gender analysis tools to support practitioners to design better projects, such as community mapping, activity and income profiles, access and control profiles, and benefits and incentives profiles. When these are applied, projects improve. See more at:

Transforming Agency, Access, and Power (TAAP) Toolkit

Oxfam Guide to Gender Analysis Frameworks

World Bank Gender Analytic Tools

Moser Gender Analysis and Gender Audit

UN Women 7 Drivers of Women's Economic Empowerment

For some projects, particularly ones that are very small or ones that require fast emergency response, a rapid gender analysis is appropriate. The following rapid gender analysis toolkit is a useful resource for working with communities:

CARE Rapid Gender Analysis Toolkit

2.2 Engagement of Gender Equality and Social Inclusion Specialists

The involvement of expert judgement is vital to the successful definition of the project scope, time, cost, and quality requirements. Expert judgement involves the inclusion of individuals with specific technical experience in these areas: legal, finance, procurement, infrastructure (for complex infrastructure projects), project management, the environment and gender, along with any other individuals at the country or regional level with relevant expertise.

The failure to include the necessary expert judgment early on in planning activities seriously impedes effective management control and successful project delivery. Gender and social inclusion specialists have specific skills and knowledge related to their subject matter expertise. Just as designing an infrastructure project without input from a qualified engineer would be detrimental to sound design, so is designing a project that impacts all people without engaging with a gender and social specialist with requisite skills and knowledge.

Short-term technical experts may be engaged to support planning and review of gender analyses and gender action plan development during pre-engagement. Additionally, it is wise to budget for a gender equality and social inclusion specialist to be part of a project team, on a part-time or full-time basis depending on the project scope. Gender specialists within regional and country offices may provide additional technical guidance and support on an as-needed basis.

2.3 Stakeholder Analysis and Community Engagement

Sound gender analysis relies heavily on community engagement activities, thoughtful stakeholder analysis, and risk analysis. This will ensure that throughout the project, those implementing the project identify and engage with a broad range of stakeholders from impacted communities; understand and mitigate project risks to individual subsets of community members, including women, men, boys, and girls; and leverage opportunities to contribute to gender equality.

When conducting a stakeholder analysis, consider the following:

1. Stakeholders should be considered as any entity or individual woman, man, girl, or boy who could directly or indirectly influence, or be influenced by, any phase of the project from government, education and health sectors, private sectors, NGOs and CBOs including women's organizations, and the community in the area of influence, including traditional and religious leaders.
2. Once you begin to meet and talk with key stakeholders, you may expand your list of stakeholders and begin to analyse potential benefits of the project on stakeholders, such as direct benefits of building schools for boys and girls.
3. For each identified stakeholder, you will also analyse the potential risks of the project on them, such as nearby female-headed households that may lose farmland as a result of construction.
4. For each stakeholder, you need to also analyse how they could benefit the project, such as a local CBO providing school equipment.
5. You need to analyse for each stakeholder how they may risk achievement of project goals, such as a conservative village chief who was not consulted and does not want girls in school.

Facilitated workshops help a project developer define the project scope by gathering key stakeholders and relevant experts to discuss the requirements and expectations for the project. It is important to note that community leaders and members are a subset of stakeholders; the process of engagement for communities is necessarily different for government, entities, and partners than it is for communities. Too often, stakeholder engagement is deemed complete without adequately engaging with communities.

Facilitated workshops will define the requirements and expectations that inform the detailed description of the project; workshop outputs will make up the project baseline used to measure project progress throughout the project lifespan. They will also contribute to the estimates of time, cost and quality of the project, and its outputs.

A project may have significant impact on the day-to-day lives of community members, comprised of women, men, boys, girls, and others who are socially excluded. For this reason, a sound stakeholder

analysis supported by a social and gender inclusion specialist should clearly identify community leaders, groups, and members. However, it is important to note that facilitated workshops rarely yield effective results in consulting with women and socially-excluded populations within communities. The stakeholder analysis should also identify gender-based constraints that certain individuals or groups may face in participating in facilitated workshops.

Common barriers include gender norms that make it uncomfortable or inappropriate for women to attend a workshop alongside men, holding workshops at inconvenient times when women are unable to attend due to home care responsibilities, or needing a “chaperone” to come along with them. In many instances, women and socially-excluded members will only have opportunity to input when alternative techniques to workshops are used. Therefore, it is highly advisable to engage a qualified social inclusion specialist – with the requisite skills and experience to identify issues which may not otherwise be considered – design and conduct community engagement.

TIPS FOR PLANNING COMMUNITY ENGAGEMENT

1. Ensure the stakeholder analysis distinguishes between different types of community members (e.g. women, men, boys, girls, youth, elderly, ethnic/religious minorities, indigenous persons, disabled, LGBTQI).
2. Engage a gender equality and social inclusion expert to support development of a community engagement plan, tailored to the cultural context and project needs.
3. Consider the need for 50/50 male/female community engagement staff, as women in many settings are not comfortable expressing their views with men, and in some instances are not able to interact with men.
4. Ensure barriers for women and other socially-excluded groups to attending community meetings and participating in decision-making are identified and mitigated (e.g. sex of community engagement staff, time of day the meeting is held, meeting location, transport/chaperone required to attend, childcare limitations, etc.).
5. Ensure community “gatekeepers” such as community leaders, tribal heads, women’s civil society organizations, or others are first engaged to discuss appropriate ways to enter into communities and speak with specific subgroups.
6. Ensure a clear community engagement plan guides the process so that everyone involved understands the barriers, techniques and tools selected to use for a specific community, and metrics are in place to measure the success of engagement, beyond warm bodies in a room, to capture how women and others are able to have voice and influence decisions.

2.4 Project-Specific Gender Action Plans

A project-specific gender action plan (GAP) is the output of a gender analysis for a specific project. A project-specific GAP will detail recommended activities that specifically address the gender-based constraints and opportunities that were identified during a gender analysis. The GAP must include specific activities, targets, responsible actors, and indicators to measure progress and outcomes. The GAP should not be a stand-alone document; rather it should inform and be integrated into overarching project work plans, M&E plans, and project budgets for effective gender mainstreaming throughout the project. A project-specific GAP provides a roadmap for a particular project, tailored to that project's intended outcomes and activities.

How to Create a Project-Specific Gender Action Plan

A gender action plan (GAP) is a key recommended document for standard and complex projects that should be created during project design and preparation, updated during implementation, and archived during project monitoring. The GAP is a subplan to a project plan.

The GAP is an integral part of the overall project plan, outlining the specific activities and tangible benefits that should occur through gender mainstreaming, and contributing to the long-term sustainability of the project outcomes. The gender action plan is a live document that can, and should, change as projects evolve and as new gender mainstreaming opportunities are identified.

A GAP is a gender mainstreaming tool which provides a roadmap for ensuring that projects are gender-responsive in their design and throughout project implementation. A GAP includes gender-specific outcomes, outputs and activities with targets, and indicators to measure each one. A GAP identifies concrete human and financial resources and timelines. A GAP is also a useful advocacy tool for gender equality and facilitates collaboration with other partners by capturing organizational roles and responsibilities.

A well-planned gender analysis serves as the basis to formulate a GAP. Gender analysis will identify gender-based constraints, such as lack of time due to childcare responsibilities, or lack of collateral to take a loan because women often do not hold land titles. Ultimately, it will lead to solutions to overcome constraints. Gender analysis will also identify opportunities to strengthen gender equality and empower women.

These solutions and opportunities should be actionable and are the basis of formulating a gender action plan. For example, an action that “Provides women and men with flexible work arrangements and on-site childcare” is an actionable solution that directly addresses childcare constraints whereas “Employ more women” is vague and not solution-oriented.

A template for creating a project-specific gender action plan may be found in Annex B of this document.

Good practices when creating a GAP include:

1. Engage a qualified gender specialist to carry out a social and gender analysis to inform the GAP.
2. Ensure GAPS are fully owned by the executing agency. Do this by using a participatory approach and present evidence-based rationale for recommended activities directly linked to overall project objectives.
3. Formulate realistic targets linked to objectives and (SMART)³³ gender-related indicators. Targets and strategies should enable step-by-step progress bringing incremental changes and challenging culture without threatening it. Targets facilitate monitoring of participation and benefits.
4. Plan to provide adequate skills and resources for GAP implementation. Long-term gender specialists in the executing agency and/or project team and adequate resources will ensure that GAPS are implemented. Organizations contracted to implement project activities should have a demonstrated gender mainstreaming capacity.
5. Monitor and follow up gender-related targets and activities using gender-specific indicators. Routine monitoring and reporting promote good results.

33. SMART: Specific, Measurable, Action-oriented, Realistic, and Time-bound.

2.5 Environmental and Social Impact Assessments (ESIAs)

An environmental and social impact assessment (ESIA) and its corresponding action/management plan are tools for identifying, predicting, and

assessing the type and scale of potential impacts caused by business activities or projects on biodiversity and social relationships.³⁴ An ESIA also identifies opportunities that can benefit conservation and mitigate social conflict that may be caused by projects.

The standard ESIA process³⁵ includes:

1. *Screening*: This involves a quick, high-level analysis to determine whether a full ESIA is needed. This takes place at the beginning of the project. The team takes into consideration the project design and all alternatives asking the questions: “What will be the effect of this development on the environment? Are those effects significant?” If the answer is ‘yes,’ an ESIA may be required.
2. *Scoping*: If screening determines that a full ESIA is required, the scoping process identifies data availability and gaps, determines which impacts will be significant, considers possible mitigation, and establishes an appropriate survey and research methodology.
3. *Baselines studies*: These provide a reference point against which any future changes associated with a project can be assessed and offer information for subsequent monitoring.
4. *Impact prediction and evaluation*: This involves an analysis of impacts identified in scoping and baseline studies to assess the nature, temporal and spatial scale, reversibility, magnitude, likelihood, extent, and effect of infrastructure projects.
5. *Mitigation*: This stage seeks to eliminate or reduce negative biodiversity and social impacts of the project including avoidance of impacts when possible, reduction of impacts when unavoidable, restoration of habitats, relocation of affected species, and compensation for damage.
6. *Social and environmental management plan (SEMP)*: The SEMP, often also called an environmental action plan or corrective action plan, defines resources, roles and responsibilities required to manage biodiversity and social impacts and implement mitigation measures.
7. *Environmental impact statement*: This statement provides a physical report on the ESIA process and findings, giving a review of potential impacts and how they have been, and will be, mitigated.

In a toolkit on mainstreaming gender in oil, gas, and mining companies, the IFC offers an instructive list of questions that can be asked

during a gender-sensitive ESIA. See the box below for suggested questions that can be adapted for infrastructure projects in the Asia-Pacific region.

34. IFC. n.d. The Social and Environmental Impact Assessment process.

35. Ibid.

BOX 2:

IFC questions to include in a gender-sensitive social impact assessment (SIA)³⁶

General questions:

- What are the current or predicted positive impacts (economic, social, and environmental) of the different project stages on men and women, including on their activities and access to, and control of, resources?
- What are the current or predicted negative impacts (economic, social, and environmental) of the different project stages on men and women, including on their activities, and access to and control of resources?
- Does the project provide opportunities to promote gender equality through specific institutions in the area? Which institutions?
- Will social cohesion be diminished or damaged, such as women's time conversing while collecting water?
- Will any cultural heritage practices or culturally significant or sacred sites be diminished or damaged?

Interests and perceptions:

- What are the differences in women's and men's perceptions of the project and how it will impact them respectively?
- Do women and men have different hopes and concerns about the project?

Changing household dynamics:

- Are there opportunities for the project to improve gender equality within the home?
- What are the potential implications of the changed access to resources inside and outside of the home for men and women? For instance, how are changes outside the home – such as in employment, livelihoods, increased availability of cash – leading to changes inside households?
- Will the project pose any threats to existing livelihoods, subsistence, or property ownership rules or customs, and how would men and women be differently impacted by this?
- Could any of the above changes lead to increased domestic or gender-based violence?
- What steps can be taken to prevent or minimize potential subsequent risks of domestic or gender-based violence?

Influencing institutions:

- What influencing institutions or other stakeholders (e.g. civil society or community groups, especially those that work with women), companies and labour unions (particularly all-male unions) could either help or hinder your gender equality efforts?
- How can you work with them to partner on gender equality efforts or ensure that a company's gender equality efforts won't be obstructed?
- How can the project work within or strengthen existing social structures and processes to further gender equality efforts?

Social subgroups and vulnerable populations:

- Do any social subgroups or vulnerable populations (such as those of lower social class or higher poverty levels, ethnic minority groups, disabilities, or anyone else with less voice and agency) have additional gender issues or particular sensitivity to community gender issues?

Safety and health:

- Will the project increase the risk of violence for women or men (domestic, gender-based, or other), sexually transmitted infections, or other threats to personal safety or health?
- What steps can be taken to prevent or minimize these risks?

36. This text is quoted directly from the IFC's 2018 publication, *Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies*.

- Are there any injured, ill, or disabled members of the community who are usually taken care of by their female relatives?
- Will the health and well-being of these individuals be affected by the changes in power dynamics or increased gender equality?

Participation and benefit sharing:

- Will both men and women have opportunities to participate in the project through employment, local supplier development, community initiatives, and benefit sharing?
- How can the company ensure that both women and men voice their opinions in community consultations?
- How can the company ensure communication and connection with the community's female and male leaders?
- What is the likelihood of elite capture (i.e. benefits going to members of the community who are better off, such as men or women who have higher socioeconomic status)?
- How can the concerns and participation of all members of society be taken into consideration?
- How can the project be designed to provide leadership and professional development opportunities to both women and men, for example, through leadership or project management roles in the company, community, or government?
- Will women or men face different hurdles or bear disproportionate costs to participate in the project?

2.6 Resettlement Action Plans (RAPs)

While the development of infrastructure projects should avoid or minimize the displacement of people and communities as much as possible, sometimes it is necessary to develop a resettlement action plan to mitigate negative impact when resettlement is unavoidable. The ultimate goal of gender-responsive and socially-inclusive resettlement is to minimize impact, carry out resettlement processes in a culturally appropriate manner, ensure that women have access to equal financial compensation and property rights, provide special assistance for particularly vulnerable people and social groups, and lend extra support in the case of loss of economic activities.

The World Bank has developed an operational manual on involuntary resettlement which is considered a fundamental framework for projects around the world. This manual includes specific guidance on what should be included in a resettlement action plan:

1. "The resettlement plan or resettlement policy framework includes measures to ensure that the displaced persons are: (i) informed about their options and rights pertaining to resettlement; (ii) consulted on, offered choices among, and provided with technically and economically

feasible resettlement alternatives; and (iii) provided prompt and effective compensation at full replacement cost for losses of assets attributable directly to the project.

2. If the impacts include physical relocation, the resettlement plan or resettlement policy framework includes measures to ensure that the displaced persons are: (i) provided assistance (such as moving allowances) during relocation; and (ii) provided with residential housing, or housing sites, or, as required, agricultural sites for which a combination of productive potential, locational advantages, and other factors is at least equivalent to the advantages of the old site.
3. Where necessary to achieve the objectives of the policy, the resettlement plan or resettlement policy framework also includes measures to ensure that displaced persons are: (i) offered support after displacement, for a transition period, based on a reasonable estimate of the time likely to be needed to restore their livelihood and standards of living; and (ii) provided with development assistance in addition to compensation measures described in paragraph 6(a); (iii) such as land preparation, credit facilities, training, or job opportunities."³⁷

37. This information is directly drawn from the 2018 World Bank's OP 4.12 - Involuntary resettlement.

The International Finance Corporation (IFC) complements this manual with a document on environmental and social sustainability performance standards regarding land acquisition and involuntary resettlement. This manual establishes that an RAP must be designed “to mitigate the negative impacts of displacement;

identify development opportunities; develop a resettlement budget and schedule; and establish the entitlements of all categories of affected persons (including host communities).”³⁸ Specific considerations for RAPs regarding indigenous peoples can be consulted in IFC Performance Standard 7.³⁹

CASE STUDY 1

Gender-Responsive Resettlement of Transport and Highway Infrastructure Projects

Many large-scale transport projects involve some land acquisition, displacement and resettlement, and loss of livelihoods for people living in the vicinity. Women are often more vulnerable to negative impacts of resettlement, such as loss of land and access to resources, because they often do not have equal land ownership rights, may not be recognized as having different needs, and may not be equally compensated. The Manila Highway project estimated that up to 5,458 households would be affected by the highway, 20% of which were headed by women. The households would lose productive assets and their livelihood from relocation and resettlement. The project developed a gender strategy and implemented a resettlement action plan to ensure that these women were resettled appropriately and benefited equally from the process. This included:

- Conducting separate needs assessments for households headed by women to understand specific consequences and concerns from lost livelihoods and assets;
- Capacity-building training for the community, focusing on ethnic minority and female heads of households;
- Actively engaging women in the preparation of an inventory of losses and consultation meetings;
- Ensuring that women had equal access to compensation funds and, during distribution of compensation to men and women, priority payments went to poor households headed by women;
- Ensuring joint registration of land rights in the names of the husband and wife; and
- Efforts to maximize the involvement of women throughout all stages of the process, including planning and re-establishment of new livelihood activities.

Resettlement action plans are tools that go hand in hand with gender action plans to help mitigate concerns and conflict and ensure that the resettlement process can be empowering for women.

Asian Development Bank. 2013. Gender tool kit: Transport: Maximizing the benefits of improved mobility for all
Asian Development Bank. 2005. Greater Mekong-Subregion: Kunming Phong Transport Corridor-Noi Bai-Lao Cai Highway Project: Manila

KEY RESOURCES ON RESETTLEMENT ACTION PLANS

Asian Development Bank. 2003. Gender checklist: Resettlement.

World Bank. 2001. OP 4.12 - Involuntary resettlement.

IFC. 2012. Performance standard 5: Land acquisition and involuntary resettlement.

IFC. 2012. Performance standard 7: Indigenous peoples.

38. IFC. 2012. Performance standard 5: Land acquisition and involuntary resettlement.

39. IFC. 2012. Performance standard 7: Indigenous peoples.

3. Checklist for Gender Mainstreaming in Project Design and Preparation

WHY?

The incorporation of a gender perspective in the first project cycle phase, project design and preparation is a critical step for ensuring that infrastructure projects meet the needs of all end users. Effectively mainstreaming gender equality and social inclusion in this phase can lead to an array of positive benefits, not only for women and socially-excluded groups, but also for contractors implementing projects. These benefits include:

- Mitigation of gendered effects or risks created by the project (e.g., gender-based violence and sexual harassment, displacement of vulnerable communities and how property rights are considered for resettlement).
- Economic empowerment of women and other socially-excluded groups.
- Sustainable infrastructure that will be used and valued by communities.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

This checklist is intended for users to refer to during project design and preparation.

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.

ADDITIONAL RESOURCES

Asian Development Bank. 2013. Preparing a project Gender Action Plan.

FAO. 2013. CIFOR proposal development guidelines for integrating gender.

Devex. 2013. 10 tips for integrating gender issues in project proposals and delivery.

KEY CONSIDERATIONS				COMMENTS
1. The project's gender analysis has been conducted (by a gender expert) in addition to an ESIA and RAP when necessary, and findings are incorporated into project design (i.e. output, outcome, and goal) and project documents.	YES	NO	N/A	
2. If a needs assessment mission team exists, it is balanced by sex and diversity and includes a gender expert.	YES	NO	N/A	
3. A gender assessment is integrated into the needs assessment mission team TOR.	YES	NO	N/A	
4. A business case on gender mainstreaming has been developed to ensure that clients and donors are committed to mainstreaming gender and diversity into project activities, and the business case has been refined into a shortened "pitch" that may be used for partners and team members.	YES	NO	N/A	
5. Gender and diversity have been integrated in the situation analysis, problem tree analysis, and theory of change exercises, ensuring participation of men and women.	YES	NO	N/A	
6. Women's and men's practical and strategic gender needs and changes in access and control over resources have been analysed.	YES	NO	N/A	
7. An analysis has been carried out regarding how vulnerable groups such as ethnic and religious minorities, persons with disabilities, and sexual and gender minorities access, control, and own resources related to the project.	YES	NO	N/A	
8. The gendered division of labour and its changes have been analysed. Women's and men's current work within and outside homes is analysed in the project area, keeping in mind how the project could affect this.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
9. A literature review has been conducted to identify available reports on gender equality for the locations where the project is to take place and the findings are incorporated into the proposal.	YES	NO	N/A	
10. The gender integration policies of the partner(s), for which the proposal is written, are well documented and understood by the proposal development team.	YES	NO	N/A	
11. If any there are any foreseen or unintended negative impacts on men, women, boys, or girls, or relationships among them, the project scope is modified to limit these disadvantages, especially for women and girls.	YES	NO	N/A	
12. Gender-disaggregated statistics are collected before the project begins to analyse the gendered dimensions of the sector (e.g., labour force participation and employment data, time use, access to training and skills development, access to financial services, legal framework including inheritance and property laws, community leadership).	YES	NO	N/A	
13. Sex-disaggregated data, statistics and indicators have been used in the project proposal.	YES	NO	N/A	
14. Male and female community members, leaders, and future users of the infrastructure (including vulnerable groups like ethnic and religious minorities, PLWD, LGBTQI) are consulted and involved as decision makers in the design and planning stage. Their views are incorporated into the gender analysis and project design.	YES	NO	N/A	
15. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on the relevant issue.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
16. A project gender action plan (GAP) has been formulated, including specific mentions of any quotas, targets, implementing parties, and monitoring mechanisms.	YES	NO	N/A	
17. Feasibility studies address mitigation of sexually-transmitted infections associated with construction or the mobility/interactions the infrastructure may facilitate.	YES	NO	N/A	
18. Project-related displacement of people and communities is avoided or minimized, and if resettlement is unavoidable, it is carried out in a culturally appropriate manner, ensuring that women have access to equal financial compensation and property rights. Special assistance is provided for particularly vulnerable people and social groups, and support is provided in the case of loss of economic activities.	YES	NO	N/A	
19. Design and siting take into consideration how men, women, boys, and girls use the infrastructure in different ways.	YES	NO	N/A	
20. Design includes well-placed public toilet facilities that are separate for males and females, safe, private, and with running water to ensure dignified menstrual hygiene management (MHM) for women and girls.	YES	NO	N/A	
21. The project's solution addresses water, health, hygiene, security and sanitation aspects, especially for women.	YES	NO	N/A	
22. Design and siting take into consideration how men, women, boys, and girls in the affected corridor will be impacted by construction and operation, including safety, gender-based violence (GBV), and human trafficking.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
23. Gender-responsive human trafficking, GBV, and HIV/AIDS awareness training is provided for contractors, operators, general public users, security staff, and others.	YES	NO	N/A	
24. Designs take into account the safety of staff and future users of the infrastructure, in addition to GBV prevention.	YES	NO	N/A	
25. Designs take into account special needs and considerations, including access for persons with disabilities.	YES	NO	N/A	
26. The office and project worksite have been designed with sufficient provisions for resting and feeding areas for pregnant and nursing mothers.	YES	NO	N/A	
27. The proposed project solution can be operated and maintained by both women and men.	YES	NO	N/A	

PART II: GENDER MAINSTREAMING IN PROJECT FINANCING AND BUDGETING

1. Introduction

The budget is arguably one of the most important project management tools because, without money, no project activities can be implemented successfully. A gender-responsive budget ensures that the needs and interests of individuals from different social groups (sex, age, race, ethnicity, location) are addressed in expenditure and planned activities. A gender-responsive budget is about intentionally directing resources to address disadvantages and exclusion; it acknowledges the intersection between budget priorities and the well-being of women and other socially-excluded groups.

In the Asia-Pacific region, appropriate financing and budgeting are critical aspects for achieving gender equality and social inclusion in public and private infrastructure projects. A 2016 review indicated that 15 countries in the region allocated just one per cent of their national budgets to national women's machineries, and that there are financing gaps of up to 90 per cent for implementing national plans on gender equality.⁴⁰ This means that even if projects are designed and prepared with gender-responsive

components and proposals, there simply will be no funds to follow through. Thus, not only in the public sector but also in the private sector, it is fundamental for infrastructure projects to embed such components and proposals in the budget, effectively ensuring that written commitments are translated into action.

In terms of national public policy, six out of 26 surveyed countries (23 per cent) in the Asia-Pacific region have a national gender budgeting statement, which demonstrates governmental initiatives to show what their programmes and budgets are doing regarding gender.⁴¹ Of these countries, some such as Bangladesh, Indonesia, Nepal, the Philippines, and South Korea have developed detailed frameworks for measuring the gender-responsiveness of programmes. For example, South Korea developed a gender impact assessment framework that can be applied to general projects (not necessarily projects specifically focused on women's empowerment), and the Philippines created a framework with detailed checklists for various stages of the budget cycle.⁴²

40. UN Women. 2016. Gender responsive budgeting in the Asia-Pacific region: A status report.

41. UN Women. 2016. Gender responsive budgeting in the Asia-Pacific region: A status report.

42. Ibid.

Five Steps of Gender Responsive Budgeting for Infrastructure Projects⁴³

Step 1: Analyse the situation for women, men, girls, and boys in the infrastructure sector (e.g. Who uses current infrastructure such as roads, schools, health centres, markets? Who would benefit from new or rehabilitated infrastructure?)

Step 2: Assess the gender-responsiveness and gaps of policies, programmes, legislation, and earlier projects.

Step 3: Assess how budget allocations can implement gender-responsive activities and proposals of the project.

Step 4: Monitor how the allocated funds were spent, what services and infrastructure were delivered and to whom.

Step 5: Assess the impact of the infrastructure project and to what extent the situation in Step 1 has changed.

More generally, in the context of gender-based discrimination and exclusion, gender responsive budgeting is a tool for ensuring that the priorities of poor women are reflected in budget allocations and expenditures and that budget actors, organizations, systems, and processes better reflect their interests and make room for their voices in a process marked by transparency and accountability to gender commitments.

By monitoring the outcomes, outputs, activities, and inputs of budgets, the following can be achieved:

- Improved accountability of projects and representatives regarding gender equality, women's needs, rights and empowerment.
- Improved efficiency by ensuring that those who need it most benefit from project expenditures.
- Improved transparency and reduced corruption.

- Informed participation of women in planning and budgeting processes (this can enable processes to effectively address the needs of the poorest and the powerless).
- Improved monitoring by knowing who project services are reaching.

A gender-responsive and socially-inclusive project budget should cover the following basic components: the situation of women, men, girls, and boys regarding the problems that project activities will address, how the activities will address gender and social issues, the amount of money allocated for activities, and sex-disaggregated indicators and targets for the budget period.

The following sections provide tools and techniques on how to implement gender-responsive and socially-inclusive project financing and budgeting policies and practices, in addition to a checklist including practical guidance.

2. Tools and Techniques

This section provides an overview of key tools and techniques that are critical to gender mainstreaming success in the project financing and budgeting phase. These include a

gender-disaggregated beneficiary assessment, gender-disaggregated expenditure incidence analysis, and a gender and social audit.

43. These steps have been adapted from UNESCAP's Gender responsive budgeting in Asia and the Pacific: Key concepts and good practices.

2.1 Gender-Disaggregated Beneficiary Assessment

One of the most important aspects of designing a gender-responsive and socially-inclusive project budget is to collect necessary gender-disaggregated qualitative information in the preliminary stage in order to analyse the gendered and social aspects of the specific infrastructure subsector and to identify who will benefit from the project. While this survey is an important part of the project design and preparation phase, the results of beneficiary surveys or assessments must

also factor into the cost-benefit analysis carried out during the budgeting process. Information for beneficiary assessments can be collected through a variety of methods including desk reviews, household interviews, focus group discussions, direct observation, semi-structured interviews, case studies, stakeholder workshops, trend analyses, time use surveys, and social mapping.⁴⁴ A similar study should be undertaken at the end of the project to assess impacts (see Part VI, 2.2). If a good gender analysis was already conducted (see previous section), then much of this work should already be completed.

Considerations for designing a beneficiary survey in the infrastructure sector

All questions should be disaggregated by sex, geographic location (urban/rural), wealth quintile, educational level, ability status, etc. when possible.

Questions to ask before project implementation:

- Who will benefit from the final infrastructure project, and how? (For instance, will people with disabilities be able to use improved public transportation buses or trains? Will new port infrastructure be accessible for women to transport their goods? Will detention centres improve the quality of life for LGBTQI inmates and respect their dignity?)
- Who will be employed by the infrastructure project? (Will youth have equal opportunity for employment? Will women be involved in construction? Are jobs available for PLWD?)
- Will access to education, health, social services, and markets be affected, and for whom? (Will new rural roads improve the time burden of unpaid care work such as accompanying relatives to the health centre? Will new educational facilities be located in areas that communities consider to be safe for adolescent girls?)
- What do beneficiaries think about the proposed project? (Do affected communities want the project? Will they use the final infrastructure?)

ADDITIONAL RESOURCES

World Bank. 2003. Identifying gender issues using the beneficiary assessment approach: A guide for practitioners.

Asian Development Bank. 2017. Asian Development Bank support for gender and development (2005–2015).

44. Adam Smith International. 2016. Gender equality advisory services for infrastructure programs: Gender review.

2.2 Gender-Disaggregated Expenditure Incidence Analysis

Gender-disaggregated expenditure incidence analysis is a tool for assessing the gender responsiveness of budgets and policies, with the objective of measuring how resources are allocated between men/boys and women/girls.⁴⁵ The analysis asks: Is expenditure fairly distributed between men and women? Does resource allocation reflect the needs of men and women? How are resources used differently by men and by women?⁴⁶

For example, if a new school building is constructed, an expenditure incidence analysis can calculate the

dollar expenditure for boys and girls, measured as their respective share of total school attendance in the new building multiplied by total budget allocation for the building.⁴⁷ If adolescent girls' attendance drops at the new school due to a lack of adequate facilities for menstrual hygiene management (MHM) or PLWD attendance drops due to a lack of properly qualified teachers at the new building, this effectively means that the project's budget is unevenly distributed and benefits school-age boys more than girls and able-bodied students more than PLWD. Thus, **the main objective of a gender-disaggregated expenditure analysis is to understand the way in which the project's allocated funds have a differential gender impact.**

ADDITIONAL RESOURCES

Chakraborty, L. 2012. Asia: A survey of gender budgeting efforts.

Chakraborty, L., Singh, Y., & Farida, J. 2012. Public expenditure benefit incidence on health: Selective evidence from India.

45. World Bank. 2008. Gender analysis of public expenditure.

46. Ibid.

47. Austen, S., Costa, M., Sharp, R., and Elson, D. 2013. Expenditure incidence analysis: A gender-responsive budgeting tool for educational expenditure in Timor-Leste?

3. Checklist for Gender Mainstreaming in Project Financing and Budgeting

WHY?

Effectively mainstreaming gender equality and social inclusion in the project financing and budgeting phase can lead to an array of positive benefits not only for women and socially-excluded groups but also for contractors implementing projects. These benefits include:

- Improved gender outcomes in budgets, policies, and infrastructure delivery.
- Mitigation of negative effects or risks created by the project (e.g., gender-based violence and sexual harassment, displacement of vulnerable communities and how property rights are considered for resettlement, etc.).
- Economic empowerment of women and other socially-excluded groups.
- Sustainable infrastructure that will be used and valued by communities.
- Savings for contractors who fund gender-responsive activities from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

This checklist is intended for users to refer to during project financing and budgeting.

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.

ADDITIONAL RESOURCES

UNESCAP. 2018. Gender responsive budgeting in Asia and the Pacific: Key concepts and good practices.

Criterion Institute. 2015. Gender lens investing resources.

Austrian Development Cooperation. 2009. Making budgets gender sensitive: A checklist for programme-based aid.

KEY CONSIDERATIONS				COMMENTS
1. Before the budget is created, an analysis is carried out to identify possible beneficiaries and assess the situation of women, men, girls, and boys in the relevant infrastructure subsector.	YES	NO	N/A	
2. To inform the budget, the gender responsiveness and gaps of infrastructure policies, programmes, legislation, and earlier projects is assessed.	YES	NO	N/A	
3. A transparent and open process for community and stakeholder engagement (including local NGOs) is created in order to foster their participation in the budget creation process.	YES	NO	N/A	
4. Sufficient budget has been allocated to fund gender mainstreaming and targeted gender and diversity responsive activities.	YES	NO	N/A	
5. Budget has been allocated for a gender equality and social inclusion specialist to be part of a project team, on a part-time or full-time basis depending on the project scope.	YES	NO	N/A	
6. The budget includes funds for each aspect of the gender action plan, ESIA, and RAP, and is continually updated with these living documents.	YES	NO	N/A	
7. There is adequate money budgeted for O&M to sustain a safe and healthy environment over the long term.	YES	NO	N/A	
8. There are adequate funds for investing in safety features to reduce the risk of harassment and gender-based violence for women, girl, and LGBTQI users.	YES	NO	N/A	
9. Resources are allocated separately for accessibility requirements for all projects.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
10. Budget teams analyse the possibility of special measures to facilitate infrastructure access to women and other vulnerable groups (e.g. affirmative action to fill employment quotas, expansion of all-women services such as police stations or buses) or delivering services in a gender-friendly way (e.g. multiple fares/ticketing for public transport, safety features to prevent GBV).	YES	NO	N/A	
11. There are adequate budgets and resources for M&E activities (i.e. funds, time and staff, appropriate for conducting proper data collection without being biased by gender, distance, age, ethnicity, accessibility of the population, interviewees being able to speak freely).	YES	NO	N/A	
12. A monitoring and evaluation process is created not only for project outputs, but also to assess how allocated funds were spent, what services and infrastructure were delivered and to whom.	YES	NO	N/A	
13. If there is a need to promote gender awareness with clients, partners, suppliers, and project staff to implement the project work/construction in a gender-sensitive manner, gender trainings are planned and budgeted	YES	NO	N/A	
14. The workforce plan allocates a budget and a position for a community engagement or gender equality specialist to provide ongoing workforce training, review of planning documents, etc.	YES	NO	N/A	
15. For grant proposals, budget templates call out the need to include line items for gender-specific budget.	YES	NO	N/A	
16. The project budget is publicly available for stakeholders and affected communities to consult.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
17. Gender guidelines are developed for outsourcing, procurement, and grant disbursement.	YES	NO	N/A	
18. A gender dimension is incorporated into financial audits that focuses on expenditures and compliance, and a gender dimension is incorporated into performance audits that focus on outputs and outcomes.	YES	NO	N/A	
19. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	

PART III: GENDER MAINSTREAMING IN PROCUREMENT AND CONTRACTS

1. Introduction

Gender-responsive and socially-inclusive procurement and contracts are an essential component for the success of infrastructure projects. Sustainable procurement (SP) practices integrate requirements, specifications, and criteria that are compatible with – and in favour of – gender equality, the protection of the environment, social progress, and the support of economic development, primarily by seeking resource efficiency, improving the quality of products and services, and ultimately optimizing costs. The concept of SP maintains that government bodies, the public sector and the United Nations have an opportunity, through their collective and substantial purchasing power, to leverage markets to produce more sustainable goods and services. This market influence can be used as a strategic signal to further advance positive action on a wide range of sustainability issues and policy objectives such as gender equality.

Micro, Small, Medium, (MSME) and women-owned enterprises contribute significantly to the Asia-Pacific economy, generating millions of new employment opportunities and local development. Women-owned businesses are rapidly increasing and growing in the Asia-Pacific region. Recent statistics indicate that:

- In East Asia and the Pacific, women own 50 per cent of microenterprises and 59 per cent of Small and Medium Enterprises (SMEs).⁴⁸
- In South Asia, women own 10 per cent of microenterprises and 8 per cent of SMEs.⁴⁹
- In South Asia, 9.6 per cent of firms have majority female ownerships, compared to 28.6 per cent in East Asia and the Pacific.⁵⁰

When women and other socially-excluded groups successfully start businesses, they are able to contribute to national and regional GDP. Higher GDP is often translated into expanded or better-funded social programmes and infrastructure including education and health care, which improve the standard of living for many. However, businesses owned by women and other socially-excluded groups such as PLWD, LGBTQI, and ethnic minorities face a variety of barriers including: limited access to markets; lack of access to finance; limited Information, relevant education, and skills training; discriminatory laws and regulations; lack of networks; unpaid caring responsibilities; and other barriers such as gender-based violence.⁵¹

48. Asian Development Bank and the Asia Foundation. 2018. Emerging lessons on women's entrepreneurship in Asia and the Pacific: Case studies from the Asian Development Bank and the Asia Foundation.

49. Ibid.

50. World Bank. n.d. Enterprise surveys: Gender.

51. Asian Development Bank and the Asia Foundation. 2018. Emerging lessons on women's entrepreneurship in Asia and the Pacific: Case studies from the Asian Development Bank and the Asia Foundation.

While globally there is a trend of lower entrepreneurial activity among women than men, evidence suggests that factor- and efficiency-driven economies⁵² in Asia have the highest percentage of single-owner female entrepreneurs, but also the highest gender disparity regarding this dimension.⁵³ Small women-owned businesses, often started out of necessity rather than choice in the Asia and the Pacific, tend to be smaller and are more likely to close earlier.⁵⁴ Globally, the full economic potential of women-owned SMEs remains largely untapped or underutilized. As of 2013, for example, more than one third of all firms worldwide had women owners, yet they achieved only 1 per cent of corporate procurement spending.⁵⁵ However, a regionally high ratio of female-to-male early stage entrepreneurship in factor- and efficiency-driven economies (0.96 in Asia and Oceania) provides an opportunity for projects in the procurement and contracts phase to encourage the potential of MSMEs owned by women and other socially-excluded groups.⁵⁶ These MSMEs can source the goods and

services needed for various infrastructure projects including transport and roads, markets, water and sanitation, education facilities, and health centres. These goods and services are vital for the region's social and economic development.

Procurement procedures allow for a number of stages where sustainable procurement considerations can be applied, including sourcing, requirements definition, solicitation, evaluation, contract finalization and issuance, and contract management. However, the intention to adopt sustainable requirements in the procurement process should be identified early on, i.e. at the procurement planning stage or even as early as engagement acceptance. It should also be supported by appropriate market research to ensure that any potential sustainability considerations that are included do not risk over burdening the market. Furthermore, sustainability criteria should always be tailored to individual procurements. This, of course, is also applicable to gender-specific criteria.

Five stages of the procurement process:

1. *Planning and requirements*: This stage identifies and articulates a business need (e.g. cement supplier for building a new airport runway or school building). If the specification is less prescriptive, there is more opportunity for it to be gender inclusive (e.g. eligibility requirements do not exclude women-owned MSMEs from bidding due to complex financial requirements and paperwork).
2. *Sourcing*: The business need is consolidated into a sourcing plan or procurement strategy. At this stage, the procurement entity explores the existing market to determine if the need can be met.
3. *Solicitation*: Requests for information (RFIs) are issued, and suppliers are selected. Some suppliers, such as women-owned MSMEs, are disadvantaged when requests are too prescriptive, timescales are tight, or there is a substantial amount of verification of prospective bidders.
4. *Evaluation*: The request for proposals (RFP) is issued with a range of questions and evaluated against pre-set award criteria (typically price and quality).
5. *Award, negotiation and contract management*: This stage considers how a contract is delivered in line with any policy goals articulated in the process.

The following sections provide tools and techniques on how to implement gender-sensitive and socially-inclusive procurement policies and

contract terms, in addition to a checklist including practical guidance for implementation.

52. Factor-driven economies are countries in the early stages of economic development where GDP per capita tends to be low due to higher levels of unemployment and the formal economy cannot meet the demand for jobs. These economies tend to have a large informal economy and high levels of individual entrepreneurship. Efficiency-driven economies are countries that have a developing industrial sector, and they achieve higher productivity through economies of scale and development of financial institutions.

53. UN Women. 2017. The power of procurement: How to source from women-owned businesses.

54. Ibid.

55. Ibid.

56. UN Women. 2017. The power of procurement: How to source from women-owned businesses.

2. Tools and Techniques

This section provides an overview of key tools and techniques that are critical to gender mainstreaming success in the procurement and contracts phase. These include: understanding legislative and policy instruments, establishing a gender response and women-friendly competition and tender process, and creating a supplier development process and plan.⁵⁷

2.1 Legislative and Policy Instruments

Each infrastructure project developed in Asia and the Pacific must comply with the minimum legal procurement requirements, particularly for projects carried out in the public sector. Although many countries' legal frameworks do not include gender-responsive procurement measures, those implementing infrastructure projects usually must adhere to basic legal requirements such as codes of conduct, reporting gifts received by staff, transparency for citizens, audits, and keeping records of all procurement decisions. Due to the barriers that businesses owned by women and other socially-excluded groups face, many countries often use legislative interventions in order to boost the participation of women and women-owned enterprises in the formal economy.

A 2016 study in Asia-Pacific and Latin America indicated that out of 104 inclusive business investments made by ADB, IDB, and IFC, only 13 companies had the explicit aim of empowering women, with an additional 10 companies offering implicit benefits.⁵⁸ These results indicate that, despite evidence of the economic benefits of empowering women, many companies are not explicitly concerned with concretely improving women's economic participation and thus, companies alone cannot be responsible for driving the agenda of women's economic empowerment.⁵⁹ This means that the role of the United Nations and UN entities that support and

fund infrastructure projects is to understand local and national legal and institutional frameworks, and not only comply with minimum requirements. They need to also encourage states to implement more progressive measures so that companies may be empowered to identify practical ways to benefit women. If a procurement decision is likely to disproportionately affect women, mitigation actions should be taken to counteract this negative impact.

With the support of the UN, there are **myriad legal and policy approaches** that nations in the Asia-Pacific region can design, implement, and bolster to create an enabling environment for entrepreneurship and gender-responsive procurement. For instance, legal approaches can include laws that:

- Ensure women have equal rights to property and owning assets.
- Create a more level playing field in procurement processes through preferential treatment or affirmative action (e.g., establish a quota/percentage of government tenders that must go to youth, women, PLWD, etc.).
- Allocate government funding to entrepreneurship training programmes that directly recruit women and other socially-excluded groups.
- Require transparency and facilitate citizen access to data.
- Reduce complex requirements and paperwork for procurement applications and qualifications.
- Create requirements that firms bidding for procurement contracts must disclose information about their gender pay equity.

57. These tools are adapted from UN Women's 2017 publication on procurement, *The power of procurement: How to source from women-owned businesses*.

58. Asian Development Bank. 2016. *How inclusive is inclusive business for women? Examples from Asia and Latin America*.

59. Asian Development Bank and the Asia Foundation. 2018. *Emerging lessons on women's entrepreneurship in Asia and the Pacific: Case studies from the Asian Development Bank and the Asia Foundation*.

Policies and programme approaches can help:

- Increase the availability of seed funding and access to finance for MSMEs owned by women and other socially-excluded groups.
- Collect gender-disaggregated data on procurement, contracts, MSMEs, etc. to inform the design of gender-sensitive and socially-inclusive infrastructure projects.
- Increase the use of ICTs to disseminate information about new opportunities to potential women entrepreneurs.
- Create online enterprise registry systems or a public database of women suppliers and open government contracts.
- Support the development of networks of women, LGBTQI individuals and PLWD in specific infrastructure fields (e.g., women in construction, LGBTQI workers in public transport systems).
- Support third-party certification to establish criteria and verify businesses owned by women, youth, PLWD, ethnic minorities, and others and publicly share this data.⁶⁰

ADDITIONAL RESOURCES

UN Women. 2017. The power of procurement: How to source from women-owned businesses.

UNCITRAL. 2014. UNCITRAL model law on public procurement.

Chatham House. 2017. Gender-smart procurement: Policies for driving change.

Gender-Specific Laws and Strategies that Benefit Women's Entrepreneurship: The Philippines

The Philippines government has prioritized women's entrepreneurship with a variety of laws, strategies, statutes, and regulations on MSMEs.⁶¹

- Women's Empowerment, Development and Gender Equality Plan 2013–2016 includes a section on strengthening gender equality outcomes of MSMEs.
- Micro, Small, and Medium Enterprise Development Plan 2011–2016 includes several provisions about priority services and resources for women entrepreneurs.
- Republic Act 7882 stipulates that government financial institutions must provide financial assistance to NGOs that work on developing women's enterprises and must offer loans to women entrepreneurs. The Act further establishes that government financial institutions must allocate 5% of their lending portfolio to women entrepreneurs and that the Technical Education and Skills Development Authority should provide free training.
- Other broader MSME laws that include provisions regarding coaching and financing programmes, establishing women business centres, reporting on female-owned SMEs, and having a female representative from the Women's Caucus sit on the national MSME Development Council.

Asian Development Bank and the Asia Foundation. 2018. Emerging lessons on women's entrepreneurship in Asia and the Pacific: Case studies from the Asian Development Bank and the Asia Foundation.

60. The definition and eligibility criteria for women-owned businesses should minimally include the following: (1) at least 51% unconditional ownership by one or more women; (2) unconditional control by one or more women over both the long-term decision-making and the day-to-day management and administration of the business operations; and (3) independence from non-women-owned businesses.

61. Asian Development Bank and the Asia Foundation. 2018. Emerging lessons on women's entrepreneurship in Asia and the Pacific: Case studies from the Asian Development Bank and the Asia Foundation.

2.2 Gender-Friendly Competition and Tender Process

Effective gender-responsive and socially-inclusive procurement policies for infrastructure projects in the Asia-Pacific region establish specific components to facilitate the competition and tendering process. Examples of good practice include:

- A procurement process that reduces the number of hoops to jump through before a contract is awarded.
- Simplified pre-qualification selection and award criteria (e.g. avoiding extensive requirements for proving past experience as a prerequisite for qualification, insurance, etc.) in order to facilitate businesses owned by women and other socially-excluded groups that often suffer from time poverty (often due to the burden of unpaid care work) and less access to finance.
- Limiting contract size and avoiding bundling multiple requirements into one contract.
- Gender equality clauses that are incorporated within standard terms and conditions in order to commit primary suppliers to drive gender mainstreaming through their own operations and procurement (which then influences the market).
- Awards that are granted on the basis of quality, not only price.
- Procurement opportunities that are widely advertised, promoted in women's networks, and advertised in non-traditional media.
- Reasonable timescales that allow businesses owned by women and other socially-excluded groups who are often too time-poor to put together a bid.

- Favorable and timely payment terms for subcontractors (payment timescales can be integrated into contract terms and conditions).
- Requirements for contractors to have equal opportunity and non-discrimination policies.

2.3 Supplier Development Process and Plan

Another tool for promoting gender-responsive and socially-inclusive procurement and contract processes is the creation of a supplier development plan that effectively promotes diversity. The objective of supplier diversity programmes is to encourage the use of minority-owned, woman-owned, LGBTQI-owned, small, and other historically underutilized businesses as suppliers. Research also indicates that there are benefits for the bottom line when companies prioritize supplier diversity. For example, companies prioritizing diversity through different methods, including increasing the number of women-owned and operated businesses in their supply chains, have a 133 per cent greater return on procurement investments and spend 20 per cent less on buying operations.⁶²

This positive result indicates that not only is supplier diversity beneficial for the empowerment of women and socially-excluded groups, but there is also a business case to support such programmes. In a 2008 study entitled *Diversity and Inclusion in the Workplace*, 546 senior executives were surveyed. Of executives from the Asia-Pacific region, 55 per cent stated that they promoted diversity and inclusion “strongly” or “very strongly.”⁶³ Executives cited a variety of reasons for their support. In addition to the moral argument, executives support diversity and inclusion programmes because they broaden the talent pool, allow companies to better understand and respond to customers, and facilitate compliance with legal requirements. This improved return translates into an extra \$3.6 million for their bottom line for every \$1 million in procurement operations costs.⁶⁴

62. Connaughton, P. and Gibbons, L. 2016. Beyond compliance: Top supplier diversity programs aim to broaden value proposition.

63. Society for Human Resource Management. 2009. Global diversity and inclusion: Perceptions, practices and attitudes.

64. EY. 2015. How can greater supplier diversity unlog your growth pipeline? 5 insights for executives.

While many procuring entities may be interested in contracting with businesses owned by women and other socially-excluded groups, they often face obstacles in identifying these businesses or finding appropriate vendors that offer the necessary product or service. Thus, creating an intentional supplier development process and plan that target enterprises owned by

socially-excluded groups is an integral step for gender-responsive procurement in infrastructure projects.

The two boxes below detail specific measures for supplier development processes and plans that can be adapted for infrastructure projects in the Asia-Pacific region.

BOX 3:

Measures of a successful supplier development process:⁶⁵

1. Mentor programme established and active, including:
 - a. relationship building for sustainability and strengthening of mutual trust;
 - b. one-to-one coaching – executive relationships with similar functions, finance-to-finance, etc.; and
 - c. assistance with business process improvement and redesign, using lean thinking and lean manufacturing processes.
2. Training of all types provided to women-owned businesses such as:
 - a. supplier training on corporate objectives, culture and supply chain trends;
 - b. “universities” or formal learning programmes;
 - c. internal training for all suppliers (Six Sigma, quality, safety, effective communications, negotiations, etc.); and
 - d. support of women-owned business training at all levels – e.g. provide scholarships to women-owned businesses.
3. Capacity building initiatives such as:
 - a. establishing joint ventures and valid strategic partnerships;
 - b. facilitating mergers and acquisitions; and
 - c. providing technical assistance, e.g. marketing, management, accounting, international trade operations, production, financial, and the like.

65. These measures are quoted directly from UN Women’s 2017 publication on procurement, *The power of procurement: How to source from women-owned businesses*.

BOX 4:

Measures of a successful supplier development plan⁶⁶

1. The plan is supported by a clearly-stated business case based on value to the corporation.
2. The corporate plan is reviewed by senior executive management on a regular basis.
3. The corporation has an effective, active cross-functional steering committee for gender-responsive procurement.
4. The plan includes a methodology to identify and develop women-owned suppliers.
5. Input from women-owned supplier groups is included in the supplier development process.
6. The procurement programme promotes the inclusion of certified women-owned suppliers in all aspects of corporate procurement.
7. Controls, processes, materials, personnel and resources needed to achieve programme performance are identified and/or acquired.
8. The plan includes implementation of roles and responsibilities in supplier development in business units other than procurement.
9. A toolkit/language regarding gender-responsive procurement is developed for salespeople to use in creating and negotiating contracts.
10. Employee reviews (of stakeholders, budget holders, etc.) are tied to performance in developing gender-responsive procurement.
11. Gender-responsive procurement is integrated into all aspects of corporate business planning and is part of the “corporate DNA.”
12. Supplier diversity management has a good understanding of the company’s core operations.

66. These measures are quoted directly from UN Women’s 2017 publication on procurement, *The power of procurement: How to source from women-owned businesses*.

3. Checklist for Gender Mainstreaming in Procurement and Contracts

WHY?

Project managers are encouraged to work closely with procurement officials by including sustainability criteria and considerations in the tender documents, which can be a good way to implement key objectives that have been identified through the sustainable management plan, Health and Safety Plan, and/or gender action plan. Such items can include environmental, social or economic sustainability aspects of both the products and services being procured, as well as the suppliers' sustainability credentials.

In the case of gender mainstreaming in procurement, there are many options that can be considered by project teams. These include gender requirements that are more specific and actionable such as:

- percentage of hiring women.
- engaging with communities.
- setting aside contracts for local women-owned businesses.

Effectively mainstreaming gender equality and social inclusion in the procurement and contracts phase can lead to an array of positive benefits, not only for women and socially-excluded groups, but also for contractors implementing projects. These benefits include:

- Capital that promotes entrepreneurship activities, especially for MSMEs.

- Increased economic activity and empowerment of women and other socially-excluded groups.
- Increased GDP economic development of the region, which may translate into social returns such as increased investment in education, health, and social services.
- Enhanced community engagement and ownership of the final infrastructure.
- Establishment of a positive reputation for corporate social responsibility.

WHEN?

This checklist is intended for users to refer to during the procurement and contracts phase.

WHO?

- Project managers.
- Procurement specialists.
- Contractors.

ADDITIONAL RESOURCES

UN Women. 2017. The power of procurement: How to source from women-owned businesses.

UN Global Compact, & UN Women. n.d. Women's Empowerment Principles website.

UNOPS. n.d. Procurement website.

KEY CONSIDERATIONS				COMMENTS
1. Gender aspects have been considered in the design of project procurement needs, attracting women-owned/operated businesses, including sustainability criteria in the bid evaluation criteria and consideration for contractor capacity-building.	YES	NO	N/A	
2. During the planning phase, gender risks and opportunities related to procurement needs and product specifications are assessed (e.g., procurement officials were included from the engagement acceptance stage, and procuring appropriate medicines to address the needs of women, men, boys, and girls).	YES	NO	N/A	
3. Procurement officers are trained on sustainable procurement and comfortable with how to mainstream gender into procurement processes.	YES	NO	N/A	
4. Both male- and female-owned MSMEs are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI persons, and business owners with disabilities.	YES	NO	N/A	
5. There is transparent and publicly available information about procurement requirements and whom to contact.	YES	NO	N/A	
6. Application and contracting processes are simplified, clear, streamlined, and standardized (e.g. only requiring the applicant to input information in one centralized database). Technical qualification criteria and financial requirements are set at a level that is accessible to SMEs.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Procuring entities establish award criteria that are appropriate and accessible to businesses owned by women or other socially-excluded groups (e.g. contracting a bidder that offers “value for money” rather than a bidder who offers the lowest price) and requests for proposals include explicit language encouraging bids from businesses owned by women and other socially-excluded groups.	YES	NO	N/A	
8. Gender targets and physical design features are specified in bidding documents for contractors.	YES	NO	N/A	
9. Access for people with disabilities is written into the contract terms.	YES	NO	N/A	
10. The procurement policy mandates that all procured products (hardware and software), goods, and services must conform to accessibility requirements.	YES	NO	N/A	
11. The contractors employed – whether as primary, secondary or subsequent contractors – are demonstrably competent in providing gender-sensitive and accessible infrastructure.	YES	NO	N/A	
12. When formulating definitions, gender requirements are integrated into TORs. These could include provisions for a target regarding % of contracted labour opportunities reserved for women, requirements for the development of a plan from suppliers on how they will mainstream gender through the implementation of the contract (and regular reporting), and the inclusion of smaller lots reserved for women-owned enterprises.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
13. There are specific provisions in place for contractors and subcontractors to integrate gender equality into their work, such as enforcement of sexual harassment policies.	YES	NO	N/A	
14. Bidders have been clearly asked for specific reports on gender equality and social inclusion.	YES	NO	N/A	
15. When sourcing, the market is assessed for potential suppliers that have good gender equality and sustainability practices (e.g. businesses that work with local women-owned MSMEs in their local language and businesses that can demonstrate a strong commitment to gender equality internally across all levels).	YES	NO	N/A	
16. The tender is advertised using non-traditional methods, including through local women's business associations or networks.	YES	NO	N/A	
17. The terminology "gender mainstreaming" and "sustainability" are explained during the pre-bid meetings and in tender documents, in addition to what is otherwise expected of bidders.	YES	NO	N/A	
18. The solicitation sets aside a minimum percentage of technical points for sustainability and/or gender mainstreaming (as per the requirements definition).	YES	NO	N/A	
19. A gender checklist or gender marker has been established for evaluating and awarding proposals.	YES	NO	N/A	
20. The solicitation proposal has been reviewed by a gender or sustainability specialist.	YES	NO	N/A	
21. Regular contract management reporting includes monitoring and reporting of performance against gender mainstreaming requirements.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
22. Contract clauses and KPIs that address progressive improvements in gender mainstreaming are included and agreed upon.	YES	NO	N/A	
23. Clear actions have been established to rectify suppliers who fail to perform on gender mainstreaming requirements.	YES	NO	N/A	
24. During contract management, technical support is provided to suppliers to advance gender equality and gender performance.	YES	NO	N/A	
25. Bidders who are unsuccessful due to the lack of gender equality and social inclusion criteria are provided with feedback about their tender and what were the advantageous components of the selected supplier's bid.	YES	NO	N/A	
26. Supplier relationships are built and expanded for future projects with businesses owned by women, people with disabilities, racial minorities, and other socially-excluded groups.	YES	NO	N/A	
27. Efficient and effective systems are established for processing invoices and payments are made promptly in order to mitigate negative effects on the owner(s), including reduction of working capital, financial stress, and lack of ability to pay back loans that enable continued operations.	YES	NO	N/A	

PART IV: GENDER MAINSTREAMING IN PROJECT IMPLEMENTATION

1. Introduction

Typically, the implementation stage of an infrastructure development project covers all steps from procurement of materials, construction work, management, and supervision through to the point at which the infrastructure is functional for end users. In some cases, it may also include operations and maintenance depending on the definitions and scope of the specific project. Project implementation should be informed by actions taken in previous stages and guided by key tools such as the gender analysis and gender action plan (GAP), as well as gender responsive budgeting and procurement. However, it is not unusual that projects will draft policies and plans for gender mainstreaming but fall short of accomplishing these during the implementation stages.

The GAP provides a road map for project implementation, operations and maintenance as well as monitoring and evaluation. It will serve as a critical guide for activities that protect, engage and empower women and socially-excluded groups in diverse roles including beneficiaries, construction and contract workers, advisors, managers, and political decision makers. Depending on the type of infrastructure and scope of the project, the GAP should:

- Engage women in infrastructure construction.
- Deliver appropriate technical assistance, understanding the unique needs of women and vulnerable groups, for conducting trainings and drafting implementation manuals.

- Undertake routine stakeholder engagement and communication, including participatory decision-making through implementation processes, engaging men in gender-sensitive trainings, mobilizing women's organizations, local NGOs and CBOs, and informing changes and course corrections in the GAP, as necessary.
- Periodic progress reports during implementation that inform M&E.
- The GAP also aims to promote policy dialogue with client countries to increase women's labour force participation and to design and implement pilot projects to promote women's employability and earnings. Currently, the GAP supports the labour market activities discussed below.⁶⁷

Globally, construction remains a male-dominated sector. In the Asia-Pacific region, female construction workers are consistently the minority in both formal and informal construction jobs. In Cambodia, roughly one in three workers is female and in some cases she is paid less than male counterparts.⁶⁸ Women construction workers often remain marginalized and their needs unmet due to neglect or assumptions about their abilities and preferences. Gender mainstreaming in construction and construction supervision can ensure women's safety and security, improve women's experiences, and increase their participation and advancement in the sector.

67. World Bank. 2009. World Bank Group Gender Action Plan: Implementation status update.

68. The Diplomat. 2017. Cambodian Construction: A Site for Gender Equality?

Concerns and experiences of women migrant construction workers in Thailand

In 2013, it was estimated that there were over three million migrants in Thailand from neighbouring Cambodia, the Lao People's Democratic Republic, and Myanmar. While there is limited research on the percentage, there are many women working on construction sites in Thailand, primarily in the low-wage and low-status occupations in the sector. Despite women's presence, their work is underacknowledged and their specific needs unattended. A report by ILO finds that addressing this situation is not just a gender equality imperative, but that it has a cost to the sector.

The in-depth qualitative report by ILO found key challenges in the working conditions of women migrant workers in the Thai construction sector. Some of these concerns include:

- Lack of – or limited – reproductive and sexual health services for women and labour laws that require maternity leave are not enforced
- Marriage is often an informal job requirement for women
- In addition to gender bias, discrimination exists based on nationality/migrant status and across ethnicities
- Barriers to accessing appropriate documentation for registration and job security
- Employers paying far less than the mandated minimum wage
- Lack of occupational safety on sites, especially for women who received inadequate safety equipment and limited training on utilization.

ILO. 2016. High rise, low pay: Experiences of migrant women in the Thai construction sector.

The following sections provide tools and techniques on how to implement a gender-responsive and

socially-inclusive project, in addition to a checklist including practical guidance.

2. Tools and Techniques

This section provides an overview of key tools and techniques that are critical to gender mainstreaming success in the project implementation phase. These include GAP implementation and construction supervision.

2.1 GAP Implementation

While the development of a successful GAP occurs in the planning stages of the project, it remains a key resource throughout the lifespan of the project. To ensure project success, it is crucial that planned GAP activities are embedded into day-to-day operations and implementation, including design specifications, community consultations, or quotas to ensure that minimum requirements are met.

It is not solely the job of the gender specialist or gender focal point to ensure full operational implementation of gender-related activities. Rather, all project staff should be aware, act, and integrate concrete activities to promote gender equality into their daily work activities. Indeed, it is the responsibility of all project staff to continually ensure the project is on track in implementing the GAP. Illustrative questions teams should ask include:

- Does the intended project solution address the needs of women, men, boys and girls?
- Are both women's and men's opinions and input taken into consideration while designing the solution?

- Will the completed project solution be easy to operate and maintain by both women and men?
- Is there a need to promote gender awareness among colleagues, partners and suppliers to implement the project work in a gender-sensitive manner?
- Does the GAP address water, health, hygiene, security and sanitation aspects, especially for women?
- Are women and men trained and involved in the long-term running and maintenance of the project asset after the project closes?
- Are there any complementary women's empowerment and male partner-for-change activities that can be undertaken as part of the project?

2.2 Construction Supervision

Construction supervision is not just about building infrastructure – it is a highly skilled operation that, if done effectively, may result in promoting local capacity, entrepreneurship, and livelihood opportunities for local women and men. If done poorly, construction supervision may have negative unintended consequences, ranging from reinforcing or worsening existing gender equalities or increasing risks in affected communities – such as gender-based violence (GBV), HIV and STIs, human trafficking, and poverty.

Thoughtful construction supervision takes into consideration how diversity in the labour force can result in positive outcomes for the project and for labourers. It also takes into consideration how the construction process, during and after, will impact men and women, including those who are excluded and looks for opportunities to both maximize positive impacts and mitigate negative impacts.

Gender-responsive construction management and supervision includes:

- The existence of a sexual harassment policy both on-site and for subcontractors
- Skills building and training that targets both women and men and facilitates upward job mobility
- Labour force integrated by different ethnic groups or nationalities
- Women-friendly construction site practices, flexible working hours, and sanitary accommodation
- Safe work practices
- Family-friendly work practices that provide, for example, safe and nearby childcare solutions that are easily accessible to breastfeeding mothers and parents

CASE STUDY 2

Road Safety and Social Protection, Cambodia

The **2010 Asian Development Bank Rural Roads Improvement Project** aimed to facilitate connection between poor rural areas and markets, social services, and business centres by paving more than 500 km of roads across Cambodia. It prioritized promoting gender equality throughout the project and in the communities along the road. Output 3 of the gender action plan provided for a community-based road safety programme (CBRSP) and an HIV/AIDS and human trafficking prevention programme (HHTPP) to mitigate potential consequences during and after construction.

The CBRSP trained 639 community members (55% women) to be community road safety educators. The GAP called for road safety awareness educator trainings and sessions to be held at convenient times and in venues accessible to women, taking into consideration additional domestic and household responsibilities. The CBRSP targeted 40% of community residents (of equal numbers men and women) to report improved knowledge and understanding of road safety measures by 2025. This improvement is to be measured through questions before and after awareness-raising sessions. These numbers were not included in the final report. As of 2018, the CBRSP campaign had reached around 105,289 people, of whom 48% are estimated to be women.

The HHTPP reached 26,446 local residents (49% women), 2,482 construction workers (20% women), and 1,654 truck drivers/porters (9% women). It also provided voluntary confidential counselling and testing (VCCT) to 574 construction workers (31% women) and 9,427 local community members (54% women), and offered mother-to-child transmission prevention programming to 6,775 pregnant women. The programme distributed over 150,000 condoms in project areas, installed 44 billboards on HIV and human trafficking, and distributed more than 550,000 posters and leaflets on HIV prevention. Similar to the CBRSP, HHTPP aimed to achieve reports from 40% of community residents (gender-balanced) and all contractors' personnel on improved awareness and understanding of HHTPP actions by 2025, to be measured through questions before and after awareness-raising sessions.

All Social and Environmental Office staff and project implementers were also trained in community safeguards and HHTPP. The knowledge and skills gained in these trainings were useful during project implementation and will carry on beyond this Rural Roads Improvement Project to affect future projects and work. The CBRSP and HHTPP will have long-term impacts on local communities by helping prevent road accidents and social repercussions of recently improved road access and on project implementers by sensitizing personnel to gender and social considerations.

Asian Development Bank. 2018. Cambodia: Rural Roads Improvement Project: Completion report.

Asian Development Bank. 2010. Cambodia: Rural Roads Improvement Project: Gender Action Plan.

Asian Development Bank. 2014. Cambodia: Rural Roads Improvement Project II: Gender Action Plan.

3. Checklist for Gender Mainstreaming in Project Implementation

WHY?

Effectively mainstreaming gender equality and social inclusion in the project implementation phase can lead to an array of positive benefits, not only for women and socially-excluded groups but also for contractors implementing projects. These benefits include:

- Mitigation of gendered effects or risks created by the project (e.g., gender-based violence and sexual harassment, displacement of vulnerable communities, and how property rights are considered for resettlement, etc.).
- Economic empowerment of women and other socially-excluded groups.
- Sustainable infrastructure that will be used and valued by communities.
- Savings for contractors who integrate gender-responsive implementation policies from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

This checklist is intended for users' reference during the project implementation phase.

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.

ADDITIONAL RESOURCES

Civicus. n.d. Guidelines for gender mainstreaming in project stages (identification, design, implementation, evaluation/monitoring).

UNIDO. n.d. Gender mainstreaming the project cycle.

KEY CONSIDERATIONS				COMMENTS
1. Gender equality and social inclusion experts are involved in project implementation.	YES	NO	N/A	
2. Working relationships are established with relevant stakeholders and gender focal points in-country (women's groups, associations, NGOs) as project counterparts and/or gender advisers	YES	NO	N/A	
3. Every person on the project is trained in gender mainstreaming.	YES	NO	N/A	
4. Project managers ensure that women and men can equally access project resources and services and can equally participate in project activities such as trainings or capacity-building activities.	YES	NO	N/A	
5. Overall project implementation is gender-sensitive (i.e. communication, security, budget, procurement, human resources).	YES	NO	N/A	
6. Both men and women from the community are provided with targeted opportunities to benefit from labour and direct and indirect services for construction.	YES	NO	N/A	
7. There are appropriate opportunities for both women and men to participate in project management positions.	YES	NO	N/A	
8. Construction planning takes into account the transport and safety of male and female workers arriving and leaving the site, proximity from site to workers' homes/accommodation, as well as interactions between male and female workers and the community.	YES	NO	N/A	
9. UNOPS Health, Safety and Environment guidance is followed to ensure the construction site is sufficiently restricted to avoid endangering children and/or unauthorized access.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
10. The construction manager has a gender policy and zero tolerance policy on sexual harassment, violence, and abuse of workers and community members, in addition to requirements for equal pay and non-discrimination towards women.	YES	NO	N/A	
11. The construction manager runs periodic checks that payments, social security allowances, and other entitlements are being fairly disbursed to both men and women.	YES	NO	N/A	
12. There are both formal and informal confidential ways for channeling work-related grievances (e.g. suggestion box, mediator, workers' representative), including potential gender-based grievances.	YES	NO	N/A	
13. Relevant Sphere Standards (minimum humanitarian standards to apply to technical projects) are applied and implemented, especially in post-crisis and early reconstruction settings.	YES	NO	N/A	
14. In the case of resettlement, the ADB's checklist on gender-responsive resettlement is consulted and followed.	YES	NO	N/A	
15. The dignity of women and other socially-excluded groups is respected in all marketing and company materials and internal communications are also gender-sensitive.	YES	NO	N/A	
16. Information and communications technology (ICT) is harnessed to provide relevant parties (community members, employees, contractors, and others) with current information (the project's status, any training or employment opportunities, requests for feedback, etc.), and to improve transparency and accountability on infrastructure works' quality and service delivery.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
17. All staff and local police are trained on sexual harassment awareness and how to respond to situations of sexual harassment and gender-sensitive campaigns are implemented to create awareness and prevent GBV.	YES	NO	N/A	
18. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	
19. There are mechanisms to ensure that the project resources or benefits are not controlled or taken over by dominant groups, subgroups, factions, or individuals within/outside the community.	YES	NO	N/A	
20. There are gender-sensitive conflict resolution and grievance mechanisms in place.	YES	NO	N/A	

PART V: GENDER MAINSTREAMING IN OPERATIONS AND MAINTENANCE

1. Introduction

Operations and maintenance (O&M) is a critical component of infrastructure development that ensures sustainability and reduces costly and extensive rehabilitation in the future. If planned and implemented effectively, O&M may result in local capacity-building, entrepreneurship, community cohesion, and equitable livelihood opportunities for local women and men. Thoughtful O&M planning and budgeting should be integrated into the project from inception, taking into consideration how women and men community members establish ownership over new or rehabilitated infrastructure. A gender-mainstreamed O&M phase ensures infrastructure projects are well-maintained and provide equitable benefits and opportunities to women and other vulnerable groups.

If the O&M phase is carried out poorly, it may have unintended consequences, such as overly burdening women with unpaid labour, fuelling community distrust, or allowing critical infrastructure that is disproportionately used by women and children to fall into disrepair and misuse. Inadequate or inappropriate O&M of completed projects is one of the primary reasons that infrastructure interventions fail to serve the poor and vulnerable.⁶⁹ A project can be efficiently designed and successfully implemented but fail to allocate resources for O&M. Infrastructure that has fallen into disrepair or disuse no longer benefits the community it was built to serve.

In the absence of an O&M plan, or appropriate handover of a project, an informal or hasty exit

following construction can perpetuate traditional roles of asset ownership in the community, potentially leading to the further exclusion of women and vulnerable groups.⁷⁰ The systems, processes, and plans for O&M should be developed through participatory consultation meetings. These plans need to consider the needs and concerns of all end users in the timely and efficient maintenance of infrastructure. Moreover, gender-mainstreamed O&M plans will identify diverse opportunities for women and vulnerable groups, including routine inspections, supervision and oversight, O&M administration, and maintenance work. The O&M plan should specify who will conduct technical trainings and gender-sensitive training and how they will consider the needs, schedules, and locations for all those involved in O&M.

All stages of infrastructure development require a diverse workforce, ranging from direct project staff to architects, engineers, and construction, operations and maintenance workers. Creating a safe and productive workplace for all requires gender-responsive human resource policies and practices in recruitment, support, and management. These include the following:

- Promoting the employment of women and vulnerable groups through equitable recruitment and developing conducive environments.
- Addressing the gender wage gap across all roles and actors (contractors and subcontractors) in the project value chain.

69. Bridge. 2004. Why gender matters in infrastructure.

70. Asian Development Bank. 2013. Tool kit on gender equality results and indicators.

- Actively mitigating sexual harassment and risks for women in offices, site visits, and during construction and O&M.
- Raising awareness of gender issues across the workforce and building the capacity of

management teams, project staff and all workers on the project.

The following sections provide tools and techniques on how to conduct gender-responsive and socially-inclusive operations and maintenance for a project in addition to a checklist including practical guidance.

2. Tools and Techniques

This section provides an overview of key tools and techniques critical to gender mainstreaming success in the operations and maintenance phase, such as infrastructure maintenance and workforce management.

2.1 Infrastructure Maintenance

Without dedicated plans for the operations and maintenance of projects, it is likely that infrastructure will deteriorate and fall into disuse. Drafting O&M plans, allocating adequate financial resources, and ensuring human resources are available are all crucial to the sustainability of the project and achieving the desired outcomes for all end users.⁷¹

The lack of adequately trained and experienced maintenance professionals can contribute to poor upkeep standards. Infrastructure projects should ensure that maintenance knowledge is fully imparted to appropriate groups, through handover and suitable training. Moreover, infrastructure maintenance should address needs and opportunities for women, girls, and vulnerable groups.⁷²

There are various mechanisms to facilitate women's involvement in – and benefits from – infrastructure O&M including:^{73,74}

- quotas for employment of women and minorities in infrastructure maintenance.
- Formation of, or engagement and contracting with, community-run women's groups, cooperatives or local micro-enterprises.

- Provisions for equal pay and safe working conditions.
- Basic skills training in operations and maintenance (technical and on-the-job); and,
- targets for women's participation in the governance structure.

Infrastructure maintenance across all sectors offers opportunities for gender mainstreaming. However, women's participation in transport and roads maintenance has been the most documented, particularly through projects in rural areas. Roads must be adequately and routinely maintained to ensure their maximum utility and benefit. While quality design and construction can reduce or delay the need for road maintenance, preventative (clearing and cleaning roads, including drainage systems) and corrective maintenance (repairing of potholes and fixing road structures) will be necessary. Routine road maintenance will also reduce the need for costly and intensive road rehabilitation.⁷⁵

Infrastructure maintenance of rural road projects are often carried out through occasional volunteers within the community and sometimes supplemented with subsidies for the purchase of materials.⁷⁶ There are disadvantages to relying on voluntary maintenance that can include a lack of timeliness crucial for successful preventative maintenance, lack of – or limited – motivation to complete, and lower quality of work given the skills and tools required. Additionally, as in the case of the Chinese province of Yunnan, most maintenance volunteers tend to be both women and poor, thus

71. Cox, J. 2015. Topic guide: Planning and financing of the effective maintenance of infrastructure.

72. Ibid.

73. ADB. 2006. *Gender, law, and policy in ADB operations: A tool kit*.

74. World Bank. 2015. *Roads to agency: Effects of enhancing women's participation in rural roads projects on women's agency – a comparative assessment of rural transport projects in Argentina, Nicaragua, and Peru*.

75. ADB. 2012. *Community-based routine maintenance of roads by women's groups*.

76. Ibid.

adding to their unpaid time poverty.⁷⁷ Therefore, formalizing and budgeting for the implementation of road maintenance is crucial to infrastructure integrity, and offers key opportunities for income and employment generation. In addition to remuneration and payments, other important maintenance costs to be covered include transport of workers, tools, accident insurance, training, and supervision.⁷⁸

Benefits of engaging women and the local community are twofold: effective road maintenance and job creation to empower marginalized groups. Studies from around the globe reveal that women's integration into rural road maintenance has many positive social and economic effects, influencing

several dimensions of gender equality.⁷⁹ Other than the economic opportunities through income generation, projects equip women with key technical and soft skills. As a result of increased economic power and social status, women achieve enhanced agency at the household level and greater voice in community decision-making. Additionally, improved awareness of the importance of road maintenance among local communities creates trust and accountability across villages and builds capacity for cooperation.

Rural road projects throughout Asia increasingly supporting this win-win solution for efficient and gender-sensitive O&M. In Vietnam, the World Bank's *Third Rural Transport Project* engaged a provincial

CASE STUDY 3

Women Road Maintenance Workers, Cambodia

The **2010 Asian Development Bank Rural Roads Improvement Project** aimed to facilitate connection between poor rural areas and markets, social services, and business centres by paving more than 500 km of roads across Cambodia. It prioritized the promotion of gender equality throughout the project and in communities along the road. The GAP provided for local women's participation at the planning stage and included women in consultation meetings, decision-making, and trainings. One output focused on road maintenance and included several gender-sensitive components to both increase women's participation and to alert project personnel to gender considerations. Quotas of women maintenance workers to be employed increased through the project's three phases, from 10% in 2010 to 20% in 2014, and 50% women's participation in the 2018 GAP. While numbers for maintenance-specific women employees were not included in the project completion report, 31.5% of all unskilled labour was performed by women. Other gender integration activities in road maintenance included:

- A local labour force database created for hiring contractors containing 6,625 members of local communities interested in construction and maintenance work, 48.6% of whom were women. Provincial Department of Rural Development used the database to track the use of local labour (sex-disaggregated).
- A training entitled Promoting Women's Access to Jobs in Rural Road Construction and Maintenance was used in training the Social and Environmental Office staff, contractors and local authorities, and community people. The training also contained information on labour-based appropriate technology (LBAT). It was offered to 1,625 people – 57.5% of whom were women – to cultivate an environment that encouraged women to work in road construction and maintenance and to improve capacities necessary to work on road construction and maintenance.
- A road maintenance action plan was designed to ensure sustainable infrastructure and lasting employment and benefits to local communities by delegating road maintenance to rural communities through small community contracts.
- The Ministry of Rural Development, the government partner tasked with road maintenance, received gender sensitization trainings to be able to supervise and manage contractors and women workers through a gender lens.

Asian Development Bank. 2018. Cambodia: Rural Roads Improvement Project: Completion Report.

Asian Development Bank. 2010. Cambodia: Rural Roads Improvement Project: Gender Action Plan.

Asian Development Bank. 2014. Cambodia: Rural Roads Improvement Project II: Gender Action Plan.

77. ADB. 2011. *Empowering women through rural infrastructure: Mainstreaming gender in transport*.

78. ADB. 2012. *Community-based routine maintenance of roads by women's groups*.

79. World Bank. 2015. *Roads to agency: Effects of enhancing women's participation in rural roads projects on women's agency – a comparative assessment of rural transport projects in Argentina, Nicaragua, and Peru*.

women's union to recruit a majority of ethnic women candidates for training and employment in road maintenance. The project demonstrates that innovative gender mainstreaming can enhance productivity, profitability and accountability in rural road operations, maintenance and management.⁸⁰ In Nepal, the Strengthening National and Rural-roads Transport project has engaged over 2,870 maintenance worker groups, giving preference to female candidates and those from poor or marginalized communities. As a result, 70 per cent of the workforce are women.⁸¹

2.2 Workforce Management

There are several areas of action to ensure that workforce management is gender-responsive and socially-inclusive. Human resource policies addressing wage equity, workplace harassment, and family leave should be adopted along with mechanisms for enforcement and redress.⁸² It is important to ensure that all policies are accessible to employees and available in all relevant languages.

The industry of infrastructure development (from the workforce, management and boards) tends to be male-dominated. This can be due to a variety of factors including social norms, occupational segregation by gender, lack of technical skills (and opportunities for education), and work environments that do not take into account women's needs and concerns. Therefore, gender mainstreaming workforce management has an opportunity to make the workplace more conducive to women workers in the industry as well as to help shift cultural and social norms in society. At minimum, organizations and companies must ensure workplaces are free from both harassment and discrimination; their legal and HR frameworks should remove discriminatory laws that impede progress for women. Further, ILO recommends the following game changers⁸³ for transforming adverse gender norms and attitudes in the workplace:

- promoting awareness-raising campaigns on gender roles at all levels of an organization.
- Encouraging male champions for gender equality.
- Providing space to discuss adverse norms in the workplace.
- Ensuring that women are well-represented in decision-making; and
- support the organization of women through trade unions, enterprise associations, and cooperatives to amplify their voices and priorities.

Despite progress in closing the gender wage gap in many countries across the Asia-Pacific region, some countries have seen recent increases in wage gaps.⁸⁴ Employers must step up to achieve equal pay for similar work between men and women. Salary equity policies should explicitly address salary discrimination both within and between job categories. Ensure that men and women are paid equitably for construction work, and that positions typically filled by women, such as office workers or onsite childcare providers, are not paid less than other types of jobs requiring similar levels of skills and experience. It is critical to offer contracts and wages based on their worth and not previous salaries of the employee.⁸⁵

Workplace harassment against women is widespread in the region; women often are not able to bring complaints against perpetrators to supervisors for fear of disregard or deleterious repercussions.⁸⁶ It is vital to create a workplace culture that discourages harassment and encourages support through regularly training staff at all levels on harassment and GBV policies and procedures. Staff need to be trained to employ appropriate language and behavior. In addition, partnership and advocacy by men in the workplace can help address issues experienced by women in the male-dominated infrastructure sector. Male co-workers, senior managers, and supervisors

80. World Bank. 2015. *Empowering local women to build a more equitable future in Vietnam*.

81. World Bank. 2018. *Nepal: Empowering women through jobs to maintain roads*.

82. USAID. 2018. *Increasing women's participation in the power sector through human resources interventions: A best practices framework*.

83. ILO. 2018. *Game changers: Women and the future of work in Asia and the Pacific - Executive Summary*.

84. World Economic Forum. 2016. *The global gender gap report 2016*.

85. USAID. 2018. *Increasing women's participation in the power sector through human resources interventions: A best practices framework*.

86. International Women's Rights Watch Asia Pacific. 2005. *Sexual harassment in the workplace: Opportunities and challenges for legal redress in Asia and the Pacific*.

can internally and publicly champion gender equality and proactively promote an environment that empowers women at all levels. This means identifying and changing discriminatory practices that might prevent women from being recruited or appointed to important decision-making committees, as well as denouncing all forms of violence, sexism and harassment against female workers.⁸⁷

Workplaces Respond provides a template for an inclusive workplace harassment policy with guidelines that address how domestic violence, sexual harassment and everyday violence, and stalking impact the workplace, and how to promote a workplace culture of prevention and support. In order to maintain an inclusive workforce for parents, projects can work toward

cultivating a family-friendly working environment. This may include implementing a family leave policy that allows for both maternity and paternity leave and for both men and women to use leave to care for sick family members. Such an environment may also provide or support quality childcare to avoid high turnover rates, absenteeism, and lower productivity from parents without good childcare options.⁸⁸ It is important to acknowledge that women often retain responsibility of household maintenance duties. It is therefore crucial to allow for flexible work days or hours; flexible working hours are beneficial both to the project and the individual, and enables productivity. Options include core hours with flexible hours at the beginning and end of each day, compressed working schedules, or telecommuting.

ICT for Inclusivity in Monitoring and Evaluation: Laborlink

Laborlink is a service that leverages mobile technology to give employees a voice. Workers are able to provide feedback on various aspects of their employment (safety, job satisfaction, recommendations) in a secure and anonymous manner. *Laborlink* is designed to be inclusive and accessible for all; users dial a provided number and get a return call, so they are not charged. They are then walked through questions with multiple choice responses and given opportunities for verbal responses in the case of illiterate workers as well. This is particularly important as 65% of illiterate adults in Asia-Pacific are women.⁸⁹

The data *Laborlink* collects is sex-disaggregated, secure, and private. In Indian and Chinese factories, it has driven improvements in workplace safety and communication, and reduced sexual harassment and verbal abuse. Thus far, the service has been used primarily to ensure ethical supply chains. However, *Laborlink* has the potential to improve operations management and facilitate monitoring and evaluation of infrastructure projects. Widespread, direct feedback from contracted and subcontracted laborers would inform improvements for creating an inclusive workplace in future infrastructure projects. The measures *Laborlink* has integrated into its technology, combined with the remote nature of the service, could facilitate honest feedback from women workers who may be unwilling to speak up using other means of conducting evaluations and collecting feedback.

Laborlink. 2016. Actionable data, directly from workers voices.

Franzese, H. 2017. *Laborlink* joins ELEVATE to scale worker voice.

87. Asia Pacific Institution on Gender-based Violence. 2013. *Engaging Asian men: Divesting from gender-based violence, investing in gender equality*.

88. IFC. 2017. Tackling childcare: The business case for employer-supported childcare.

89. UNESCO. 2012. Removing gender barriers to literacy for women and girls in Asia and the Pacific. p. 2.

Certifications for fair treatment of workers

Fair Trade Certification

Fair trade is a strategy for poverty alleviation and sustainable development within the international trading system. A fair trade certification can ensure that workers (producers, farmers, and others) receive appropriate pay and equal resources and opportunities in the workplace. It also ensures that conditions of production and trade are socially and economically fair as well as environmentally responsible. The Fairtrade International certification assesses a business, company, cooperative or other organization to evaluate compliance with comprehensive sets of standards across social, economic and environmental areas. There are fair trade standards depending on the type of organization and sector, including: small producer organizations, hired labour, contract production, traders, climate, and textile standards.⁹⁰

Fairtrade International certification is dedicated to promoting equality and enabling women and men to access the benefits of fair trade equally. Moreover, criteria for Fairtrade International certification includes, but is not limited to, the following regarding gender equality:⁹¹

- zero discrimination of any kind, including on the basis of gender or marital status (recruitment does not discriminate based on pregnancy status).
- Policies and practices that support an inclusive culture and protect women and minority groups from behaviors that are sexually intimidating, abusive or exploitative; and,

- active identification and support for disadvantaged and/or minority groups, such as programmes that help improve their social and economic position in the organization.

Economic Dividends for Gender Equality (EDGE)

Launched at the World Economic Forum in 2011, EDGE is a certification designed to evaluate a corporation's commitment to gender equality in the workplace. EDGE helps companies across diverse sectors create an optimal and inclusive workplace for women and men alike. The EDGE certification includes a comprehensive analysis of the policies, practices, and numbers across five aspects of company:

1. Equal pay for equivalent work.
2. Recruitment and promotion.
3. Leadership development, training and mentoring.
4. Flexible working conditions.
5. Organizational culture.

Companies with EDGE certification excel in these areas and show a gender balance at all levels and departments of the organization, including a high percentage of women in management; pay equity regardless of gender at all levels of the organization; effective policies and practices that ensure gender equality, including supportive career ladders for both women and men; and an inclusive culture that is reflected in employee ratings and evaluations of the company and equitable career development opportunities. EDGE offers a three-tiered certification: EDGE Assess, EDGE Move and EDGE Lead.

90. Fairtrade International. 2018. *Our standards*.

91. FairTrade International. 2018. *Gender*.

3. Checklist for Gender Mainstreaming in Project Operations and Maintenance

WHY?

Effectively mainstreaming gender equality and social inclusion in the operations and maintenance phase can lead to an array of positive benefits, not only for women and socially-excluded groups but also for contractors implementing projects. These benefits include:

- Increased local capacity-building.
- Contributing to entrepreneurship and livelihood opportunities for local men and women in an equitable fashion.
- Increased community cohesion for maintaining sustainable infrastructure through an effective O&M committee.

WHEN?

This checklist is intended for users to refer to during the O&M phase.

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.

ADDITIONAL RESOURCES

USAID. 2018. Increasing women's participation in the power sector through human resources interventions: A best practices framework.

ILO. 2016. Closing the gender pay gap: A review of the issues, policy mechanisms and international evidence.

ILO. 2011. Equality at work for women and men in Asia and the Pacific.

KEY CONSIDERATIONS				COMMENTS
1. Best practices for attracting and hiring diverse employees are implemented, including: outreach to educational institutions that foster the long-term attraction of both male and female job candidates; candidate recruitment and selection so that an increased number of qualified women apply for and obtain positions; revised existing internship programmes in order to set balanced participation from both males and females; and revised internal and external communication to include gender-neutral or gender-equitable language.	YES	NO	N/A	
2. Human resource policies are revised to include gender-sensitive language and, when relevant, new gender-sensitive policies are created and implemented regarding the following: salary equity, sexual harassment and workplace violence, family leave, maternity/paternity leave, return to work, childcare or monetary assistance for childcare, succession plans, and flexible hours.	YES	NO	N/A	
3. Salaries are analysed and adjusted to close any identified gaps, and employment benefits are analysed and adjusted regarding usage/uptake (e.g. if employees feel they can use maternity leave or family leave policies).	YES	NO	N/A	
4. Project managers commit to equal working conditions and adequate facilities for healthy and safe work for all employees regardless of gender, race, ethnicity, sexual orientation, ability, etc.	YES	NO	N/A	
5. There is a set quota (e.g. 30%) for women's representation at all levels of project staffing (i.e. support level, technical and managerial level, and project decision-making).	YES	NO	N/A	
6. Employment targets are established for women in construction and other sector jobs created by the project.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Targets are set for women’s participation and the participation of other socially-excluded groups (LGBTQI individuals, persons with disabilities, youth, and others) in any training provided for skilled work related to the project.	YES	NO	N/A	
8. Professional development and career advancement opportunities meet the needs of, are accessible to, and are used by, both men and women.	YES	NO	N/A	
9. Gender aspects are regularly embedded into the minutes of meetings, workshop reports, training reports, regular checkpoints, quarterly and highlight reports, etc.	YES	NO	N/A	
10. Retirement plans and/or financial education programmes are accessible to all employees, with both women and men participating.	YES	NO	N/A	
11. A fair and respectful violation reporting, investigation, and resolution process is implemented to create an environment conducive to addressing and resolving complaints.	YES	NO	N/A	
12. An O&M plan has been developed to support the end users (including plans to sustain safe infrastructure, ongoing access to clean water for latrines, and sustainable, cost-effective lighting over the long term).	YES	NO	N/A	
13. A strong community-based O&M committee (50% men and 50% women) is in place for consultation/oversight and has a succession plan that ensures all facilities (including Menstrual Hygiene Management-friendly WASH and sustainable lighting) are serviced and operable.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
14. Gender-based gaps in women's ability to speak up and participate have been identified with a plan to support the development of confidence and leadership skills.	YES	NO	N/A	
15. Gender sensitization sessions and information have been integrated into O&M capacity-building trainings, particularly targeting men to enable an equitable and welcoming O&M committee environment for women to thrive.	YES	NO	N/A	
16. Ongoing O&M monitoring and evaluation screens for infrastructure that may be at high risk for falling into disrepair or leading to reduced access to, or control by, vulnerable groups.	YES	NO	N/A	
17. Community men's and women's skills and the skills gap linked to O&M needs have been mapped.	YES	NO	N/A	
18. Appropriate wages are paid to O&M community workers (both men and women) that do not increase labour burden without requisite compensation.	YES	NO	N/A	
19. Opportunity for O&M jobs is provided equitably to both women and men, offering skill building and technical support to subsets of the population that require additional training.	YES	NO	N/A	
20. O&M planning is cognizant of where community men and women live and how they travel to the site, clustering O&M groups close to where they live and taking into consideration travel, transport, and time constraints.	YES	NO	N/A	
21. Based on community skills gap mapping, management and budgeting skills building and training has been facilitated to target both women and men as committee members and as paid O&M workers.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
22. An O&M plan and O&M committee are established early on in project start-up to help cultivate relationships, trust, hone skills, and build institutions to ensure that community O&M structures are strong and ready for the full transition to community management before project closure.	YES	NO	N/A	
23. Before project closure, community readiness for O&M responsibilities is assessed, ensuring that women have the leadership skills needed to thrive and that men are encouraged to develop attitudes and norms supportive of women in leadership roles on the O&M committee.	YES	NO	N/A	
24. Opportunities for philanthropy demonstrate a commitment to gender equality, social inclusion, and human rights.	YES	NO	N/A	

PART VI: GENDER MAINSTREAMING IN PROJECT MONITORING

1. Introduction

While the monitoring, evaluation, and learning (MEL) phase is last in the project lifespan, it begins during the inception and design of the project. Objectives and indicators for MEL should be drafted early on and cover each phase of the project. Effective gender-responsive MEL needs to include both qualitative and quantitative data, captured through objectives and indicators in the gender action plan and the project's MEL Framework. The inclusion of explicit gender indicators strengthens the accountability of the project regarding gender equality and inclusion. At minimum, all data should be collected, presented, and analysed in a gender-disaggregated manner to reveal whether the project addresses the priorities and needs of both women and men. While monitoring is a routine, long-term process, evaluations can also assess the project's impact on gender relations. This assessment requires gender to be considered in the benchmark survey or baseline study.

2. Tools and Techniques

This section provides an overview of key tools and techniques that are critical to gender mainstreaming success in the project monitoring phase. This includes a gender-mainstreamed monitoring, evaluation, and learning plan, a sex-disaggregated beneficiary assessment, and a social and gender audit.

2.1 Gender-Mainstreamed Monitoring and Evaluation Plan

Gender mainstreaming in the design and implementation of a project's MEL plan is a key success factor to the realization of the project's GAP. A good quality GAP will include indicators to measure performance and outcomes related to gender equality, feed into regular monitoring and

Gender-sensitive MEL can improve the infrastructure project's performance by maximizing inclusive and equitable benefits for all and help avoid unforeseen negative impacts on women and socially-excluded groups. The plan for data collection, whether by survey methods or interviews, should also consider gender. It is important to ensure that women and other target groups are represented on the MEL teams, especially for face-to-face data collection, focus groups and interviews. Otherwise, depending on cultural and gender norms, women and individuals from vulnerable groups may not be comfortable enough to express themselves freely with male data collectors.

The following sections provide tools and techniques on how to monitor a gender-sensitive and socially-inclusive project, in addition to a checklist including practical guidance.

reporting, and incorporate gender equality learning into evaluations. GAP recommendations for MEL should always be integrated into the overarching project MEL plan, rather than as a stand-alone plan. When formulating gender-responsive MEL plans, consider the following:

- **Indicators and evaluation questions:** Disaggregate indicators by sex and age, include indicators that measure outcome-level results related to gender, and include evaluation questions regarding gender equality for planning of mid-term and final evaluations. Disaggregating data by sex is key to critical thinking, learning, and making evidence-based decisions to improve projects and achieve intended results. Doing so provides project managers and decision makers with an analytical

lens through which questions about project performance may be asked. Further, collection and analysis of qualitative data is critical to shed light on, and contextualize, this type of quantitative data.

- **Data collection plans, processes, and logistics:** Ensure both women, men, and representative segments of the population are included in survey sampling and include remote areas to avoid gender or social bias. Employ both male and female data collectors on the evaluation/assessment team to ensure gender balance

and train them to be gender-sensitive. Engage men and women in participatory community monitoring and data collection.

- **Reporting:** Embed gender considerations into reporting in meeting minutes, workshop reports, training reports, regular checkpoints, quarterly and annual reports. Include gender-specific monitoring data in regular monthly/quarterly/annual reports on progress toward gender equality objectives and actions and disaggregate all data by sex where possible.

KEY MESSAGE

Effective monitoring, evaluation, and learning activities require more than just sex-disaggregated data.

For example, gender-specific outcome-level indicators should be part of MEL plans to measure if projects are resulting in gender-transformative change impacting women, men, boys and girls.

Currently, there is a wide global data gap in sex-disaggregated and gender equality data to measure outcomes and performance within infrastructure projects.

CONSIDERATION

Illustrative gender mainstreaming learning and evaluation questions in infrastructure projects:

- What were lessons learned on empowering women and men as owners and decision makers in the infrastructure design, operation, and maintenance?
- How has the infrastructure, and services it provides, resulted in meaningful change in the lives of women, men, girls, and boys?
- How has the infrastructure improved the well-being, and safety – including reduction in threat/risk of gender-based violence – for users?
- What could have been done differently to make it more impactful?
- How were challenges overcome to provide sustainable income-generating opportunities equitably to women and men? What more could have been done?

Illustrative gender equality indicators in infrastructure projects:

- % increase/decrease in male/female users of the infrastructure (e.g. increase/decrease in male/female attendance rates at schools; facility births; public transport users; etc.)
- % increase/decrease in women/men/girls/boys who report feeling safe when using infrastructure services
- % women in technical STEM and management positions
- % of contracts awarded to small female-owned businesses/% total subcontract values awarded to small female-owned businesses

2.2 Gender-Disaggregated Beneficiary Assessment

A key way of measuring who has benefitted from a project is through a detailed beneficiary assessment. Conducted early in the project lifecycle, the survey is used to inform project design and implementation, and factors into budget planning analyses (see Part II, 2.1). Gathering thorough data disaggregated

by gender and social details at the beginning and end of the project provides important insights into project results and beneficiaries. Information for beneficiary assessments can be collected through a variety of methods including desk reviews, household interviews, focus group discussions, direct observation, semi-structured interviews, case studies, stakeholder workshops, trend analyses, time-use surveys, and social mapping.⁹²

Considerations for designing a beneficiary survey in the infrastructure sector

All questions should be disaggregated by sex, geographic location (urban/rural), wealth quintile, educational level, ability status, etc. when possible.

Questions to ask after project implementation (during project monitoring phase):

- Who benefitted from the final infrastructure project, and how?
- Who was employed by the infrastructure project?
- Was access to education, health, social services, and markets affected, and for whom?
- What do beneficiaries think about the completed project?
- How were traditional gender roles affected by the project?

ADDITIONAL RESOURCES

World Bank. 2003. Identifying gender issues using the beneficiary assessment approach: A guide for practitioners.

Asian Development Bank. 2017. Asian Development Bank support for gender and development (2005–2015).

2.3 Gender and Social Audit

Another key tool that gender-responsive budgeting processes can utilize is a gender or social audit. The purpose of gender and social audits is to verify that contractors or suppliers are upholding minimum requirements and to help design corrective action plans.⁹³ Gender and social audits also support an organization's commitment to gender equality and social inclusion by analysing the extent to which equality is institutionalized and how gender can be mainstreamed in work activities moving forward.

For example, the Asian Development Bank conducted a gender audit in 2018 to evaluate how human resource policies and gender strategies at banks in Asia contribute to gender equality, and the results of the audit led to a series of recommendations for specific banks.⁹⁴ Similarly, gender and social audits can be carried out for infrastructure projects in various subsectors such as transport and roads, economic and retail infrastructure, water and sanitation, and other subsectors to identify how project budgets and activities are integrating provisions for gender equality and social inclusion.

92. Adam Smith International. 2016. Gender equality advisory services for infrastructure programs: Gender review.

93. BSR. 2018. Gender equality in social auditing guidance.

94. Asian Development Bank. 2018. Boosting gender equality through ADB trade finance partnerships.

BSR recommendations for social audits:⁹⁵

Composition of audit teams:

- Clear requirements and guidance should be provided to companies regarding gender-balance on audit teams, especially when gender-sensitive topics are the focus of the audit.
- For auditor business associations and auditing companies, partnerships with training institutions should be created to enhance the attractiveness of the social auditing industry to women applicants.

Competence and knowledge of auditors:

- Gender-sensitive issues should be mainstreamed in auditor training and certification exams, such as those provided by the Association for Professional Social Compliance Auditors.
- Regional auditing company offices should ensure that they consult relevant stakeholders and grassroots organizations on gender issues on at least an annual basis and ensure that the collected insights are cascaded to all of their auditors, for example through training.
- Regular training on gender issues – including specifically on gender-based violence, gender discrimination, and gendered health and safety considerations – should be provided by auditing companies to their auditors.

Audit purpose and design

- Audits should systematically build in time for pre-audit information collection, which requires investigating the community around the audited site through informal conversations and observations.
- Mutualization of audits is an effective way of minimizing the overall cost burden.
- Audit methodologies should focus more on systemic thinking and root cause analysis.
- Audit methodologies should actively engage worker committees (when they exist) within the auditing process and the design of corrective action plans, and should encourage ongoing monitoring.

Capturing gender-disaggregated data

- Multi-stakeholder organizations (MSIs), standard setters, business associations, and NGOs should provide common guidance to companies on a consistent minimum core set of gender key performance indicators (KPIs) to collect and report on.
- Companies should ensure that their suppliers collect data disaggregated by gender so that progress over time can be tracked.
- Auditors should systematically collect more detailed data disaggregated by gender to spot trends that may reflect discriminatory practices or inform factory-specific women's empowerment programmes.
- Assurance providers and auditing companies should consider sharing gender-disaggregated data on audit results with MSIs and relevant stakeholders to inform and support strategies to tackle gender-based discrimination and violence.

95. These recommendations are quoted directly from BSR's 2018 publication, Gender equality in social auditing guidance.

- Audit protocols should be revised to incorporate a dedicated space for the collection of specific gendered data and insights or to integrate gendered data throughout the protocol.

Worker engagement approaches

- Voluntary initiative and certification schemes should review their auditing methodologies to integrate specific requirements on approaches for gathering worker voices, ensuring women's voices are represented.
- Auditing companies should consider how to best integrate, adapt, and systematize some of the participatory learning and action (PLA) tools when conducting focus group discussions during social audits to gather insights on gender norms and specific issues.
- Companies should consider diversifying their strategies for monitoring supply chains by using different tools at different stages of the improvement process and by adapting approaches to the maturity of their supplier base.
- Worker engagement approaches should focus their efforts on demonstrating impact and cost effectiveness at scale if they want to be considered as a viable alternative to social auditing.

ILO guidance on conducting a participatory gender audit (PGA):⁹⁶

Before the audit:

- Appoint a contact person to help with the administrative and logistical preparation of the audit and serve as the main contact with the audit facilitation team.
- Call for facilitators to form audit facilitation teams.
- Form and coordinate the audit facilitation team.

At the beginning of the audit

- Hold audit facilitation team meeting.
- Audit facilitation team meets the unit director and then the entire work unit.
- Team prepares for the preliminary feedback presentation and the report writing

During the audit:

- Conduct gender audit desk review.
- Compile materials for the PGA file.
- Prepare for and conduct individual interviews.

Preparing and conducting workshops:

- Prepare for workshops with staff (prepare exercises on gender awareness, ice breakers, historical timeline, etc.).
- Conduct workshops.

At the end of the audit:

- Prepare the executive summary.
- Debrief the work unit director.
- Hold feedback session.

After the audit:

- Complete audit report for the work unit.
- Complete action planning report.

96. These steps are pulled from the ILO's 2nd edition (2012) PGA manual entitled A manual for gender audit facilitators: The ILO participatory gender audit methodology.

3. Checklist for Gender Mainstreaming in Project Monitoring

WHY?

Effectively mainstreaming gender equality and social inclusion in the project monitoring phase can lead to an array of positive benefits, not only for women and socially-excluded groups but also for contractors implementing projects. These benefits include:

- Lessons learned and best practices developed to mitigate gendered effects or risks created by the project (e.g., gender-based violence and sexual harassment, displacement of vulnerable communities and how property rights are considered for resettlement, etc.).
- Sustainable infrastructure that will be used and valued by communities.
- Increased business opportunities and reputation for contractors who effectively apply M&E processes to develop and implement best practices in successful gender-responsive design and proposals.

WHEN?

This checklist is intended for users to refer to during the project monitoring phase.

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.
- Independent evaluation entities.

ADDITIONAL RESOURCES

World Bank, FAO, & IFAD. 2009. Gender in agriculture sourcebook: Module 16 - Gender issues in monitoring and evaluation.

World Bank. 2010. Making infrastructure work for women and men: A review of World Bank infrastructure projects (1995-2009).

African Development Bank. 2009. Checklist for gender mainstreaming in the infrastructure sector.

KEY CONSIDERATIONS				COMMENTS
1. There are sex-disaggregated indicators that specifically measure achievement of gender equality criteria and provide a norm of reference to compare against set standards.	YES	NO	N/A	
2. All collected and analysed data has been sex-disaggregated for project activities and outputs.	YES	NO	N/A	
3. The project goes beyond sex-disaggregated data to collect gender-related statistics (i.e. data that explains relationships between men and women and minority groups beyond the numbers).	YES	NO	N/A	
4. Ongoing monitoring includes follow-up regarding gender equitable design standards with male and female community engagement.	YES	NO	N/A	
5. Information and communications technology (ICT) is harnessed to promote community engagement in monitoring and evaluation (e.g, online anonymous sex-disaggregated surveys that can be accessed by mobile phone or at an Internet kiosk so users and/or employees can provide experience and feedback).	YES	NO	N/A	
6. Quarterly and annual reports include quantitative and qualitative tracking on community engagement, female engagement, and MEL indicators related to impacts on male and female users and workers.	YES	NO	N/A	
7. Quarterly and annual reports include the proportion of women employees overall, including senior executives and board members	YES	NO	N/A	
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
9. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
10. There has been regular monitoring of the gender action plan implementation and progress.	YES	NO	N/A	
11. Quarterly assurance and other highlight reports provide evidence-based data on the progress of gender mainstreaming activities.	YES	NO	N/A	
12. Gender-related activities and interventions are evaluated from a gender and human rights approach as part of sustainability assessments following project closure and if external funding ceases.	YES	NO	N/A	
13. Gender aspects are regularly embedded into the minutes of meetings, workshop reports, training reports, regular checkpoint, quarterly and highlight reports, etc.	YES	NO	N/A	
14. Both male and female beneficiaries have been briefed on the overall progress and achievements of the project using the most appropriate media.	YES	NO	N/A	
15. A gender audit has been completed.	YES	NO	N/A	
16. In the completion report, the project's stated objectives and interventions sufficiently address the development needs of women, men, boys, and girls.	YES	NO	N/A	
17. The completion report embeds gender throughout the report layout and identifies gender-related benefits and achievements produced by the project (using gender-disaggregated data, indicators, and statistics).	YES	NO	N/A	
18. Best practices and lessons learned concerning gender-related aspects are documented, shared, and applied to new projects.	YES	NO	N/A	

PART VII: GENDER MAINSTREAMING ACROSS VARIOUS STATES OF GOVERNANCE AND STABILITY

1. Introduction

Conflict, disasters, and poor governance have profoundly different impacts on women, men, girls, and boys. Humanitarian crises and instability can exacerbate pre-existing gender inequities, and lead to increased discrimination, greater exclusion and heightened risks for vulnerable groups. For example, in the face of scarce resources, shortages of food and services, and breakdowns in governance, women and girls face disproportionate rates of violence and sexual exploitation.⁹⁷ It can also increase the daily burden on women in their role of providing for their families' needs. However, evidence suggests that within some circumstances of humanitarian crises, the shift in traditional gender roles can create openings for greater gender equality. As women take on new roles as primary earners, their decision-making power at home and in the community may increase.⁹⁸

Gender mainstreaming across various levels of instability and governance requires understanding of the economic, social, and political status of vulnerable groups, plus additional needs and concerns that arise during and in the aftermath of conflict and disaster as well as amidst poor governance and corruption.

For example, water supply and sanitation, roads and transport are sectors that have great potential for meeting women's basic infrastructure needs in times of stability; during crises they are more critical than ever. In addition to benefits in terms

of reducing women's burden and time-poverty, supporting social and economic empowerment, and providing income-generating opportunities, infrastructure can mitigate the risk of gender-based violence and provide critical protection during times of instability. Gender-responsive planning and management of camps and overall reconstruction efforts can help ensure the needs of women and vulnerable groups are met, including personal security, reintegration, and promoting participation at all levels.

This section explores the gender-differentiated consequences of crises, caused by war and conflict and natural disasters, as well as in times of poor governance and corruption. It provides recommendations and tools for gender-mainstreaming within infrastructure development that can both protect and promote women and other vulnerable groups, such as children, older persons, LGBTIQI, and PLWD.

The following are two key resources that should be referenced for any aid and infrastructure development in humanitarian contexts.

- The Sphere Handbook (2018), developed by more than 400 organizations around the world, sets out minimum standards in disaster response and includes approaches for meeting the needs of people with disabilities. Gender and disability is addressed as an issue cutting across all the

97. UN. 2018. The Sphere Handbook: Humanitarian charter and minimum standards in humanitarian response.

98. UNICEF. 2008. Gender equality in humanitarian action.

main sectors, including water supply, sanitation, nutrition, food aid, shelter, and health services.

- The Gender Handbook for Humanitarian Action, developed by the Inter-Agency Steering Committee (IASC), the primary mechanism for inter-agency coordination of humanitarian

assistance, is a practical tool that provides guidance for how to integrate gender equality and the empowerment of women and girls throughout the humanitarian action cycle. The IASC also developed Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action.

2. Considerations for Gender Mainstreaming across Various States of Governance and Stability

2.1 Disaster Risk Reduction and Climate Change

The bulk of this guide focuses on gender mainstreaming for infrastructure development in stable states; however, there are additional measures that can be taken in times of stability for disaster and emergency preparedness, particularly in disaster risk reduction (DRR) and climate change adaptation. In an effort to reduce the disproportionate effect of disaster on women and prevent exacerbating gender biases, stable states should ensure that women and vulnerable groups are integrated into infrastructure policies, programmes, and planning processes before disaster strikes.

Many countries in the Asia-Pacific region are considered at high risk of climate change and climate-induced disasters, with tsunamis, droughts, monsoon flooding, and cyclones becoming more frequent.⁹⁹ Climate change can have significant gender-related implications, including on women's employment, income, time use, and health. In many countries with large agricultural economies and at risk of flooding, droughts and other negative changes to productive crop production, women comprise more than half the labor force – 51.2 per cent in Cambodia, 52.3 per cent in Lao PDR, and 51 per cent in Bangladesh.¹⁰⁰ In the Pacific island countries, rising sea levels, coastline erosion, and depleted fish supplies directly hamper women's food production and livelihoods.¹⁰¹ Therefore, successful climate change adaptation and mitigation requires a gender perspective mainstreamed into policies and programmes at all levels.

However, in 2015, only 10 out of 39 countries (25.6 per cent) reviewed in the Asia-Pacific region had integrated gender into disaster-preparedness infrastructure planning and decision-making processes.¹⁰² Given different vulnerabilities to climate change and various needs for infrastructure services, gender mainstreaming for climate-resilient infrastructure development is crucial.¹⁰³ To achieve this, it is important to ensure women's active participation in policy and decision-making, and that their needs and perspectives are systematically taken into account. Key actions to consider¹⁰⁴ include the following:

- Conducting in-depth analysis of women's and men's roles in infrastructure and their respective strategies for coping with climate change and disaster.
- Integrating gender perspectives throughout all climate change policies and projects, especially those focused on green and climate resilient infrastructure that can promote women's livelihoods and resilience.
- Supporting women's training and leadership in disaster risk management, which helps enhance community resilience.
- Utilizing traditional knowledge, local resources, and community to help prevent physical damage through improved infrastructure and construction techniques.

Key Resources on Gender and DRR:

- Sendai Framework for Disaster Risk Reduction 2015-2030, adopted by UN Member States in 2015, puts

99. ADB. 2017. A region at risk: The human dimensions of climate change in Asia and the Pacific.

100. ADB. 2011. Gender equality and women's empowerment.

101. Ibid.

102. UNESCAP. 2015. Gender equality and women's empowerment in Asia and the Pacific.

103. OECD. 2018. Climate-resilient Infrastructure.

104. Adapted from UNDP. 2013. Overview of linkages between gender and climate change.

gender at the forefront of an inclusive approach to disaster risk management. Women and persons with disabilities should publicly lead and promote gender-equitable and universally accessible approaches during the response and reconstruction phases.

- UN Women, the IFRC, and The United Nations Office for Disaster Risk Reduction launched a flagship programme “Gender Inequality in Risk” or “Global Programme in Support of a Gender-Responsive Sendai Framework Implementation: Addressing the Gender Inequality of Risk and Promoting Community Resilience to Natural Hazards in a Changing Climate.” The goal of the programme is to enhance the resilience of communities to natural crises by addressing the gender inequalities that are exploited and worsened by disasters.
- The UN developed a 20-Point Checklist on Making Disaster Risk Reduction Gender Sensitive, which identifies ways to make disaster planning more responsive to gender and to promote women’s voices in decisions related to disaster risk reduction and response.
- The ADB document on Building gender into climate finance: ADB experience with the Climate Investment Funds covers gender considerations for climate-resilient infrastructure projects.
- UNISDR. n.d. Gender website.
- Global Facility for Disaster Reduction and Recovery. 2016. Gender action plan 2016-2021.
- Gender in Humanitarian Action. 2017. Integrating gender into humanitarian action: Good practices from Asia and the Pacific 6 – LGBTIQ+ rights and inclusion in humanitarian action and disaster risk reduction

CASE STUDY 4

Gendering mainstreaming within ADB’s Bangladesh Coastal Climate-Resilient Infrastructure Project

Gender-sensitive climate change adaptation includes climate-resilient infrastructure development that benefits women and involves them in design and construction.

Bangladesh is one of the most vulnerable countries to climate change because of its geographic location, erratic monsoon rainfall and floodplains. By 2050, climate change impact could make an additional 14% of the country extremely vulnerable to floods and dislocate more than 35 million people in the coastal districts. Women are disproportionately more vulnerable to extreme climate events because of poorer access to social services, economic opportunities, their limited mobility, and various social restraints.

The *Bangladesh Coastal Climate-Resilient Infrastructure Project* is a large ADB-funded project with an overall project to achieve improvements in road connectivity, market services, and climate capacity and in protection including increased availability, access and facilities related to climate disaster shelters.

From the onset, gender mainstreaming was conducted to ensure women’s involvement and further benefits for them and for other groups. The project drafted and implemented a gender action plan as well as gender-sensitive budgeting and M&E. Gender was considered throughout the project phases, and the project included a range of infrastructure interventions that aims to benefit women.

Some examples include:

- The project design phase focused on the involvement of women and women’s organizations in enhancing resilience by including them in the planning and siting of infrastructure and making use of their knowledge for climate change adaptation.
- Regarding adaptive road infrastructure, efforts around climate proofing and flood protection of roads considered women’s needs and their commutes with the objective to improve their mobility and provide better access to services and market centres.
- The project used photovoltaic cells as the supply for lighting in women’s shops and toilets as well as for streetlights to make streets and public areas safer for women.
- Cyclone shelters were built with women’s safety in mind, including separate service facilities, spaces and latrines for women within the shelters and surrounding community.

ADB. 2016. *Building gender into climate finance: ADB Experience with the climate investment funds.*

ADB. 2012. *Bangladesh: Coastal climate-resilient infrastructure project.*

2.2 Fragile and Conflict-Affected Situations

Fragile and conflict-affected situations (FCAS) are generally characterized by political instability, civil unrest, violence and war. These situations can also include weak governance and institutional capacity and greater vulnerability to the effects of climate change. The Asian Development Bank includes Afghanistan and Myanmar as conflict-affected, while Kiribati, the Marshall Islands, the Federated States of Micronesia, Nauru, Solomon Islands, Timor-Leste, and Tuvalu are fragile states. Additionally, Nepal, Papua New Guinea, and Vanuatu are on ADB's FCAS watch list.¹⁰⁵

Conflicts tend to adversely affect human rights, disrupt provision of basic services and destroy critical infrastructure.¹⁰⁶ Millions of displaced people living in FCAS are among the most vulnerable and often live in poor conditions. Infrastructure damage can restrict access to transport, energy, telecommunications, public buildings, and housing.¹⁰⁷ While these issues affect all populations, it has a substantially negative and disproportionate impact on women and already vulnerable populations, including children, people with disabilities, LGBTQI and older persons.

Already existing gender inequalities and discrimination compound the impacts of conflict and war on women and girls. Gender-based violence, including sexual violence and rape, is often used as a weapon of war and method of torture to exercise power over women and undermine the social fabric of a society. In 2008, the UN Security Council passed a resolution that formally recognized sexual violence as “a tactic of war to humiliate, dominate, instill fear in, disperse and/or forcibly relocate civilian members of a community or ethnic group”.¹⁰⁸ In armed conflict situations, women and girls may experience a heightened risk of GBV “during house searches, sweeps of residential neighbourhoods,

at checkpoints and in detention, during armed attacks on their villages, to force displacement, and as part of systematic campaigns of domination, intimidation and terror by armed groups”.¹⁰⁹

Weakened infrastructure exacerbates the direct impact of war and conflict on women and girls. There is often a disruption in the provision of health services, due to destroyed health infrastructure or health workers being killed, injured, displaced or otherwise affected by the crisis. The loss of critical sexual and reproductive health services for women and adolescents can have devastating consequences. Three-fifths of maternal deaths globally take place in countries considered fragile due to conflict or disaster.¹¹⁰ Infrastructure such as poor street lighting, inadequate public transport, a lack of security patrols, and an absence of private, secure spaces can contribute to GBV and make women more vulnerable to sexual violence and rape.¹¹¹

A high risk of sexually transmitted diseases (STDs), including HIV/AIDS, accompanies sexual violence against women and girls. Survivors of rape and sexual violence also experience long-lasting psychological and social effects. In addition to physical care for survivors, provision of mental health and psychosocial services should also be a central component of both short- and long-term recovery. During and after conflicts, creating accessible ‘safe spaces’ where GBV survivors can receive services and seek immediate safety is a critical intervention that promotes safety and recovery.¹¹²

Moreover, the condition and functionality of infrastructure can be an indicator as to whether a society will slip further into violence or make a peaceful transition out of the conflict cycle.¹¹³ Therefore, the restoration of essential infrastructure such as roads, transport, water and sanitation and energy, can contribute to the perception of a return to normalcy and thereby support the peace process.

105. ADB. 2016. Mapping fragile and conflict-affected situations in Asia and Pacific: The ADB experience.

106. Greenberg, M., & Zuckerman, E. 2006. The gender dimensions of post-conflict reconstruction: The challenges in development aid.

107. Ibid.

108. United Nations. 2008. Security Council resolution 1820 (2008) on Women and peace and security.

109. UNFPA. 2015. Shelter from the storm: A transformative agenda for women and girls in a crisis-prone world.

110. Ibid.

111. Ibid.

112. Ibid.

113. Kenny, C. 2016. Results not receipts: Counting the right things in aid and corruption.

The application of a gender lens is essential for conflict prevention, resolution, and peacebuilding. During and after conflict, women’s unique needs and concerns require special attention, including lack of shelter, sexual violence, lost livelihoods, and restricted movement. These issues are perpetuated and compounded by existing vulnerabilities. Therefore, focusing on preservation, rehabilitation, and construction of infrastructure to support the resilience and viability of women in FCAS is crucial.¹¹⁴

Designing and constructing infrastructure projects in FCAS requires additional sensitivity to how women, PLWD, LGBTQI, and other populations will use the infrastructure. For example, in contexts of political violence, the risk of gender-based violence is heightened. Safe infrastructure that mitigates GBV risk is vital for immediate response to conflict and longer-term recovery.

Key Gender Considerations for Infrastructure in FCAS:¹¹⁵

- How has the conflict-affected service delivery and access to key infrastructure services such as energy, water, sanitation, transport, and ICT for women and vulnerable groups?
- What are the gender differences that immediately risk access to services due to a state of conflict?
- When setting infrastructure priorities, do policies reflect women’s and men’s different constraints and needs?
- Are projects being designed to fully incorporate an understanding of their gender-related impacts?

CASE STUDY 5

Gender mainstreaming in infrastructure development within FCAS

Enabling disability-inclusive infrastructure in FCAS in Pakistan

Fragility and conflict add to the disadvantages already faced by the most vulnerable in the community in many ways, in part because of broken infrastructure. Damage to roads, transport and other infrastructure restricts mobility and access to necessary services for many people, particularly for people living with disabilities. Violence from war and conflict also increases the incidence of disability in the population.

In Pakistan, where political instability, violent insurgency and ethnic and religious tensions are prevalent, there are an estimated 27 million PLWDs. While there are many cultural barriers to girls attaining an education in Pakistan, children with disabilities are also an excluded group. According to a 2015 UNESCO report, 1.4 million children with disabilities are not a part of the formal education system, mainly due to inaccessible infrastructure.

The DFID-funded *Humqadam Schools Construction and Rehabilitation Programme (2015-2018)* is focused on improving education infrastructure in Punjab and Khyber Pakhtunkhwa provinces. It is constructing up to 20,000 additional classrooms and accompanying missing facilities (i.e. toilets, outdoor facilities and boundary walls) and rehabilitating 250 secondary schools. This infrastructure programme in a fragile context took pragmatic steps in the design and construction to include retrofitting options for better disability inclusion.

Indeed, disability considerations were mainstreamed throughout the project. From the policy setting, planning, and design stages, the project conducted detailed consultations with people living with a wide range of impairments from mobility challenges to blindness and deafness. Universal design was incorporated into project thinking from the start. The local community was engaged in the designs for each school. During the implementation and operations stage, a “Community Committee for School Infrastructure” was established to test infrastructure and identify ongoing challenges. Examples of the infrastructure design features and modifications made for new and existing schools included hard level paving, ramps, grab rails, wider doors and accessible toilet facilities along with bigger windows and highly visible chalkboards all of which have enabled access for students, teachers and members of the public with mobility and vision challenges.

ICED. 2018. Case study: Disability inclusive education in Pakistan.

ICED. n.d. Disability inclusion through infrastructure and cities investments: Roadmap.

114. Asian Development Bank. 2011. Gender equality and women’s empowerment.

115. DFID. 2012. Supporting infrastructure development in fragile and conflict-affected states: Learning from experience.

2.3 Natural Disasters and Emergencies

While natural disasters may not discriminate, they do affect women, girls, boys and men differently. For instance, they disproportionately affect women and children, especially in countries where women have a lower socioeconomic status. Evidence of this discrepancy can be seen in recent disasters in the Asia-Pacific region. The death toll from the 2004 Indian Ocean tsunami reveals that up to four times more women than men died.¹¹⁶ Women and children made up 77 per cent of the total death toll in Indonesia.¹¹⁷ Similar ratios have been repeated in other disasters. In the 2007 tsunami in the Solomon Islands, 96 per cent of the victims were women and children. During the 1991 Cyclone Gorky in Bangladesh, there were 14 times more women killed than men.¹¹⁸

Many factors contribute to the uneven risk, but gender inequity is a root cause. In poor countries,

women are typically the primary caregivers with responsibility for children, the elderly, the sick, and the disabled – a fact which can delay evacuations. Women and vulnerable populations might also have insufficient access to information from early warnings systems. In the aftermath and reconstruction period, gender inequalities continue to hamper opportunities and present challenges for women and girls.¹¹⁹

Gender-based violence is rooted in unequal power relations and there is a heightened prevalence and severity of violence against women during and after disasters.¹²⁰ Gender-based violence can continue into the long-term post-disaster recovery if gender dynamics and short-term interventions are not properly addressed. In Sri Lanka, forced marriages to ‘tsunami widowers’ were reportedly commonplace after the 2004 South Asian tsunami.¹²¹

116. The Guardian. 2005. Four times as many women died in tsunami.

117. UNISDR. 2017. Women must be central in disaster prevention.

118. Ibid.

119. United Nations. 2018. The Sphere Project handbook.

120. IFRC. 2015. Unseen, unheard: Gender-based violence in disasters - global study.

121. Ibid.

CASE STUDY 6

Gender mainstreaming evacuation centres for disasters and emergencies in the Philippines

Gendering mainstreaming for DRR requires policies and programmes that are inclusive and responsive to the needs of women, children, PLWD and older people, who remain disproportionately impacted by disasters and climate change. This can include strengthening national and local disaster risk reduction strategies in policies and frameworks, ensuring buildings and critical infrastructure are resilient, enhancing early warning systems, and improving evacuation plans and infrastructure.

The Philippines is one of the world's most disaster-prone countries and it is severely affected by climate change. Guiuan in Eastern Samar was one of the hardest hit areas in the Philippines during Typhoon Haiyan in 2013. Many of the evacuation centres that included schools and other community infrastructure were destroyed by the typhoon and unable to provide shelter and necessary services for the community.

Reconstruction efforts did not include investment in infrastructure for the evacuation centres. Therefore, when another typhoon struck in 2014, residents were forced to evacuate further inland. This caused overcrowding in the evacuation centres and heightened the risk of violence, sexual assaults, and the spread of disease. In 2016, the United Nations International Strategy for Disaster Reduction (UNISDR), IOM and partners worked to build "safer and more structurally sound, dual-purpose evacuation centres that are hazard-adaptive and sensitive to the needs of PWLD, women, and children." The new structure can accommodate 350 people with four classrooms across two stories and is built to withstand very strong winds, torrential rain, and flooding.

The design of the centre meets international standards for evaluation structures, includes shelter for evacuees, and is equipped with alternative power and multiple water sources. In addition, the design and construction engaged all residents of the community and considered the diverse needs of women, children, PLWD, and older people. As a result, the evacuation centre was built with many gender-sensitive modifications and features that meet the needs and preferences of the community including:

- A playground that can be used as a child-friendly space in times of emergency (with a colourful mural designed by local children and artists);
- Secure, segregated toilets on both levels;
- Room partitions for the benefit of women and children;
- A kitchen area available for use by families;
- A ramp leading up to the second floor to help with accessibility for PWLD and older persons;
- Handrails throughout the centre for people with disabilities and the elderly;
- Adequate lighting to minimize bullying and gender-based violence in crowded emergency situations; and,
- WASH facilities with improved access, including hand washing basins, laundry and bathing facilities.

During normal periods, the multi-purpose centre serves as an inclusive space for the community to gather and socialize. The development of this structure engaged community in the design and enhanced community capacity-building for disaster risk reduction and management.

Guiuan served as the pilot model for safer, hazard-resilient design, with appropriate modifications that consider all members of the community. Based on lessons learned from here, other centres have been built in Borongan and Tanauan.

IOM. 2016. IOM, UNICEF open first typhoon-resilient evacuation centre in Guiuan, Philippines.

UNISDR. N.d. *ARISE case studies in disaster risk management*.

2.4 Gender Mainstreaming for Infrastructure Reconstruction Post-Conflict/Disaster

Among the many priorities in the aftermath of conflict or disaster crises is the rebuilding and restoration of critical infrastructure of a society. Crises that require significant reconstruction provide opportunities for mainstreaming gender considerations into infrastructure development.¹²²

Gender perspectives differ in infrastructure selection for reconstruction; gender mainstreaming for infrastructure reconstruction employs gender perspectives in the selection and location of rebuilt infrastructure. Women and men often have different infrastructure needs and priorities. For example, while men usually prioritize highways, women prefer rural roads to access markets, water, fuel, schools, health facilities, and other essential services. Infrastructure project design done strategically in consultation with women can result in rehabilitation of basic water and transportation, health and educational infrastructure that helps reduce women's labour time.¹²³

The recognition that women and men have different needs in disaster recovery and addressing gender concerns in response programming provides an opportunity to create more balanced gender relationships in post-disaster and conflict-affected communities. The principle of "building back better" is the goal for sustainable post-conflict and disaster reconstruction that integrates disaster risk reduction and factors gender and inclusive perspectives into the restoration of physical infrastructure.¹²⁴

In a post-conflict or disaster recovery context, the sense of urgency and immense need can lead to shortcuts in the consultative process and gender mainstreaming. Especially in these contexts, it is important to recognize the diverse needs of women, men and other groups and to integrate these into the design and construction or rehabilitation of infrastructure. Below are

examples of possible gender-inclusive actions during the infrastructure rehabilitation phase.¹²⁵

Community and public infrastructure rehabilitation

Restoration of infrastructure that supports women's economic empowerment can strengthen mobility and increase access to income generation activities and a variety of services. It is important to undertake the following:

- Consult with women and girls in disaster-affected communities to identify the spatial design and location of community spaces.
- Ensure that women participate directly in decision-making on local security arrangements.
- Construct paved paths and install street lamps to allow women and girls to move around and travel safely in the relocation or reconstructed sites.
- Establish women's communal spaces in safe and accessible locations (can act as venue for confidential psychosocial counseling for GBV survivors, referral services, skills-building sessions, or breast-feeding areas).

Rural road reconstruction:

Reconstruction of rural roads can facilitate women's economic recovery and empowerment through access to road construction jobs as well as potential markets. It is vital to undertake the following:

- Set targets for employment of disaster-affected women on the basis of their current level of participation in road construction in the area and ensure women-headed household can access these opportunities.
- Ensure equal wages, working conditions and adequate facilities for healthy and safe work (including separate toilets, childcare access, and breast-feeding areas).

122. Agarwal, A., & Steele, A. 2016. Disability considerations for infrastructure programmes.

123. Greenberg, M. ad Zuckerman, E. 2006. The gender dimensions of post-conflict reconstruction: The challenges in development aid.

124. World Bank, & GFDRR. 2017. Disability inclusion in disaster risk management: Promising practices and opportunities for enhanced engagement.

125. Asian Development Bank. 2014. Gender-inclusive disaster risk management.

- Provide women with basic construction and maintenance skills training, appropriate working tools and protective clothing.

Health facilities:

Rehabilitation of gender-inclusive health centres can provide life-saving medical and reproductive health services during recovery. It is crucial to undertake the following:

- Establish areas to provide comprehensive women's health services, including reproductive health services, psychosocial counselling, clinical management for GBV survivors, and nutrition services.
- Ensure facilities are designed to accommodate women's need for privacy and have policies and provisions in place to implement confidentiality and security for women.
- Develop gender-sensitive health behaviour, change, and communication materials. In societies where purdah is practiced, ensure that female doctors and health staff attend to women clients.
- Engage schools, community-based organizations, and local community groups to create awareness about nutrition, hygiene and health, particularly targeting adolescent girls and women.

Education facilities:

Educational facilities contribute immensely to recovery, particularly through the provision of a safe space for girls and boys and promotion of well-being and normalcy. It is essential to undertake the following:

- Construct separate toilets for girls. Ensure that the toilets have adequate lighting, locks from inside, and include facilities for disposal of sanitary cloths.

- Provide gender-specific extracurricular activities and psychosocial counselling to promote resilience and healing for girls. Include sessions on preparing for natural hazards (information on contents of go-bags¹²⁶, evacuation sites, and swimming classes).

Water supply and sanitation:

Similar to normal situations, in post-disaster and conflict settings women continue to be the primary collectors, transporters, users, and managers of water and promoters of sanitation activities. Therefore, gender-inclusive design and location of water and sanitation facilities can reduce women's and girls' time poverty. Sexual harassment often increases in the confines of rehabilitation sites, especially around water and sanitation facilities. It is important, therefore, to undertake the following:

- Consult women in the design and location of all WASH infrastructure, including water points (taps, pumps, wells) and sanitation facilities.
- Ensure safety and security of women, girls and others with regards to the location of the facilities, especially with travel to and from and queuing to use the facilities.
- Ensure equal training opportunities for females and males in system operations and maintenance.
- Ensure that the communal latrines and bathing facilities are separate, located in safe areas, culturally appropriate, provide privacy, have adequate lighting, and designed with appropriate locks.
- Ensure sanitation facilities address menstruation needs for women and girls, which at minimum entails privacy, adequate water, and provisions for disposal.

126. A bag packed with essential items, kept ready for use in the event of an emergency evacuation of one's home.

Reconstruction of infrastructure is a tangible step to rebuilding stability and statehood in an area disrupted by disaster or conflict. Gender mainstreaming related to infrastructure can play a significant role in overcoming gender inequities. The following illustrate opportunities and concerns during reconstruction.

Example of policy framework promoting gender mainstreaming in Indonesia rehabilitation¹²⁷

The Infrastructure Reconstruction Finance Facility (IRFF) in Aceh, Indonesia is a framework to address financing deficiencies for public infrastructure reconstruction in communities devastated by the 2004 Indian Ocean tsunami. The project's "Environmental and Social Safeguards Framework" includes actions for mainstreaming gender that address both existing and potential gender issues, such as HIV/AIDS, contract marriage, land rights, and unfair balance of gender roles. It helps set a new standard for infrastructure projects to engage both women and men in the consultation process and addresses gender considerations specific to infrastructure reconstruction including those related to local traditions.

Example of training to advocate for universal access in India reconstruction¹²⁸

After the tsunami in 2005, disability rights groups in Port Blair on Andaman and Nicobar Islands in India organized a series of capacity-building training sessions for Public Works Department engineers and architects that cover issues faced by PLWD, women and other groups. The training of government officials helped advocacy for universal accessibility in reconstruction of infrastructure. Universal design features were incorporated into upgrades of public spaces such as Haddo jetty, schools, hospitals, and rehabilitation centres.

Example of poor gender mainstreaming of camp latrines in India¹²⁹

In the aftermath of the 2004 Indian Ocean tsunami, an Oxfam programme in a camp for displaced communities within the Tamil Nadu state of India suffered from a lack of gender-sensitive infrastructure planning and construction. Women's and men's latrines and bathing units were built facing each other and without doors that properly closed and locked, affording minimal privacy or security. Rather than using the toilets, women began defecating in open spaces, increasing their health and safety risks. Eventually, the infrastructure was demolished and rebuilt, leading to high costs for the organization and inconvenience for the users. This situation was the result of poor gender mainstreaming by Oxfam and the outsourced construction contractor; community women were not consulted and the construction contractor lacked expertise regarding Sphere standards.

127. World Bank. 2014. Implementation Completion Report (ICR) review - Aceh Infrastructure Reconstruction Financing Facility.

128. Agarwal, A., & Steele, A. 2016. Disability considerations for infrastructure programmes.

129. Oxfam International. 2005. In the wake of the tsunami: An evaluation of Oxfam International's response to the 2004 Indian Ocean tsunami.

2.5 Gender Mainstreaming for Infrastructure of Camps

During humanitarian crises, camps for displaced communities should provide protection, shelter, access to basic services and opportunities for livelihood development to all those living in the camp. Both the infrastructure and management of these camps, whether planned or spontaneous, temporary or long-term, have direct impact on the daily lives of individuals and families. Communities that have suffered through an emergency and trauma make these camps their home for various lengths of time and need support to rebuild their lives with dignity and hope. A badly planned camp may contain barriers to access to basic services for women or girls, or in extreme cases increase the risk of gender-based violence.¹³⁰

Incorporating gender and inclusion perspectives in the coordination and management of the camp can help ensure that safety and dignity is promoted for all, especially those vulnerable to violence and exclusion. A camp plan that considers safe access to education, health, water and sanitation, and other basic services for women and girls, is more likely to do so for all inhabitants of the camp. Even camps which will probably have only short lifespans evolve in response to the developing needs of those who live in them. The involvement of women as well as men in planning decisions at all phases of the camp planning process helps reveal more opportunities for camp planning interventions to promote self-reliance for all households. At the same time, a wider range of inputs into adaptations to deal with the stresses of living in camps can be taken into consideration. The inclusion of women in the site planning aspects of the eventual closure, handover and environmental recovery of the camp area can ensure that both safety and sustainable recovery are given central consideration – for women and girls who will be leaving the camp, and for those in the host community who will remain.

Gender equality should be considered across efforts to create access and delivery of humanitarian services and protection to displaced populations. Gender equality needs to be integrated into the design, construction, maintenance, and management of the camp infrastructure by:¹³¹

- Ensuring safety from gender-based violence, given women and girls are more vulnerable to violence and trafficking in camps.
- Providing appropriate shelter infrastructure, whether temporary, transitional or longer-term housing solutions (i.e. habitable and physical living spaces including cooking, eating and sleeping arrangements; different assistance options and implementation modes including repair and reconstruction; the enabling environment including access to housing, land and property, security of tenure and environmental sustainability and other areas linked to shelter).
- Understanding and addressing physical barriers that might hinder women, girls, elderly, PLWD, LGBTQI and other vulnerable groups from accessing services and information (i.e. registration for cash vouchers, announcements of services, support for livelihood development).
- Ensuring the camp location and layout is safe and secure for vulnerable populations, far from external attack and other hazards and promotes ease of internal movements within the camp.
- Planning infrastructure for critical services that meet the needs of vulnerable populations, including but not limited to the following:
 - child-friendly spaces.
 - Gender-segregated WASH facilities with locks and light.
 - Security arrangements.
 - Camp lighting system.
 - Seating for persons with physical disabilities.
 - Separate lines/queues to access services (e.g. food and voucher distribution, health services).

Key resources:

- IOM. 2016. Site planning: Guidance to reduce the risk of gender-based violence.

130. Shelter Centre/Oxfam. 2005. Transitional settlements: Displaced populations.

131. Inter-Agency Standing Committee. 2017. The gender handbook for humanitarian action.

- CCCM Cluster. 2015. Camp management toolkit (Chapter 15).
- Shelter Centre/Oxfam. 2005. Transitional settlements: Displaced populations.
- Sphere Project. 2018. The Sphere Project handbook.
- Inter-Agency Steering Committee. 2017. Gender handbook for humanitarian action.
- The World Bank, & GFDRR. 2017. Disability inclusion in disaster risk management: Promising practices and opportunities for enhanced engagement.

2.6 Poor Governance, Politics, and Corruption

Weak governance and corruption present a wide range of challenges, from inefficient and inequitable delivery of social services to stagnating economic growth and infrastructure development. Examples of the impact of corruption and weak governance on infrastructure are vast and can include crumbling schools and buildings due to feeble regulation and neglected roads in poor communities.

Both publicly and privately funded infrastructure projects can be negatively impacted by the reduced quality of regulation that follows corruption and weak governance.¹³² Buildings in developing countries often collapse as a result of substandard construction. In the developing world, politicians and bureaucrats often use and design regulations specifically to extract bribes or other favours rather than make structures safer, more sustainable, or more efficient.

Example of corruption in road rehabilitation

Costs for road rehabilitation are higher in countries where the average bribe paid for government contracts is larger. The average cost paid per square meter for rehabilitation of a two-lane highway across 18 countries for which there are good data was USD \$36. In countries where the average bribe for a government contract was reported to be below 2% of the contract

value, this cost was USD \$30. For countries where bribes for government contracts were reported to be larger than 2% of their value, the average cost per square meter of road rehabilitated was USD \$46.90.¹³³

Corruption can take form at many levels: government corruption leading to poor regulation, corruption within the infrastructure and construction industries, or corruption within the infrastructure project itself. The impact of corruption on infrastructure development indirectly and directly affects women and other vulnerable groups. Low quality construction means decreased sustainability and utility for end users. For example, an estimate from Indonesia suggests that every \$1 worth of materials skimmed from road projects to finance corrupt payments reduces the economic benefit of the road by \$3.41 as a result of degraded quality and shortened lifespan.¹³⁴

Some forms of corruption can also directly impact women. For infrastructure such as water systems, which provide basic needs to communities and are typically presided over by women and girls, there is evidence that corruption can more negatively affect women. Due to corruption, labour-saving water technology such as pumps, irrigation systems, or other WASH infrastructure may never be, or is improperly, installed. In some cases women may be forced to bribe water officials for access. While both men and women suffer from poor water quality and accessibility issues, women will be more negatively affected by corruption due to the high opportunity costs that an insufficient water supply will have on their livelihoods. This can increase their vulnerability to water-borne diseases, their time burden, and can expose them to greater risks of gender-based violence.¹³⁵

By contrast, actively working to empower women to be involved in management, O&M, and transparent and participatory community budgetary processes is part of the solution. Recent literature finds a correlation between an increase in women policymakers, reduced corruption and increase in human capital. In India, research found that a higher representation of women in local governments is associated with a greater budget for public goods and improvement in basic infrastructure development.¹³⁶

132. Kenny, C. 2016. Results not receipts: Counting the right things in aid and corruption.

133. Ibid.

134. Olken, B. 2007. Monitoring corruption: Evidence from a field experiment in Indonesia.

135. Alolo, N. 2007. Gender and corruption: testing the new consensus.

136. Sarangi, S. & Jha, C.K. 2014. Women and corruption: What positions must they hold to make a difference?

CASE STUDY 7

Tackling corruption for infrastructure development

A well-known instance of an anti-corruption movement led driven by women is the Mazdoor Kisan Shakti Sangathan in Rajasthan, India. Women labourers on government-funded infrastructure programmes helped expose corruption in public works programmes through initiating and participating in publicly auditing the programmes' spending patterns. Their activism led to a national campaign on citizens' right to access information about public expenditures and all manner of official decision-making. The result was the passage of a constitutional amendment that created the Right to Information Law in India. Their example is now being replicated elsewhere in the world.

Alolo, N. 2007. Gender and corruption: testing the new consensus.

Sarangi, S. & Jha, C.K. 2014. Women and corruption: What positions must they hold to make a difference?

ANNEXES

Annex A: Glossary

Gender

Gender refers to the roles, behaviours, activities, and attributes that a given society at a given time considers appropriate for men and women. 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 decision-making opportunities. Gender is part of the broader socio-cultural context, as are other important criteria for socio-cultural analysis including class, race, poverty level, ethnic group, sexual orientation, age, etc.¹³⁹

Gender mainstreaming

Gender mainstreaming is a strategy for implementing greater equality for women and girls in relation to men and boys. It is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design,

implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.¹⁴⁰

Gender equality

Gender equality “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 and 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.”¹⁴¹

Gender equity

Gender equity refers to “fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the detriment to women.”¹⁴²

137. Definition from UN Women Training Centre. Other gender-related definitions may be found at <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G>

138. Ibid.

139. Ibid.

140. Ibid.

141. United Nations. 2008. Report of the World Commission on environment and development: Our common future.

142. Ibid.

Sustainable development

In 1987, the UN Brundtland Commission defined sustainable development as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”¹⁴³ In a recent consultative review to learn lessons from the Millennium Development Goals in order to achieve the 2030 Agenda for Sustainable Development (SDG) Agenda and its 17 Sustainable

Development Goals (SDGs), experts concluded that “the new development agenda would have to move beyond ‘business as usual’ and address sustainable development in a comprehensive and integrated manner.” This is fundamentally why gender equality is integrated throughout all SDGs, and experts recognize that gender equality impacts all three dimensions of sustainable development – economic, social and environmental – and their political underpinnings.¹⁴⁴

143. United Nations. 2008. Report of the World Commission on environment and development: Our common future.

144. UN Women. 2018. Turning promises into action: Gender equality in the 2030 Agenda for Sustainable Development.

Annex B: Gender Action Plan Template

The GAP below provides examples and activities to support completion of a GAP.

GENDER ACTION PLAN (GAP) TEMPLATE					
ACTIVITIES	OUTPUTS (WITH TARGETS/QUOTAS)	INDICATORS	TIMEFRAME	BUDGET	PERSON RESPONSIBLE
OUTCOME 1: Women's employment and income increased throughout construction and maintenance					
Include women in project & staff	50% women staff, 1 gender specialist engaged	% women employees	Y1	\$2,000	Contractors
Include women and vulnerable groups in market maintenance	30%-50% women's participation in maintenance teams	% women's participation	Y1	\$15,000	Contractors, Implementing agency
Employ women and vulnerable groups in project construction	15%-50% women employed in construction activities.	% women employees	Y1	\$15,000	Contractors
Integrate mandatory gender-sensitization trainings for project staff and supervisors	# staff (M/W who received training)	# of people trained, % women's participation	Y1-Y5	\$30,000	Contractors with partner/ NGO
Equal wages for women and men for equal work	Women and men receive equitable wages	Average wages of women/men	Y1- Y5	\$7,000	Construction supervisors, Contractors
OUTCOME 2: Inclusive designs enhance accessibility and infrastructure use					
Include women and vulnerable groups in planning and design	30%-50% women's participation in consultation	% women who participated in consultations	Y1	\$18,000	Implementing partner, contractors
Review designs and integrate feedback from women and vulnerable groups	% of recommendations made by women/ vulnerable groups incorporated into final designs	#/% recommendations made by women and vulnerable groups	Y1	\$12,000	Contractors, Design Reviewers

GENDER ACTION PLAN (GAP) TEMPLATE					
ACTIVITIES	OUTPUTS (WITH TARGETS/QUOTAS)	INDICATORS	TIMEFRAME	BUDGET	PERSON RESPONSIBLE
OUTCOME 3: Women within surrounding society and community empowered with complementary activities					
Increase women's employability through capacity-building trainings	Country- and project-tailored capacity building trainings	# of women trained	Y2-Y4	\$75,000	Gov't partners, NGOs, contractors
Provide trainings to mitigate social consequences of construction	Gender-sensitized training on HIV and GBV prevention	# of women/men with improved knowledge	Y1-Y2	\$45,000	Gov't partners, NGOs, contractors
OUTCOME 4: Gender-responsive M&E informs decisions and iterations					
Gender-related activities and goals are tracked and reported	GAP indicators are included in regular progress reports.	Reports contain GAP indicators	Y1-Y5	\$23,000	Contractors, Implementing agency



Marmorvej 51, PO Box 2695
2100 Copenhagen, Denmark
Tel: +45 4533 7500

www.unops.org
www.facebook.com/unops.org
www.twitter.com/unops
www.instagram.com/unops_official



220 East 42nd Street
New York, NY 10017, USA
Tel: 646-781-4400
Fax: 646-781-4444

www.unwomen.org
www.facebook.com/unwomen
www.twitter.com/un_women
www.youtube.com/unwomen
www.flickr.com/unwome