

A close-up portrait of a woman with a warm, smiling expression. She is wearing a vibrant red headscarf with a gold and white patterned border. Her skin is dark and shows signs of age. The background is a soft, out-of-focus grey.

# **GUIDE ON INTEGRATING GENDER INTO INFRASTRUCTURE DEVELOPMENT IN ASIA AND THE PACIFIC**

Economic and Retail Infrastructure





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# 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.



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# ACRONYMS

<b>AIDS</b>	acquired immunodeficiency syndrome
<b>EPZ</b>	export processing zone
<b>ESIA</b>	environmental and social impact assessment
<b>GAP</b>	gender action plan
<b>GBV</b>	gender-based violence
<b>GDP</b>	gross domestic product
<b>GFP</b>	gender focal point
<b>GM</b>	gender mainstreaming
<b>HIV</b>	human immunodeficiency virus
<b>HR</b>	human resources
<b>ICT</b>	information and communication technology
<b>IFC</b>	international finance corporation
<b>ILO</b>	International Labour Organization
<b>IPMG</b>	infrastructure and project management group
<b>LGBTQI</b>	lesbian, gay, bisexual, transgender, queer and intersex
<b>M&amp;E</b>	monitoring and evaluation
<b>MHM</b>	menstrual hygiene management
<b>MSME</b>	micro, small and medium enterprise
<b>O&amp;M</b>	operations and maintenance
<b>PLWD</b>	people living with disabilities
<b>RAP</b>	resettlement action plan
<b>SEZ</b>	special economic zone
<b>SDG</b>	Sustainable Development Goal
<b>SMEs</b>	small and medium enterprise
<b>SP</b>	sustainable procurement
<b>STEM</b>	science, technology, engineering, and mathematics
<b>UN</b>	United Nations
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UNOPS</b>	United Nations Office for Project Services
<b>WASH</b>	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 economic and retail infrastructure, whether they are vendors, factory workers, buyers or managers.

The design of economic and retail infrastructure must take into consideration how women, men, girls and boys access and use it, as well as what their needs are (e.g., *Who uses this space? What for? Do they need special accommodation?*).

This practical guidance on gender mainstreaming in economic and retail infrastructure provides specific ‘how-to’ guidance together with checklists across the project lifespan in four subsectors (roads, non-motorized transport and pedestrian infrastructure, transport systems, and ports), with context-specific Asia and Pacific regional information and case studies to showcase what socially-inclusive and gender-equitable infrastructure designs look like on the ground.

# 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 region<sup>1</sup>, 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.

Infrastructure is a broad sector that includes a wide array of project types. Infrastructure is defined as the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise. This guide provides guidance and case studies specific to the Asia-Pacific region in discrete sections for the following economic and retail infrastructure sub-sectors:

- Trading centres.
- Retail and marketplaces.
- Manufacturing.
- Special Economic Zones.
- Mines.

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 used to provide global context and best practices and to frame the region-specific information provided.

This guide is meant to be used in tandem with the companion *Guide on Integrating Gender throughout Infrastructure Project Phases in Asia and the Pacific*, which provides overarching guidance and tools to mainstream gender throughout each project phase. In addition to this guide focused on economic and retail infrastructure, other guides are included within the series, namely: transport and roads infrastructure, and vertical structures. Other guides may be added to the series in the future, including water and sanitation, energy, land and housing, and information communication technology (ICT).

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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. Why is Gender Mainstreaming in Economic and Retail Infrastructure Projects Important in Asia and the Pacific?

As reflected in the United Nations Sustainable Development Goals (SDGs), sustainable solutions are critical to development. Gender equality and social inclusion are at the core of sustainable project management to make this a reality.

Asia and the Pacific is one of the world's most rapidly growing regions in terms of economic growth and population, and the region requires efficient, well-built and well-maintained economic and retail infrastructure to foster inclusive growth for all people and ensure that the dividends of economic growth are equitably shared. The economic and retail infrastructure sector is too frequently considered to be gender-neutral, but economic and retail infrastructure projects do not equally benefit men and women. Gender equality dimensions of the sector include: differences in terms of *who* can safely and readily access economic infrastructure and the income-generating opportunities it creates; risks for communities near large economic centres; and representation among marketplace authorities.

Economic and retail infrastructure needs to meet the demands of workers and visitors to be inclusive for women and vulnerable groups. Adequate toilet facilities are vital for both workers and visitors, and other separate facilities allow for women to attend to personal needs such as breastfeeding without staying at home. Providing health and childcare centres near economic centres improves worker attendance and productivity.<sup>2</sup> Larger economic centres such as factories and mines are often located far from towns. The longer distance to travel can discourage women from seeking employment due to reduced time for other responsibilities or the risk of violence during travel. Women and vulnerable groups are also at a higher risk of discrimination, harassment and abuse in the workplace.

Another gender equality consideration that cuts across all economic and retail infrastructure is the

safety and mobility of women and other socially excluded groups. Not only are women more likely to be confined to the private, household sphere, but they also are more subject to gender-based discrimination and violence in the public sphere, including sexual harassment, stalking, sexual assault and even rape.<sup>3</sup> Although men and boys are disproportionately less subject to the same types of violence and limitations on their mobility, they may also become victims, especially if they belong to other socially excluded groups including ethnic or racial minorities; if they are lesbian, gay, bisexual, transgender, queer, or intersex (LGBTQI); if they are persons living with disabilities (PLWD), etc.

Gender mainstreaming strengthens accountability and empowers all beneficiaries – with an emphasis on those who are socially excluded. When care is taken to mainstream gender within economic and retail infrastructure projects, there is greater success in improving gender equality and delivering improved project results. Mainstreaming gender within economic and retail infrastructure projects in Asia and the Pacific 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

2. IFC & World Bank. 2011. Fostering women's economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

3. Asian Development Bank. 2013. Gender tool kit: Transport: Maximizing the benefits of improved mobility for all.

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.

## 2. Anticipated Outcomes of Gender Mainstreaming in Economic and Retail Infrastructure Projects in Asia and the Pacific

In order for economic and retail infrastructure to leave no one behind, we must understand its intended benefits, and constraints in realizing those benefits across various segments of society. Conducting a context-specific gender analysis is the first step in understanding the opportunities and challenges to achieve desired outcomes – both for gender equality and for project success. A comprehensive gender analysis is used to inform a Gender Action Plan and/or gender integration activities for infrastructure programmes and interventions.

Infrastructure and Cities for Economic Development (ICED) developed a Gender and Inclusion Framework to categorize three levels of infrastructure programmes and interventions:<sup>4</sup>

- *Minimum compliance* – programmes address practical needs and vulnerabilities of women and excluded groups.
- *Empowerment* – programmes build assets, capabilities and opportunities for women and excluded groups.
- *Transformation* – programmes address unequal power relations and seek institutional and societal-level change.

Too often, large investments are made in infrastructure projects driven by the status quo or political reasons. It is our collective responsibility as development practitioners to not only deliver infrastructure, but also to understand and question its justification, as well as any existing design specifications, the sub-text and the end goal of the infrastructure, to ensure that they meet all users’ needs. It is our responsibility to understand if infrastructure plans and existing designs meet the service end-user needs and priorities of both women and men. Effectively mainstreaming gender into economic and retail infrastructure projects will maximize benefits and reduce potential harm.

These levels are useful in understanding the theory of change in gender mainstreaming for economic and retail infrastructure development. While dynamic, each level helps catalyse the next, whereby minimum compliance contributes to empowerment for vulnerable groups, and empowerment is necessary for transformation. A brief overview is provided below, with further detail included in each economic and retail infrastructure sub-sector chapter.

### At minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.

This means that markets and industrial zones are explicitly designed and constructed to address basic accessibility needs. Economic and retail infrastructure also must address safety concerns and reduce vulnerabilities, specifically for women and socially excluded groups. In practice:

- Infrastructure is designed and constructed taking into consideration the needs, location, and use of economic centres. When this is done well, it can promote women’s participation in income-generating activities.
- Gender-responsive infrastructure protects individuals from danger and reduces the number of accidents. It contributes to improving safety and crime reduction, harassment and violence.

4. ICED. 2017. ICED facility: Gender & inclusion.

## CASE STUDY 1

### Minimum Compliance

*Phases: Design, Implementation, Operations and Maintenance*

The International Mining for Development Centre, funded by DFAT along with several partners, undertook a study of mining communities in South Gobi, Mongolia in 2013. Working with mining companies, NGOs and governmental agencies, the study team researched and shared recommendations to address instances of gender-based violence (GBV) in mining communities. The report exemplifies minimum compliance it did not include activities to empower women, nor try to change the culture that surrounded GBV, but rather worked within the existing context to decrease risks of GBV.

The study found that rates of GBV increased in communities after the introduction of mining companies, with community members reporting a greater incidence of domestic violence, prostitution, and alcohol-fuelled violence, causing trauma and health issues, breaking up families and resulting in broad community insecurity. Increasing rates of GBV correlated with the proximity of and interaction between mine sites and town centres. To reduce and prevent instances of domestic violence, threats to health and safety and sex work, the study recommended several actions for mining companies and projects to undertake. These recommendations included: considering GBV risks when planning mining town and camp designs; locating these further away from town centres; including adequate street lighting and building family-friendly infrastructure to accommodate spouses and children; engaging women in income-generating activities to reduce economic dependence and foster community cohesion; and implementing anti-discrimination and sexual harassment policies as well as providing support for GBV survivors and their families.

As a result of the study, the Mongolian National Committee for Gender Equality and the state-owned Erdenes Mongol LLC mining company signed a Memorandum of Understanding that committed to working to reduce GBV by installing street lighting and building health centres and a park as support centres for women and girls.

Cane, I., A. Terbish, & O. Bymbasuren. 2014. Mapping gender-based violence and mining infrastructure in Mongolian mining communities. International Mining for Development Centre.

- It uses universal design to enhance the mobility of, and accessibility for, people with disabilities, older persons and caregivers with children.

By addressing mobility and safety concerns, **gender-responsive economic and retail infrastructure can empower communities** by facilitating equal access to, and the opportunity to benefit from, available resources, services and opportunities. In practice:

- Projects that employ female workers, entrepreneurs, and enterprises in the

construction, operations and maintenance of infrastructure projects generate additional income for women and local households.

- Accessible and safe infrastructure enables women and socially excluded groups to access a greater range of employment opportunities.
- With accessibility measures, people with disabilities have enhanced mobility to navigate daily commutes and carry out business and daily tasks, leading to income generation and improved social status.

## CASE STUDY 2

### Empowerment

*Phases: Design, Implementation, Operations and Maintenance*

In 2014 the International Finance Corporation partnered with Turkey's largest retail corporations, Boyner Group, for the Supply Chain Women Entrepreneurs' Empowerment Program, also known as the Good for Business Program. The programme aimed to empower women business owners in Boyner Group's supply chain and strengthen capacities, so both the women and the company would become more competitive. Women attended 12 weekly sessions organized into three units. The sessions consisted of classroom instruction, coaching clinics, guest speakers and networking events intended to increase productivity, expand knowledge of markets, and improve business and management skills.

The first unit focused on developing soft skills. Women attended workshops on interpersonal and leadership skills, business and financial knowledge, and integration into networks. They discussed human resource management, workplace communication and motivation. The second unit focused on building market knowledge and relevant skills. Sessions addressed product and customer-focused marketing, segmentation and positioning, and business-to-business marketing. Guest speakers with expert local and sector knowledge provided insights and shared market trends. The second unit helped women increase business contacts and gain key knowledge for strategic planning. The third unit was designed to increase financial literacy and access to finance. Topics included reading and writing balance sheets, financial analysis and utilizing financing products. Several Turkish banks shared financing programmes and services targeted at women entrepreneurs.

In addition to the training sessions, the women established a peer network among themselves and made new business contacts at a vendor fair organized by Boyner Group. In the first two months after the end of the programme, the 20 women participants had made eight new prospective client contacts through connections during the programme.

International Finance Corporation. 2016. Case study: Boyner Group's supply chain strengthens women in business.

Integrating gender considerations into economic and retail infrastructure can **transform systems and support evolving positive social norms for women and socially excluded groups**. Gender-responsive economic and retail infrastructure has the ability to address root causes and impacts of gender inequality. In practice:

- Gender-responsive economic and retail infrastructure can contribute to women's participation in the workforce. At a household

level, this can help redistribute household and care responsibilities, potentially contributing to a more equal balance of power in the home.<sup>5</sup>

- Gender-responsive economic and retail infrastructure that increases and/or improves employment opportunities for women and other vulnerable groups encourages more active participation in public life, helping to amplify their collective voices.

5. Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.

## CASE STUDY 3

### Transformation

*Phases: Design, Implementation, Operations and Maintenance*

Between 75 per cent and 90 per cent of all market vendors in the Pacific are women. Hours are long, profits are often low, and working conditions difficult. Earnings make up a significant portion of the incomes of many poor households. Through its Markets for Change (M4C) Project, UN Women works to ensure that marketplaces in Fiji, Solomon Islands and Vanuatu are safe, inclusive and non-discriminatory, promoting gender equality and women's empowerment. The project focuses on four main areas: increased voice and participation for market vendors, improved socioeconomic security, gender-responsive market management, and accessible and gender-responsive marketplace infrastructure and services. Due to the nature and goal of the project, it exceeds minimum compliance standards.

The project empowers women through improving physical infrastructure in marketplaces (such as separate and safe toilet facilities), supporting market governance reforms and building the individual capacity of women vendors, all of which significantly improves the economic and social well-being of women market vendors. The infrastructure aspect of the project aims to increase market resiliency to environmental shocks such as extreme weather events, thereby reducing women's vulnerability to environmentally-induced economic shocks. The governance reforms focus on supporting the creation and strengthening of representative marketplace groups, which in turn enhances the roles and influence of women vendors. Finally, the project also aims to build the capacity of women vendors through various strategies including boosting financial literacy and supporting greater access to financial services and improved agricultural skills.

M4C currently supports over 8,000 market vendors in the region, including nearly 3,000 women market vendors and rural women vendor/farmers who have received training on financial literacy and business practices or improved agricultural productivity. Over 2,000 market vendors were part of a mapping exercise to inform gender-responsive action plans for new and existing market vendors' associations (MVA), focused on improving the safety, security and earning capacity of market vendors, particularly women. Nineteen new market vendors' associations have been set up, drafting and adopting a constitution, completing the legal registration process, holding elections and member recruitment drives, with women elected in over 50 per cent of leadership positions in 13 out of 19 MVAs. Among the 19 project-supported MVAs, 10 are headed by a woman.

UNDP. 2018. Markets for Change Project.

UNDP. 2013. Fiji Markets for Change Proposed Project Document.

UN Women. 2015. Markets for Change Project.

In order for these potential benefits from economic and retail infrastructure to be realized, however, projects must make intentional and explicit efforts throughout all project phases to successfully mainstream gender, considering the unique context of women and socially excluded groups in Asia

and the Pacific. Given the ability infrastructure has to shape society and daily lives, conducting a comprehensive gender analysis and developing a Gender Action Plan (GAP) will help projects to achieve these positive desired outcomes and ultimately help transform gender norms and expand social inclusion.

### 3. Economic Impact of Gender Mainstreaming in Economic and Retail Infrastructure Projects in Asia and the Pacific

Economic and retail infrastructure has a direct connection to supporting country and regional

economic growth. The business case for gender mainstreaming is also clear: growing evidence

shows that diversity and gender equality lead to increased productivity, efficiency and profits. Sectors such as construction and mining that are globally male-dominated have an opportunity to diversify their workforce, which can contribute to improved performance and innovation. However, these benefits can only be realized through successful and comprehensive gender mainstreaming.

Globally, women perform 76.2 per cent of total hours of unpaid care work, more than three times as much as men. In Asia and the Pacific, this rises to 80 per cent. In other words, women in the region spend more than 4 times as much of their time on unpaid work and care than men.<sup>6</sup> While investing in basic infrastructure such as transport and roads, water and energy can help reduce this unpaid time, gender-sensitive economic and retail infrastructure promote women's direct participation and enhances opportunities for productive income generation

for women and vulnerable groups. Improvements in economic and retail infrastructure can support women's economic participation and increase the rewards of their participation in the economy. It is estimated that limiting women's access to employment opportunities costs the East Asia and Pacific region USD \$42–\$47 billion annually.<sup>7</sup>

Infrastructure that is safe, accessible and designed for women will better integrate them into the economy as consumers, workers, traders, entrepreneurs of micro-, small- and medium-sized enterprises (MSME). This, in turn, is a boost to the domestic, regional and international economy, making a significant contribution towards achieving sustainable development.<sup>8</sup> In the East Asia and Pacific region, output per worker could be 7–18 per cent higher if female entrepreneurs and workers were in the same sectors, types of jobs and activities as men, and had the same access to productive resources.<sup>9</sup>

## CASE STUDY 4

### Empowerment

*Phases: Operations and Maintenance*

The global non-profit Business for Social Responsibility (BSR) has been implementing the Health Enables Returns (HERproject) since 2007, which links multinational companies and their factories to local NGOs to create sustainable workplace programmes that increase women's health awareness. The project has been active in Bangladesh, China, Egypt, India, Indonesia, Kenya, Pakistan and Viet Nam.

The health programmes include on-site clinic services and nurses that serve as women's health counsellors, service-providers and referral providers to external health services, when necessary. By preventing possible health issues through awareness and reducing women workers' need to leave work for existing health issues, the project has produced significant business benefits such as reduced worker absenteeism, reduced early leave requests, reduced errors rates (on the final product) and reduced staff attrition.

This project has shown that investing in company health awareness programmes for women saves money in the long term, making it a cost-effective investment. Although this project has primarily been implemented in the apparel and textile sector, businesses and contractors across infrastructure sub-sector can benefit from similar programmes on worksites in order to increase female employee's well-being and productivity.

10. Yeager, R. 2011. HERproject: Health enables returns - The business returns from women's health programs.

6. ILO. 2018. ILO: Women do 4 times more unpaid care work than men in Asia and the Pacific.

7. World Economic Forum. 2016 Global Gender Gap Report 2016.

8. Asian Development Bank Institute. 2017. ADBI working paper series: Trade and Women.

9. World Bank. 2012. Toward gender equality in East Asia and the Pacific : a companion to the world development report.

# PART I: GENDER MAINSTREAMING IN TRADING CENTRES

## 1. Introduction

Infrastructure is essential for expanding the trade economy and capacity. Trade facilitation is partially defined as the systematic rationalization of customs procedures and documents; it further encompasses all measures that affect the movement of goods between buyers and sellers along the entire international supply chain. Trade-related infrastructure includes hard physical infrastructure and soft infrastructure that refers to matters related to trade efficiency and procedures. The physical infrastructure includes transport and roads, telecommunications, port and border infrastructure and, lastly, trading centres as hubs that promote international and regional trade and business.<sup>11</sup> Research has found that gender inequalities in trade are financially detrimental for countries in a world of open trade.<sup>12</sup> Gender mainstreaming in trade-related infrastructure facilitates the equitable trade participation of women and other vulnerable groups. Women interact with the trading economy in several capacities, namely as consumers, workers, business-owners or entrepreneurs of MSMEs and cross-border traders.<sup>13</sup>

Asia and the Pacific have some of the highest gender gaps in the labour force: 15.3 per cent in Eastern Asia, 23 per cent in South-eastern Asia and the Pacific and 51 per cent in Southern Asia.<sup>14</sup> Improving the participation of females in the labour force represents 58 per cent of the total GDP opportunity in the Asia-Pacific region.<sup>15</sup> Therefore, actively promoting gender equality in trade liberalization and integration through policies and infrastructure

benefits domestic and regional economies, as well as women and other vulnerable groups.

***At a minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.***

Gender mainstreaming in infrastructure means ensuring that trading centres are explicitly designed and constructed to address basic mobility and accessibility needs.

- Trading centres must address safety concerns and reduce vulnerability, specifically for women and socially excluded groups. This is especially important in port and cross-border trading infrastructure, where poorer communities living near borders face the risk of various forms of harassment when engaging in formal or informal cross-border trading.<sup>16</sup>
- Trading centres designed and constructed taking into consideration location and accessibility include universal design features for PLWD and the transport needs of women and men in accessing trading centres. For example, given their time constraints, it was found that women traders make fewer trips, and transport more goods with every crossing. Therefore, accessible infrastructure around and within trading centres, such as improved public transit or widening checkpoint roads, can allow women to earn more each time they cross the border.<sup>17</sup>

11. ADB. 2017. Aid for trade in Asia and Pacific: Promoting connectivity for inclusive development.

12. Do, Q., A. Levchenko & C. Raddatz. 2011. Engendering Trade. The World Bank Development Research Group Macroeconomics and Growth Team.

13. Asian Development Bank Institute. 2017. Women and trade.

14. ILO. 2017. Gender gaps in Asia-Pacific: Trends and projection.

15. McKinsey. 2018. Women in the Workplace.

16. Asian Development Bank Institute. 2017. Women and trade.

17. World Bank. 2016. Gender and trade: Gender dimensions of small-scale cross-border trade in Cambodia and the Lao People's Democratic Republic.

By addressing accessibility and safety concerns, **gender-responsive trading centres can empower communities** by facilitating equal access to, and benefits from, available resources, services and opportunities.

- Designing trading centres that are more responsive to women can promote the inclusion of women-owned MSMEs in the trading economy. Trade policies and infrastructure that do not consider gender equality have shown to favour medium and large enterprises over MSMEs, where the majority of women are concentrated.<sup>18</sup>
- Ensuring that trading centres are responsive to women's needs can break down barriers to entry for women traders and entrepreneurs, which helps support the transition to formalization for women who previously engaged in informal trading.<sup>19</sup>
- Designing infrastructure that is responsive to the needs of women and vulnerable groups enables them to safely travel across borders for trading in border markets, which brings opportunities for higher-paid employment. Given that women and youth make up the majority of those engaged in informal cross-border trade globally, supporting infrastructure for this movement is also crucial to discourage illegal crossings that may increase their risk for imprisonment and fines.<sup>20</sup>
- Infrastructure projects that employ female workers, entrepreneurs and enterprises in the construction and O&M of trading centre infrastructure projects generate additional income for women and local households.

Integrating gender considerations into trading centres can **transform systems and support**

**evolving positive social norms for women and socially excluded groups.** Gender-responsive trading centres have the ability to tackle the root causes and impacts of gender inequality.

- Gender-responsive trading centre infrastructure that helps women more easily access trading centres can contribute to reducing women's time burden,<sup>21</sup> allowing them to balance income generation and other responsibilities. At a household level, this can help redistribute household and care responsibilities, potentially contributing to a more equal balance of power in the home.<sup>22</sup>
- Trade-related infrastructure projects that engage women-owned enterprises, support local advocacy organizations, and develop progressive, inclusive procurement contracts can help usher in change in the infrastructure sector more broadly. These actions can catalyse improvements in the size, profitability and quantity of women-owned enterprises, and even shape policy at a government level. This can lead to more women at decision-making levels, and further create lasting impacts for gender equality and parity within the community and broader society.

Thoughtful design of trading centres will take into consideration needs, uses and potential impacts across various groups of people. This may entail the provision of:

- Improved connectivity to and from trading centres, including rural and urban feeder roads and public transit options.
- Land crossings with single window approaches that provide one entrance for traders to complete formalities, targeted at female business-owners, traders and informal cross-border traders.<sup>23</sup>

18. ADB. 2014. Gender tool kit: Micro, small, and medium-sized enterprise finance and development.

19. GIZ. 2014. Trade and gender: Exploring a reciprocal relationship.

20. Ibid.

21. Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.

22. Ibid.

23. GIZ. 2014. Trade and gender: Exploring a reciprocal relationship.

- Trading centres and border crossings with special, child-friendly environments created as 'safe' locations for children during the interview process.<sup>24</sup>
- Operations that prioritize employment and appropriate facilities for a female workforce, including accommodations, showers, and changing rooms.
- Adequate lighting throughout the trading centre and gathering areas.
- Public latrines with sex-segregated private, clean and secure toilets.
- Help and monitoring desks for women and others to report wrongdoing and access information.

## 2. Case Studies

### CASE STUDY 5

#### Constraints on Women's Participation in Cross-Border Trade, India and Bangladesh

*Phase: Design, Operations and Maintenance*

There are several formal markets along the border between India and Bangladesh that occur weekly and allow residents on either side to trade with each other without having to pay custom duties. Initially, 25 vendors and 25 buyers per country residing within 5 km of the *haat* (open-air market) were issued permits to trade and purchase up to USD \$50 worth of goods. In 2017, numbers increased to allow 50 vendors and 50 buyers per country and up to USD \$200 in purchases. These increases were due in large part to pressure from local women on Haat Management Committees.

There are few women vendors in the border haats, though numbers have increased slightly as women vendors have shared their experience with other women. Vendors can earn more for their goods at the border haat than at local markets, motivating women to pursue permits. Women participate in significantly higher rates as buyers, making up 13–53 per cent of licensed vendees at various haats.

There are many barriers preventing women vendors from participating in higher numbers at these border haats, generally falling into male-dominated operations and management and infrastructure deficit. Haat Management Committees are made up of five members: one Additional District Magistrate and one representative each from the customs, police, border security force and village/union level local government. Haat Management Committees are responsible for issuing vendor and vendee permits and most have no women members, meaning that women vendors' applications are left primarily to the discretion of men in a society that often discourages women from working outside of the home. The lack of women personnel in the haats also discourages women's participation. Local police, the border security force, district administration, customs, and banking employees are mostly men.

Inadequate infrastructure of the haats limits women's ability to access and participate in haat activities. Narrow and shabby roads that worsen in rainy seasons, combined with lack of transportation within some haats, require vendors to manually carry goods from the front gate to the haat, which inhibits women's access to haats. Most haats do not have separate toilet and sanitation facilities, a major barrier for women whose health and safety are at risk when they are forced to seek other means of relief.

Conducting this analysis is critical to identify constraints and respond with appropriate interventions. Increased women's participation in border haat trade could be facilitated through infrastructure improvements, integration of women employees, and gender sensitization training for government and haat personnel.

Taneja, N., S. Joshi, S. Prakash & S. Bimal. 2018. Trade facilitation measures to enhance women's participation in cross-border trade in BBIN, Working Paper No. 350. Indian Council for Research on International Economic Relations (ICRIER).

24. Mackay, Angela. 2014. Border management and gender.

### 3. Checklist for Gender Mainstreaming in Trading Centres

#### WHY?

Effectively mainstreaming gender equality and social inclusion in trading centres 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:

- A reduced risk of sexual and physical violence against women traders and less likelihood of theft.
- Enhanced access to national and international trading opportunities.
- Strengthened economic roles of women and other socially excluded groups in their family and community economy, contributing to the reduction of poverty.
- Increased income for women, which is often translated into investments/social gains in education, health, nutrition and the family's overall standard of living.
- vulnerable groups to participate in decision-making processes that affect them and their livelihoods.
- 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 later modifications.

#### WHEN?

This checklist is intended as a reference for users during all stages of the project cycle, from start to finish.

#### WHO?

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

#### ADDITIONAL RESOURCES

Shepherd, B., & S. Stone. 2017. Women and trade. ADBI Working Paper 648.

UNDP. 2016. Trade winds of change: Women entrepreneurs on the rise in South Asia.

Higgins, K. 2012. Gender dimensions of trade facilitation and logistics: A guidance note. World Bank Group.

## Phase I: Project design and preparation

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. 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	
3. Trader associations, management, male and female community members, leaders, and general users are consulted and involved as decision-makers in the design and planning stage to inform an appropriate location, structuring of the trading centre, climate-resilient features, accessibility for PLWD, connection to transportation options, etc.	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g., who engages in unpaid or paid trading centre work, access to training and skills development, access to financial services, legal frameworks including inheritance and property laws, etc.).	YES	NO	N/A	
5. 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	

KEY CONSIDERATIONS				COMMENTS
6. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on gender-responsive and socially inclusive trading centres.	YES	NO	N/A	
7. Feasibility studies address mitigation of sexually transmitted infections associated with human mobility in trading centres, especially for informal cross-border trade.	YES	NO	N/A	
8. The location of the trading centre is selected considering its proximity to transport and roads infrastructure (including affordable public transportation options) and communities/cities selling and buying products.	YES	NO	N/A	
9. When possible, the development of trading centre infrastructure goes hand-in-hand with improved roads (and water transportation options when necessary) to link rural, peri-urban and urban communities to the centre.	YES	NO	N/A	
10. Design and site selection take into consideration how men, women, boys and girls use trading centres in different ways (e.g., who spends the night, who arrives in public transportation, who is transporting perishable goods, etc.).	YES	NO	N/A	
11. Design and site selection take into consideration how men, women, boys, and girls in the affected corridor will be impacted by construction and operations, including safety, GBV and human trafficking.	YES	NO	N/A	
12. Design includes well-placed public toilet facilities for traders and buyers 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	

KEY CONSIDERATIONS				COMMENTS
13. Design includes sanitation facilities with functioning septic tanks, effective waste management, sufficient water supply, and drainage and storm-water systems.	YES	NO	N/A	
14. Design ensures secure gender-sensitive overnight accommodations for traders who often travel long distances to sell their products.	YES	NO	N/A	
15. Trading centre design ensures that physical infrastructure avoids direct sunlight exposure and is able to resist environmental shocks, climate change, and extreme weather events with design features such as sturdy roofing, storm-water runoff, localized flooding, appropriate location to avoid storm surges near the shoreline, waste management systems, etc.	YES	NO	N/A	
16. Designs take into account health and safety (including GBV prevention), which includes effective lighting, safe overnight accommodations for women traders, covered trader stalls, roofing, restrictions on hazardous products, etc.	YES	NO	N/A	
17. Designs include appropriate spaces for resting, feeding and childcare facilities that can be used by pregnant and nursing mothers who are traders.	YES	NO	N/A	
18. 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	
19. Gender-responsive human trafficking, GBV and HIV/AIDS awareness training is provided for contractors, operators, general public users, security staff, etc.	YES	NO	N/A	
20. Designs take into account special needs and considerations, including access for persons with disabilities (e.g., access ramps, accessible public bathrooms, etc.).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
21. Trading centres are designed to avoid blocking footpaths, parking bays, loading zones, and entrances in order to facilitate safe mobility of both pedestrians and vehicles.	YES	NO	N/A	
22. Trading centre design includes appropriate and affordable warehouse, distribution, and export facilities near land ports for the direct use of women traders, who can then avoid expensive intermediaries or middle agents who drive up costs and affect profits.	YES	NO	N/A	
23. A specific quota/percentage of space in the trading centre is reserved for traders who are women, youth, LGBTQI, etc.	YES	NO	N/A	

## Phase II: Project finance and budgeting

KEY CONSIDERATIONS				COMMENTS
1. Budget has been allocated to fund gender mainstreaming and targeted gender- and diversity-responsive activities, including all activities outlined in the GAP, ESIA and RAP.	YES	NO	N/A	
2. There are adequate funds budgeted for O&M to sustain a safe and healthy environment over the long-term.	YES	NO	N/A	
3. There are adequate funds for investing in safety features to reduce the risk of harassment and gender-based violence for women users (e.g., lighting fixtures, emergency phones, safe overnight facilities for women traders and their families, a fence or other design features to separate the trading centre from the surrounding area, etc.).	YES	NO	N/A	
4. Resources are allocated separately for accessibility requirements for all projects.	YES	NO	N/A	
5. 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, power, or interviewees being able to speak freely).	YES	NO	N/A	
6. 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	
7. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	

## Phase III: Procurement and contracts

KEY CONSIDERATIONS				COMMENTS
1. Gender aspects have been considered in the design of project procurement needs, attracting women owned/run businesses, and include sustainability in the bid evaluation criteria and consideration for contractor capacity-building.	YES	NO	N/A	
2. Both male- and female-owned small and medium sized enterprises (SMEs) are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI persons, and disabled business owners.	YES	NO	N/A	
3. There is transparent and publicly available information about procurement requirements and whom to contact.	YES	NO	N/A	
4. Application and contracting processes are simplified, clear, streamlined and standardized (e.g., only requiring the applicant to input information in one centralized database), and technical qualification criteria and financial requirements are set at a level that is accessible to SMEs.	YES	NO	N/A	
5. Procuring entities establish award criteria that is 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 businesses owned by women and other socially excluded groups to bid.	YES	NO	N/A	
6. Gender targets and physical design features are specified in bidding documents for contractors.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Access for people with disabilities is written into the contract terms.	YES	NO	N/A	
8. The procurement policy mandates that all procured products (hardware and software), goods and services must conform to accessibility requirements.	YES	NO	N/A	
9. The contractors employed – whether as primary, secondary or subsequent contractors – are demonstrably competent in providing gender-sensitive and accessible infrastructure.	YES	NO	N/A	
10. 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	
11. 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	
12. 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	

## Phase IV: Project implementation

KEY CONSIDERATIONS				COMMENTS
1. Gender experts are involved in project implementation.	YES	NO	N/A	
2. Overall project implementation is gender-sensitive (i.e. communication, security, budget, procurement, human resources).	YES	NO	N/A	
3. 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	
4. Construction planning takes into account 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 community.	YES	NO	N/A	
5. Online and offline trading centre programmes are designed to promote women's leadership and participation, marketing, financial literacy, access to financial services, entrepreneurship, improved agricultural skills (when relevant), and access to national and international markets.	YES	NO	N/A	
6. Representative trading centre groups or trader associations are created and strengthened in order to enhance the role and influence of women traders.	YES	NO	N/A	
7. Training and technical support is offered to local governments so that they can employ gender-responsive policies, procedures and decision-making processes that are receptive to the needs of traders, especially women and other socially excluded groups.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
8. There is culturally appropriate training and outreach available for female traders and entrepreneurs regarding customs and border requirements, processes and costs, in addition to public information campaigns with this information.	YES	NO	N/A	
9. Gender training is required for customs and border management officials who work at international trade crossings and officials are instructed on how to appropriately handle packages and avoid damaging traders' goods.	YES	NO	N/A	
10. Disaster-response strategies are incorporated into trading centre plans.	YES	NO	N/A	
11. UNOPS Health, Safety and Environment guidance is followed to ensure the construction site is sufficiently restricted as to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
12. 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 regarding women.	YES	NO	N/A	
13. The construction manager plans to run periodic checks that payments, social security allowances, and other entitlements are being fairly disbursed to both men and women.	YES	NO	N/A	
14. There are both formal and informal confidential ways for channelling work-related grievances (e.g. suggestion box, mediator, worker representative), including potential gender-based grievances.	YES	NO	N/A	
15. 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	

KEY CONSIDERATIONS				COMMENTS
16. 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	
17. Information and communications technology (ICT) is harnessed to provide relevant parties (community members, employees, contractors, etc.) with current information (the project's status, any training or employment opportunities, requests for feedback, etc.), and to improve transparency and accountability in infrastructure works quality and service delivery.	YES	NO	N/A	
18. All staff and local police are trained in 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	
19. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	

## Phase V: Project operations and maintenance

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 for 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	

KEY CONSIDERATIONS				COMMENTS
6. Employment targets are established for women in construction and other sector jobs created by the project (e.g. excavation, transportation of materials, routine maintenance of roads, toll booth workers, etc.).	YES	NO	N/A	
7. Targets are set for women's participation and the participation of other socially-excluded groups (LGBTQI individuals, persons with disabilities, youth, etc.) in any training provided for skilled work related to road services, including basic construction and maintenance skills.	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 checkpoint, quarterly and highlight reports, etc.	YES	NO	N/A	
10. Retirement plans and/or financial education programmes are accessible to all employees, with both men and women participating.	YES	NO	N/A	
11. A fair and respectful violation reporting, investigation, and resolution process is implemented in order 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 roads and transport, ongoing access to clean water within public latrines and sustainable, cost-effective street lighting over the long term).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
13. A strong community-based O&M committee (composed of 50% men and 50% women) is in place for consultation/oversight and has a succession plan that ensures all facilities (including MHM-friendly WASH and sustainable lighting) are serviced and operable.	YES	NO	N/A	
14. Gender-based gaps in women's ability to speak up and participate have been identified with a plan to support them to develop 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 and 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 reduced access to, or control by, vulnerable groups.	YES	NO	N/A	
17. Community men's and women's skills and 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 add labour burden without requisite compensation.	YES	NO	N/A	
19. Opportunity for operations and management jobs is provided equitably to both women and men, providing skills 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	

KEY CONSIDERATIONS				COMMENTS
21. Based on community skills gap mapping, skills building (management, budgeting) and training has been facilitated to target both women and men as committee members and as paid operation and maintenance workers.	YES	NO	N/A	
22. An O&M plan and O&M committee is established early on in project start-up period to take the time required to establish relationships, trust, build skills, and create institutions to ensure that the 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 leadership skills to thrive, and that men have attitudes and norms to support 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	

## Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria and provide a norm of reference to compare to set standards.	YES	NO	N/A	
2. All collected and analysed data has been gender-disaggregated for project activities and outputs.	YES	NO	N/A	
3. The project goes beyond gender-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 gender-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/qualitative tracking of community engagement, female engagement, and M&E indicators related to impacts on male and female travellers 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	

KEY CONSIDERATIONS				COMMENTS
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
9. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
10. Best practices and lessons learned on gender-related aspects are documented, shared, and applied to new projects.	YES	NO	N/A	

# PART II: GENDER MAINSTREAMING IN RETAIL AND MARKETPLACES

## 1. Introduction

Retail areas and marketplaces are a cornerstone of daily social life in rural, peri-urban and urban areas. They are spaces where women, men, boys and girls converge to exchange in commerce and interact with others in their community or city. Whether informal outdoor markets in rural areas, or indoor malls in cities, the infrastructure of retail areas and marketplaces is important to shape how individuals participate in the formal or informal economy, access opportunities and exchange ideas. In many areas of Asia and the Pacific, women comprise the majority of market vendors. In the Pacific, female vendors represent 75–90 per cent of vendors and tend to work long hours with low profits in difficult conditions. It is common for women to travel from rural areas to peri-urban or urban retail areas and marketplaces and sleep there for three to four days without appropriate overnight accommodations, which exposes them to high risks of violence and theft.<sup>25</sup>

Poor infrastructure, coupled with inadequate governance and management, greatly inhibits the important economic impact that markets can have on the poor and women. Risk of harassment and violence, including sexual violence, is disproportionately experienced by women and girls. Female market vendors suffer from extortion and corruption from male vendors or market staff, police and security. The infrastructure of markets also influences the cleanliness and hygiene of markets, especially food

markets; for example, poor drainage systems can cause flooding or lack of water or toilet facilities can lead to open sewage, mud and rubbish. These unhygienic conditions are a breeding ground for diseases and disproportionately affect women vendors and consumers.<sup>26</sup>

***At a minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.***

In retail and marketplace infrastructure, gender mainstreaming means it is explicitly designed and constructed to address basic mobility and accessibility needs.

- Retail and marketplaces must address safety concerns and reduce vulnerability, specifically for women and socially excluded groups. This is especially important for women engaged in selling and trading at retail and marketplaces, who can face various forms of harassment.
- Retail and marketplace infrastructure must be designed and constructed taking into consideration accessibility for all, including women, men, PLWD, the elderly and other vulnerable groups. Physical market infrastructure that incorporates universal design principles improves the accessibility and inclusion of PLWD in accessing markets as consumers, sellers and business-owners.<sup>27</sup>

25. UN Women. n.d. Markets for Change.

26. UN Women. 2014. Making Port Moresby safer for women and girls.

27. UNESCAP. 2018. Building Disability-Inclusive Societies in Asia and the Pacific: Assessing Progress of the Incheon Strategy.

## BOX 1

### Tackling GBV in UN Women's Markets for Change: Papua New Guinea

The markets of Port Moresby, the capital city of Papua New Guinea (PNG), provide a vital opportunity for women and men to enter the informal economy. Women comprise 80 per cent of the market vendors across the city's largest marketplaces. For example, prior to the UN Markets for Change in Port Moresby, 55 per cent of the women and girls in the baseline study reported that they experienced some form of violence; 22 per cent reported that they have experienced sexual violence and 64 per cent of men and women had witnessed some form of sexual violence in the market and its vicinity. The establishment of police posts throughout the markets – together with training for the police, market controllers and security guards – contributed to the reduction of violence against women in the Gerehu market and Gordons Market – the Pacific's largest market.<sup>28</sup>

By addressing accessibility and safety concerns, **gender-responsive retail and marketplace infrastructure can empower communities** by facilitating equal access to, and benefits from, available resources, services and opportunities.

- Retail and marketplaces are an important platform to accelerate the gainful participation of MSMEs, where the majority of women entrepreneurs are concentrated. In East Asia and the Pacific, women own 50 per cent of microenterprises and 59 per cent of small- and medium-sized enterprises (SMEs), while women in South Asia own 10 per cent of microenterprises and 8 per cent of SMEs.<sup>29</sup>
  - Gender-responsive marketplaces can serve as a platform to offer additional services and skills-building for women, in addition to professional networking. The UN Women Markets for Change programme has supported Market Vendor Associations that facilitate women's leadership and participation in decision-making and offer financial literacy for women.<sup>30</sup>
  - QInfrastructure projects that employ female workers, entrepreneurs and enterprises in the construction and O&M of retail and marketplace projects generate additional income for women and local households.
- Integrating gender considerations into retail and marketplace infrastructure can **transform systems and support evolving positive social norms for women and socially excluded groups**. Gender-responsive manufacturing infrastructure and operations have the ability to tackle the root causes and impacts of gender inequality.
- Gender-responsive markets that promote women to engage in income-generation activities can help redistribute household and care responsibilities, potentially contributing to a more equal balance of power in the home.<sup>31</sup>
  - Gender-responsive markets that enhance visibility for women and other vulnerable groups encourage more active participation in public life, helping to amplify their collective voices.
  - Given markets, especially in rural areas, are at the centre of social life, they can serve to either reinforce or help change gender norms. Engaging men (including community leaders, male sellers and buyers, and male security teams) can create more inclusive markets for women, thereby ensuring women have support in pursuing economic opportunities.<sup>32</sup>

28. UN Women. 2014. Making Port Moresby safer for women and girls.

29. World Bank Group & IFC. 2018. SME Finance Forum: MSME Finance Gap.

30. UN Women. 2017. Markets for Change addresses barriers to women's economic empowerment in Solomon Islands.

31. Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.

32. UN Women. 2008. The role of engaging men and boys in achieving gender equality.

- Retail and marketplace infrastructure projects that engage women-owned enterprises, support local vendor associations and organizations, and develop progressive, inclusive procurement contracts can help usher in change in the infrastructure sector more broadly. These actions can catalyse improvements in the size, profitability and quantity of women-owned enterprises, and even shape policy at a government level. This can lead to more women at decision-making levels, and further create lasting impacts for gender equality and parity within the community and broader society.
  - Adequate lighting throughout the marketplace and surrounding areas, especially in corridors connecting marketplaces to the primary and feeder roads and considering the use of renewable energy supply.
  - Adequate number and appropriate location of police posts, along with police, market officials, and security personnel trained in gender equality and GBV.
  - Public latrines with private, clean, MHM-friendly and secure toilets.
  - Outdoor markets with adequate weather-proofing, i.e. drainage to avoid flooding, and
  - Gender-sensitive accommodations for female vendors, including changing rooms, showers, and designated safe sitting and resting areas.
- Thoughtful design of retail and market places will take into consideration needs, uses, and potential impacts across various groups of people. This may entail the provision of:

## 2. Case Studies

### CASE STUDY 6

#### **Women as Users of Market Infrastructure, Economic Actors, and Decision-Makers, Bangladesh**

*Phases: Design, Implementation, Operations and Maintenance*

The 2006-2011 Asian Development Bank second phase of Rural Infrastructure Improvement Project (RIIP-II) in Bangladesh aimed to reduce poverty through improving rural markets and strengthening women's economic opportunities and public role. The project planned to construct and upgrade 104 rural markets, 35 of which would have separate women's market sections. RIIP-II aimed to involve women in all project activities as members of the community and local governance, as users of infrastructure, and as economic actors. In addition to a specific Gender Action Plan, the project took care to include gender equality components in all project action plans and documents.

Women as members of the community and local governance were included both in project design and operations and management. RIIP-II set a minimum of 30 per cent women participants in project planning workshops and required women to be represented in Market Management Committees and groups of shop-owners and vendors who make decisions about market design and operation. RIIP-II called for women's participation in local councils and ongoing infrastructure management to ensure that decisions reflect the interests and priorities of women in addition to men. To overcome cultural constraints on women effectively acting as decision-makers, the project conducted capacity-building trainings for local government that addressed resistance from male colleagues.

Women as users of infrastructure were included in the design phase to ensure that market plans included specific design elements such as separate toilets or areas to ensure women could safely use and benefit from the spaces. Shops allocated to women were grouped together and provided with water and toilet facilities for the convenience and safety of women buyers and sellers.

Women as economic actors, both shop-owners and labourers, were included in project design, implementation, and operations and maintenance. Women shop-owners and vendors participated in project-planning workshops to ensure market designs were women-friendly and included appropriate facilities. Women business-owners were supported through trainings on business management, tax, and licensing issues, offered in partnership with NGOs, and by facilitating links with financial institutions for credit purposes. The project also set requirements for the use of market spaces, namely a 15 per cent reservation of open sheds for women vendors and allocated shops for women entrepreneurs in the 35 gender-separated market sections. Out of the 35 planned women's market sections, 24 were constructed with particular attention to the location to ensure it is favourable to business success. These sections contained 152 shops allocated to women. Other measures to ensure ongoing integration of gender considerations include a 30 per cent minimum requirement of women in groups of shop-owners and vendors responsible for market operations and maintenance.

During project implementation, RIIP-II set a minimum of 30 per cent of women employed in construction work and 1,850 women employed in maintenance and tree-planting. Contractors participated in trainings in support of hiring women labourers and creating women-friendly working environments. The project emphasized the need for women-friendly work environments to reduce barriers to working for women. This included drinking water, separate toilet and water facilities, and temporary resting sheds for lunch and when breast-feeding infants. The project also committed to paying women and men equal wages for equal work, though faced difficulties in enforcing this. Implementation of this policy required close monitoring and continued pressure on contractors. Women employed in maintenance and tree-planting were offered a savings programme, in which they were set up with bank accounts and trained on saving income to provide a capital sum with which to undertake income-generating activities after the project concluded.

An extension of this programme was launched in 2017, titled the Sustainable Rural Infrastructure Project (SRIIP). This project offers sustainability features that safeguard the environment while still focusing on the unique needs of women. For example, three markets in the divisions of Khulna, Rajshahi and Rangpur are pilot sites for renewable energy supply. The shops in these markets, including the women's market sections, toilets and surrounding street lighting will be electrified using solar photovoltaic cells.

Asian Development Bank. 2010. Gender equality results: Case studies: Bangladesh.

Asian Development Bank. 2006. Second Rural Infrastructure Improvement Project: Bangladesh: Reports and recommendations of the President.

Asian Development Bank. 2017. Bangladesh: Sustainable Rural Infrastructure Improvement Project.

## CASE STUDY 7

### Safe Cities Programme, Port Moresby, Papua New Guinea

*Phases: Operations & Maintenance*

In Papua New Guinea, 80 per cent of the vendors in the markets of the capital, Port Moresby, are women. Many are heavily reliant on income from the garden produce they sell. In the course of their working day, however, they are often sexually harassed and face multiple forms of violence. Serah Thomas, President of the Gordons Market Mini-Goods Vendors Association, explains the challenges many women vendors face: “Without the markets, I would have no way of feeding my children. Yet we have all experienced a lot of violence. We are scared and worry that the next day something will happen to us. It is very stressful.”

Through the Port Moresby Safe City Programme, new measures are improving women’s safety and ability to make a living. These started with the formation of market vendors’ associations, which have been instrumental in first identifying threats through the use of women’s safety audits, and then negotiating with Market Authorities to develop measures to reduce these risks. Taking on leadership roles has empowered women to voice their needs and to ensure that interventions are gender-responsive.

Gerehu Market in Port Moresby was selected as the first market to pioneer the Safe City Programme, after a scoping study identified it as a priority, given challenges with sexual and other forms of violence against women. The programme has since renovated market stalls, provided clean drinking water, improved sanitation and the design of toilets, and built a playground for the young children who accompany many women vendors in Gerehu Market. The initiative has improved lighting and torn down fencing that created secluded, unsafe areas. New police posts have been coupled with training for police, market controllers and security guards on preventing and responding to violence against women. A specially designed fee collection system enables vendors to pay their market fees through a web-based platform managed by NDCDC that cuts extortion and illegal requests for payments. The funds go to maintain market infrastructure and services. Women receive training on how to run their businesses more efficiently and access loans and credit. Women-only buses have facilitated greater access for women to social services.

The changes have built on the joint efforts of the National Capital District Commission, grass-roots women, UN agencies and non-governmental organizations (NGOs). Success can be seen in improved perceptions and experiences of the safety of women in markets, and a reduction of violence in Gerehu market. Work is currently underway in other priority markets, and a city-wide behaviour change campaign was launched in 2016 to ensure a comprehensive approach to ending sexual harassment and other forms of sexual violence in public spaces. Programme achievements have also helped to inform a regional initiative in the Pacific, “Markets for Change,” focused on strengthening women’s economic empowerment in Fiji, Solomon Islands and Vanuatu (see case study *Markets for Change*).

UN Women. 2014. Making markets safe for women vendors in Papua New Guinea.

### 3. Checklist for Gender Mainstreaming in Retail and Marketplaces

#### WHY?

Effectively mainstreaming gender equality and social inclusion in retail and marketplaces 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:

- violence against women vendors and less likelihood of theft.
- Strengthened economic role of women and other socially excluded groups in their family and community economy, contributing to the reduction of poverty.
- Increased income for women, which is often translated into investments/social gains in education, health, nutrition and the family's overall standard of living.
- Mechanisms are provided for women to participate in decision-making processes that affect them and their livelihoods.
- 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 later modifications.

#### WHEN?

This checklist is intended for users to refer to during all stages of the project cycle, from start to finish.

#### WHO?

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

#### ADDITIONAL RESOURCES

UN Women. 2014. Markets for Change: Fiji, Solomon Islands, Vanuatu market profiles.

World Bank, FAO & IFAD. 2009. Gender in agriculture sourcebook: Module 5 - Gender and agricultural markets.

## Phase I: Project design and preparation

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. 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	
3. Market vendor associations, market management, male and female community members, leaders and general users are consulted and involved as decision-makers in the design and planning stage in order to inform an appropriate location, structuring of the marketplace, climate-resilient features, accessibility for PLWD, connection to transportation options, etc.	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected 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, etc.).	YES	NO	N/A	
5. 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	

KEY CONSIDERATIONS				COMMENTS
6. The contractor/walkway agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on women's transport and mobility.	YES	NO	N/A	
7. Feasibility studies address mitigation of sexually transmitted infections associated with human mobility along corridors for cross-border transport.	YES	NO	N/A	
8. The location of the retail or marketplace is selected considering its proximity to transport and roads infrastructure (including affordable public transportation options) and communities/cities selling and buying products.	YES	NO	N/A	
9. When possible, the development of retail and marketplace infrastructure goes hand-in-hand with improved roads (and water transportation options when necessary) to link rural, peri-urban and urban communities.	YES	NO	N/A	
10. Design and site selection take into consideration how men, women, boys, and girls use retail and marketplaces in different ways (e.g., who spends the night, who arrives in public transportation, who is transporting perishable goods, etc.).	YES	NO	N/A	
11. Design and site selection take into consideration how men, women, boys and girls in the affected corridor will be impacted by construction and operations, including safety, GBV and human trafficking.	YES	NO	N/A	
12. Design includes well-placed public toilet facilities for walkway users that are separate for males and females, safe, private, and with running water to ensure dignified menstrual hygiene management (MHM) for women and girl travellers.	YES	NO	N/A	
13. Design includes sanitation facilities with functioning septic tanks, effective waste management, sufficient water supply, and drainage and storm-water systems.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
14. Design includes sanitation facilities with functioning septic tanks, effective waste management, sufficient water supply, and drainage and storm-water systems.	YES	NO	N/A	
15. Design ensures secure gender-sensitive overnight accommodations for rural market vendors who often travel long distances to sell their products.	YES	NO	N/A	
16. Retail and marketplace design ensures that physical infrastructure avoids direct sunlight exposure and is able to resist environmental shocks, climate change, and extreme weather events with design features such as sturdy roofing, storm-water runoff, localized flooding, appropriate location to avoid storm surges near the shoreline, waste management systems, etc.	YES	NO	N/A	
17. Designs take into account health and safety (including GBV prevention), which includes effective lighting, safe overnight accommodations for women vendors, a fence or other design feature to separate the marketplace from the surrounding area, covered vendor stalls, roofing, restrictions on hazardous products, etc.	YES	NO	N/A	
18. Designs include appropriate spaces for resting, feeding and childcare facilities that can be used by pregnant and nursing mothers who are market vendors.	YES	NO	N/A	
19. 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	
20. Gender-responsive human trafficking, GBV, and HIV/AIDS awareness training is provided for contractors, operators, general public users, security staff, etc.	YES	NO	N/A	
21. Designs take into account special needs and considerations, including access for persons with disabilities (e.g., access ramps, accessible public bathrooms, etc.).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
22. Retail and marketplaces are designed to avoid blocking footpaths, parking bays, loading zones, and entrances in order to facilitate safe mobility of both pedestrians and vehicles.	YES	NO	N/A	
23. A specific quota/percentage of space in the retail or marketplace is reserved for vendors who are women, youth, LGBTQI or members of other vulnerable groups (e.g., 50% of vendor stalls in the fish shed are reserved for women).	YES	NO	N/A	

## Phase II: Project finance and budgeting

KEY CONSIDERATIONS				COMMENTS
1. Budget has been allocated to fund gender mainstreaming and targeted gender and diversity responsive activities.	YES	NO	N/A	
2. There is adequate money budgeted for O&M to sustain a safe and healthy environment over the long term.	YES	NO	N/A	
3. There are adequate funds for investing in safety features to reduce the risk of harassment and gender-based violence for women users (e.g. lighting fixtures, emergency phones, availability of NMT and IMT for women and socially-excluded groups, etc.).	YES	NO	N/A	
4. Resources are allocated separately for accessibility requirements for all projects.	YES	NO	N/A	
5. 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	
6. 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	
7. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	

## Phase III: Procurement and contracts

KEY CONSIDERATIONS				COMMENTS
1. Gender aspects have been considered in the design of project procurement needs, attracting women-owned/run businesses, including sustainability in the bid evaluation criteria and consideration for contractor capacity building.	YES	NO	N/A	
2. Both male- and female-owned small and medium sized enterprises (SMEs) are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI persons, and disabled business owners.	YES	NO	N/A	
3. There is transparent and publicly available information about procurement requirements and whom to contact.	YES	NO	N/A	
4. Application and contracting processes are simplified, clear, streamlined, and standardized (e.g. only requiring the applicant to input information in one centralized database), and technical qualification criteria and financial requirements are set at a level that is accessible to SMEs.	YES	NO	N/A	
5. Procuring entities establish award criteria that is 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 by businesses owned by women and other socially-excluded groups.	YES	NO	N/A	
6. Gender targets and physical design features are specified in bidding documents for contractors.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Access for people with disabilities is written into the contract terms.	YES	NO	N/A	
8. The procurement policy mandates that all procured products (hardware and software), goods, and services must conform to accessibility requirements.	YES	NO	N/A	
9. The contractors employed – whether as primary, secondary or subsequent contractors – are demonstrably competent in providing gender-sensitive and accessible infrastructure.	YES	NO	N/A	
10. 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	
11. Bidders who are unsuccessful due to their 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	
12. Efficient and effective systems are established for processing invoices, and payments are made promptly 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	

## Phase IV: Project implementation

KEY CONSIDERATIONS				COMMENTS
1. Gender experts are involved in project implementation.	YES	NO	N/A	
2. Overall project implementation is gender-sensitive (i.e. communication, security, budget, procurement, human resources).	YES	NO	N/A	
3. 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	
4. Construction planning takes into account 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 community.	YES	NO	N/A	
5. Online and offline market programmes are designed to promote women's leadership and participation, marketing, financial literacy, access to financial services, entrepreneurship and improved agricultural skills (when relevant).	YES	NO	N/A	
6. Representative marketplace groups or vendor associations are created and strengthened in order to enhance the role and influence of women market vendors.	YES	NO	N/A	
7. Training and technical support is offered to local governments so that they can employ gender-responsive policies, procedures and decision-making processes that are receptive to the needs of market vendors, especially women and other socially excluded groups.	YES	NO	N/A	
8. Disaster-response strategies are incorporated into market plans.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
9. UNOPS Health, Safety and Environment guidance is followed to ensure the construction site is sufficiently restricted as to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
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 regarding women.	YES	NO	N/A	
11. The construction manager plans to run 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. 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	
15. Information and communications technology (ICT) is harnessed to provide relevant parties (community members, employees, contractors, etc.) with current information (the project's status, any training or employment opportunities, requests for feedback, etc.), and to improve transparency and accountability regarding infrastructure works quality and service delivery.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
16. 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	
17. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	

## Phase V: Project operations and maintenance

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 on 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	

KEY CONSIDERATIONS				COMMENTS
6. Employment targets are established for women in construction and other sector jobs created by the project (e.g., engineers, inspectors, transportation of materials and others).	YES	NO	N/A	
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 pedestrian walkway services, including basic construction and maintenance skills.	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 checkpoint, quarterly and highlight reports, etc.	YES	NO	N/A	
10. Retirement plans and/or financial education programmes are accessible to all employees, with both men and women 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 end users (including plans to sustain safe walkways, ongoing access to clean water within public latrines and sustainable, cost-effective lighting over the long term).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
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 MHM-friendly WASH and sustainable lighting) are serviced and operable.	YES	NO	N/A	
14. Gender-based gaps in women's ability to speak up and participate have been identified with a plan to support them to develop 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 reduced access to, or control by, vulnerable groups.	YES	NO	N/A	
17. Community men's and women's skills and 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 add labour burden without requisite compensation.	YES	NO	N/A	
19. Opportunity for O&M jobs is provided equitably to both women and men, providing skills 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	

KEY CONSIDERATIONS				COMMENTS
21. Based on community skills gap mapping, skills building (management, budgeting) and training has been facilitated to target both women and men as committee members and as paid operation and maintenance workers.	YES	NO	N/A	
22. An O&M plan and O&M committee is established early on in project start-up to take the time required to establish relationships, trust, build skills, and create institutions to ensure that the 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 leadership and other skills to thrive, and that men have attitudes and norms to support 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	

## Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria and provide a norm of reference to compare to set standards.	YES	NO	N/A	
2. All collected and analysed data has been gender-disaggregated for project activities and outputs.	YES	NO	N/A	
3. The project goes beyond gender-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 gender-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/qualitative tracking on community engagement, female engagement, and M&E indicators related to impacts on male and female travelers 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	

KEY CONSIDERATIONS				COMMENTS
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
9. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
10. Best practices and lessons learned on gender-related aspects are documented, shared, and applied to new projects.	YES	NO	N/A	

# PART III: GENDER MAINSTREAMING IN MANUFACTURING

## 1. Introduction

Manufacturing plays a significant role in modern society, producing everything from clothing and textiles to plastics, food production and technology. Asia is a global manufacturing hub, with China, Japan and South Korea as the most competitive manufacturing economies, followed by Malaysia, India, Thailand and Viet Nam in the region.<sup>33</sup> While the expansion of the manufacturing industry has increased female employment, there are many challenges and risks for women and other vulnerable groups in the sector. Women are generally seen to be “more tractable and subservient to managerial authority, less prone to organize into unions, more willing to accept lower wages, and easier to dismiss using life-cycle criteria such as marriage and childbirth.”<sup>34</sup> Women working in manufacturing in Asia and the Pacific are typically concentrated in jobs that are more labour-intensive, such as the textile and apparel industries, where the work is focused on sewing machine operators or assembly-line workers.<sup>35</sup>

In Bangladesh, the garment and textile sector represents 80 per cent of total exports and 20 per cent of GDP for the country and employs 4.2 million workers, 80 per cent of whom are women, in formal private sector jobs across 4,500 factories.<sup>36</sup> In Cambodia, women workers comprise over 90 per cent of the garment and footwear manufacturing sector labour force, with many migrating from rural areas. Disasters in recent years, notably the Tazreen fire and the Rana Plaza collapse, which together took the lives of more than 1,200 people, illustrate the importance of improving infrastructure standards for all workers, and especially improving safety.<sup>37</sup>

Research shows that the concentration of women in informal employment in manufacturing is largely linked to their status as casual, temporary, contract workers and home-based workers who serve as a “buffer workforce” for global supply chains to accommodate just-in-time ordering, fluctuations in orders and prices, and stiff competition among suppliers, while a smaller core of regular, permanent workers (male or more highly educated women) ensure quality and stability.<sup>38</sup>

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33. Deloitte. 2016. Global manufacturing competitiveness index.

34. ADB. 2011. Women and labor markets in Asia: Rebalancing for gender equality.

35. UN Women. 2012. Critical gender concerns in the manufacturing sector: Increasing remunerative employment for women.

36. IFC. 2014. Transforming Bangladesh’s garment sector.

37. ILO. 2012. Action-oriented research on gender equality and the working and living conditions of garment factory workers in Cambodia.

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

## BOX 2

### ICT for Inclusive Monitoring and Reporting: Laborlink & Clear Voice

*Laborlink* and *Clear Voice* are similar services that leverage mobile technology to give employees a voice to report on working conditions. 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 walked through questions with multiple choice responses and given opportunities for verbal responses so as to be usable for illiterate workers as well. This is particularly important for being gender-responsive and women-friendly, as 65 per cent of illiterate adults in Asia-Pacific are women.<sup>39</sup> 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. *Laborlink* has been used primarily to ensure ethical supply chains and is set up to be a successful tool for checking worker and infrastructure conditions in manufacturing. 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 through other means of conducting surveys and collecting feedback.

*Clear Voice* tailors hotlines and grievance-handling services to company needs. Reports can be filed through call or text, and *Clear Voice* reaches out to workers to report on their concerns, seeking factories' responses whenever possible. It offers on-site orientations to train workers on the purpose of *Clear Voice*, how to use it, and what to expect after making contact. *Clear Voice* also reaches out to workers interviewed in audits after the fact to evaluate any retaliation (harassment, intimidation, penalty, etc.) that workers experienced as a result of their participation in audit interviews. *Clear Voice* has designed grievance mechanisms for garment sector factories in China and Viet Nam, and well as working with the Alliance for Bangladesh Worker Safety to establish the Amader Kotha Worker Helpline (see p. 55).

Laborlink. 6 July 2016. "Actionable data, directly from workers voices," *Medium*.

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

The Cahn Group. n.d. *Clear Voice*.

#### **At a minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.**

This means that manufacturing infrastructure is explicitly designed and constructed to address basic safety and accessibility needs.

- Manufacturing infrastructure must address safety concerns and reduce vulnerability, specifically for women and socially excluded groups. This can reduce risks of sexual harassment and physical violence for women employees.
- Gender-responsive manufacturing infrastructure addresses fire safety risks, routine structural maintenance and emergency preparedness in order to prevent future tragedies that disproportionately affect women and the poor.<sup>40</sup>
- Focus on infrastructure and operational occupational safety needs of women, the elderly, and other vulnerable groups can mitigate negative health impacts, prevent work-related injuries for all workers, and generally facilitate a healthier workforce and longer-term well-being.

39. ADB. 2011. Women and labor markets in Asia: Rebalancing for gender equality.

40. UNESCAP. 2015. Disability at a glance 2015: Strengthening employment prospects for persons with disabilities in Asia and the Pacific.

- Consideration for women and other vulnerable groups should extend to worker's compounds and the industrial parks surrounding the factories. If not addressed, issues such as flooded roads, crumbling accommodations or poor lighting at night can heighten the risks, as well as impact the health and productivity of workers.<sup>41</sup>

By addressing accessibility and safety concerns, **gender-responsive manufacturing infrastructure can empower communities** by facilitating equal access to and benefit from available resources, services and opportunities.

- Gender-responsive manufacturing can increase the economic empowerment of women and other vulnerable groups, through employment during project implementation (construction, supervision, etc.), and as manufacturing facility employees.
- Manufacturing factories that provide comprehensive health services, such as sexual, reproductive and maternal healthcare, benefit from a healthier, more productive workforce. Moreover, women have increased income for themselves and their families.
- Gender-responsive infrastructure at industrial parks that house manufacturing factories can attract more women-owned enterprises and entrepreneurs. Entreprises that move from homes into factories achieve better growth, productivity and profitability, while entrepreneurs benefit from improved access to resources and opportunities to advance their professional network.<sup>42</sup>
- If gender mainstreaming is done correctly in manufacturing, the benefits can outweigh the risks and disadvantages. A study on Bangladesh's garment factories found that women with exposure and access to garment sector jobs were

more likely to be enrolled in school and delay marriage and childbirth. Moreover, villages with a garment factory see a 50 per cent increase in girls' educational attainment over villages that do not have a garment factory nearby.<sup>43</sup>

Integrating gender considerations into manufacturing infrastructure can **transform systems and support evolving positive social norms for women and socially excluded groups**. Gender-responsive manufacturing infrastructure and operations have the ability to tackle the root causes and impacts of gender inequality.

- Gender-responsive manufacturing infrastructure can reduce time-consuming tasks,<sup>44</sup> allowing women to allocate time to different pursuits, whether for income generation or social and community activities. At a household level, this can help redistribute household and care responsibilities, potentially contributing to a more equal balance of power in the home.<sup>45</sup>
- Gender-responsive manufacturing that enhances mobility for women and other vulnerable groups encourages more active participation in public life, helping to amplify their collective voices.
- Manufacturing infrastructure projects that engage women-owned enterprises, support local advocacy organizations and develop progressive, inclusive procurement contracts can help usher in change in the infrastructure sector more broadly. These actions can catalyse improvements in the size, profitability and quantity of women-owned enterprises and even shape policy at a government level. This can lead to more women at decision-making levels, and further create lasting impacts for gender equality and parity within the community and broader society.

41. ILO. 2012. Action-oriented research on gender equality and the working and living conditions of garment factory workers in Cambodia.

42. UNDP. 2016. Trade winds of change: Women entrepreneurs on the rise in South Asia.

43. Heath, Rachel & Mushfiq Mobarak. 2015. "Manufacturing growth and the lives of Bangladeshi women". Journal of Development Economics. Pp. 1-15.

44. Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.

45. Ibid.

As with any infrastructure project, manufacturing infrastructure projects must consider unintended consequences that can cause negative health and environmental impacts to the surrounding community. The textile manufacturing industry is a large polluter of air and waterways in Asia and textile mills contribute to about one-fifth of the world's industrial water pollution, using thousands of toxic chemicals during production, some of which are found to be carcinogenic.<sup>46</sup> Manufacturing of electronics can also contribute to land contamination due to improper disposal of e-waste. Gender mainstreaming in manufacturing infrastructure must consider and mitigate these risks, which disproportionately affect women and poorer communities. See guidance on Environmental and Social Impact Assessment (ESIA) in the *Guide on Integrating Gender in Infrastructure Projects in Asia and the Pacific*.

Thoughtful design of manufacturing infrastructure will take into consideration needs, uses and potential impacts across various groups of people. This may entail the provision of:

- Appropriate infrastructure for services around waste removal, water, electricity and shelter.
- Appropriate infrastructural design and routine maintenance to mitigate fire hazards and other structural risks.
- Separate areas for women's health and services.
- Latrines and showers with sex-segregated private, clean and secure toilets.
- Spaces for childcare or child-friendly environments, and lactation rooms for recent mothers who have returned to work.
- Appropriate facilities for female employees and officials, including: accommodations, changing rooms and toilets.
- Designated sitting and resting areas for women during breaks.
- Gender-responsive infrastructure design and maintenance of workers' compounds and industrial parks surrounding factories and
- Safe and affordable transport options to and from the workplace.

## 2. Case Studies

### CASE STUDY 8

#### Industrial Corridor Development for Women's Empowerment, India

*Phases: Design, Procurement, Implementation, Operations and Maintenance, Monitoring*

In 2016, the Asian Development Bank supplied a loan and a grant to the Department of Industries and Commerce in Andhra Pradesh state in India. The Visakhapatnam-Chennai Industrial Corridor Development Program (VICIDP) aims to contribute to the growth of the manufacturing sector and create high quality jobs through priority infrastructure investments. It plans to reduce poverty through skills development and employment opportunities for women and vulnerable groups.

The project's Gender Action Plan contains several provisions for including women in project activities. Women will be encouraged to participate in community orientation seminars, public meetings and focus group discussions about the project and its activities. Several women-only focus group discussions will be held and the target for women's participation in other community activities is 50 per cent. Public service advertisements on women's rights and employment in the manufacturing industry will be distributed and broadcast to bolster access to information and incentives to join the labour force. In preparation for project implementation, all contractors and staff will be trained on gender-related aspects of women labourers in construction. The project has implemented a new e-portal for applicants, with the goal of having at least 20 per cent women applicants and support will be provided for potential women applicants throughout the process. A target of at least 33 per cent has been set for women worker's contribution of unskilled labour for project construction. Contractors will track the name, sex and wages of each worker during payroll, to be ready for inspection. VICIDP will offer skills-enhancement programmes to 25,000 workers, entrepreneurs and students – 25 per cent of whom will be women.

46. Ravelo, Jenny Lei. 18 January 2018. "Mapping the environmental impacts of China's textile industry". *Devex*.

Project staff will comprise an adequate representation of women in managerial, technical and administrative areas at all levels, with a suggested target of at least 15 per cent. Trainings on gender-responsive project management and implementation relevant to corridor development projects will be conducted to increase the capacities of more than 500 staff members among the executing and/or implementing agencies, with 100 per cent participation from female staff. Training will include a focus on collecting gender-disaggregated data to compare with baseline data collected during project preparations. The data will be included in regular reports.

There are also many project activities aimed at supporting women entrepreneurs and factory workers. Entrepreneurship will be supported through the development and implementation of industrial and sector policies that contain financial incentives and special packages for women entrepreneurs. Public service advertisements on access to resources and incentives for starting and operating businesses will be placed in newspapers and played on radio and television programmes. The project aims to increase the proportion of women labourers in factories from 13.4 per cent in 2015 to 18 per cent, though does not specify a time frame for completion. This is to be achieved by increasing female recruitment to at least 35 per cent of new recruits. All factories in Andhra Pradesh state under the project will be required to implement gender equality policies, including zero tolerance policies for sexual harassment and other forms of gender-based discrimination. Additionally, 20 per cent of all training opportunities offered to factory workers are to be reserved for women.

VCICDP recognizes that a major barrier to women's participation in growth opportunities and the labour force is a lack of adequate transportation. To address this, the project will support the Government in improving bus transportation facilities and improving roads with gender-responsive road designs. These inclusive design features include walking paths, separate toilets for women, telephone helplines, adequate lighting, signage, demarcated road crossings and safe public spaces. Similarly, all project and contractor offices, work sites and camps will have separate and safe toilets and changing facilities for women.

Asian Development Bank. 2016. Visakhapatnam–Chennai Industrial Corridor Development Program, India: Report and recommendations of the president.

Asian Development Bank. 2016. Visakhapatnam–Chennai Industrial Corridor Development Program, India: Gender action plan.

## CASE STUDY 9

### Collaboration for Improved Working Conditions, Bangladesh

*Phases: Design, Operations and Maintenance*

Crown Wears is a factory that belongs to Sparrow Group, which supplies top international apparel brands. In the past decade, it has made significant strides to improve conditions for its workers, with special attention to women workers' needs. Crown Wears joined Better Work Bangladesh in 2015, a programme that works with companies and buyers to improve productivity. When companies are able to plan better and use more efficient practices, the demand for excessive working hours decreases and facilitates improving working conditions. Under the guidance of Better Work Bangladesh, Crown Wears has added health and childcare facilities to factory infrastructure. Other management improvements include providing food for breastfeeding mothers and children twice a day, establishing participation committees and implementing an evaluation and reward programme. Participation committees, to which workers are elected by their peers, are key to bringing sustainable changes to factories. The worker-management communication facilitated through participation committees empowers workers to know their rights and speak up about issues important to them. It also informs management of areas for improvement in terms of productivity and working conditions.

International Labour Organization. 2017. Towards safer working conditions in the Bangladesh ready-made garment sector.

### 3. Checklist for Gender Mainstreaming in Manufacturing

#### WHY?

Effectively mainstreaming gender equality and social inclusion in manufacturing infrastructure 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:

- Reduced risk of sexual harassment and physical violence for women employees.
- Prevention of negative health impacts, including work-related injuries.
- Increased economic empowerment of women and other vulnerable groups, including their employment during project implementation (construction, supervision, etc.) and as manufacturing facility employees.
- Sustainable infrastructure that will be used and valued by local entrepreneurs/business people and communities.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding and later modifications.

- Increased consumption and sales with internationally recognized fair trade certifications.

#### WHEN?

This checklist is intended as a reference for users during all stages of the project cycle, from start to finish.

#### WHO?

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

#### ADDITIONAL RESOURCES

UNDP. 2016. Trade winds of change: Women entrepreneurs on the rise in South Asia.

Asian Development Bank and ILO. 2011. Women and labor markets in Asia: Rebalancing for gender equality.

Asian Development Bank. 2016. Asian economic integration report 2015.

## Phase I: Project design and preparation

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. A project gender action plan (GAP) has been formulated, including specific mention of any quotas, targets, implementing parties, and monitoring mechanisms.	YES	NO	N/A	
3. Male and female community members, leaders, and transport system users are consulted and involved as decision makers in the design and planning stage to inform the appropriate structuring of transport systems, networks, and infrastructure (e.g. location in relation to communities or cities, accessibility, affordability, ideal schedules).	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected 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	
5. Project-related displacement of people and communities is avoided or minimized. 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	

KEY CONSIDERATIONS				COMMENTS
6. The contractor/transport system agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on women's transport and mobility.	YES	NO	N/A	
7. Feasibility studies address mitigation of sexually transmitted infections associated with human mobility along corridors for cross-border transport.	YES	NO	N/A	
8. Socioeconomic impact analysis is embedded within analysis of infrastructure and geographic characteristics to best create manufacturing facilities along economic corridors, identifying positive and negative social impacts, and an analysis is carried out to identify the challenges facing women and other socially excluded groups for employment.	YES	NO	N/A	
9. A participatory needs assessment is conducted that empowers community members as decision-makers in analysis of infrastructure needs and development of manufacturing area zoning; and plans for women, PLWD, and others in factories to improve their safety, health and well-being.	YES	NO	N/A	
10. Surveys on job opportunities in economic corridors/manufacturing areas target female youth, women, indigenous, and PLWD as respondents, and analyze/report gender- and population-type disaggregated data.	YES	NO	N/A	
11. Design and site selection take into consideration how men, women, boys and girls use manufacturing/factories in different ways (e.g., who travels to work, need for extra safety measures to prevent GBV/sexual harassment, who works at the factory, unpaid care responsibilities outside of work, need for childcare or health centres, etc.).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
12. When possible, the development of manufacturing infrastructure goes hand-in-hand with improved roads (and water transportation options when necessary) to provide opportunities for rural, peri-urban and urban people and communities in the factory.	YES	NO	N/A	
13. Design includes well-placed public toilet facilities for transport system users that are separate for males and females, safe, private, and with running water to ensure dignified menstrual hygiene management (MHM) for women and girl travellers.	YES	NO	N/A	
14. Manufacturing design and site selection take into consideration how men, women, boys and girls in the affected corridor will be impacted by construction and operation, including safety, GBV and human trafficking.	YES	NO	N/A	
15. Designs take into account safety (including GBV prevention), such as lighting, pedestrian use and safety mechanisms (low steps, handrails), shelters for waiting areas, women-only services or cars if appropriate in the context, security personnel, employment of women drivers in mass transit, stations in areas that are well-populated, emergency phones or panic buttons, etc.	YES	NO	N/A	
16. Designs take into account users with special needs and considerations, including access for persons with disabilities and pregnant women or women with children (e.g. train platforms or entrances, low floor transit vehicles, portable lifts, elevators, ramps, accessible public latrines, railings and posts painted in bright contrasting colors, accessibility for service dogs, allocated special seats, etc.).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
17. 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	
18. The factory/workplace includes a health centre, with adequate medicine, supplies, staff (both men and women) trained in handling gender issues, and gender-sensitive and socially inclusive health outreach and awareness programmes about health and safety related to manufacturing.	YES	NO	N/A	
19. Factory- or enterprise-sponsored housing/lodging and/or transportation is provided when possible, in order to facilitate workers' safe and affordable transport to the workplace and overnight accommodations.	YES	NO	N/A	
20. 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	

## Phase II: Project finance and budgeting

KEY CONSIDERATIONS				COMMENTS
1. Budget has been allocated to fund gender mainstreaming and targeted gender and diversity responsive activities.	YES	NO	N/A	
2. There is adequate money budgeted for O&M to sustain a safe and healthy environment over the long term.	YES	NO	N/A	
3. There are adequate funds for investing in safety features to reduce the risk of harassment and gender-based violence for women users (e.g. separate entrances, women-only waiting areas, separate buses/ train carriages if appropriate, lighting in stations, emergency phones, etc.).	YES	NO	N/A	
4. Resources are allocated separately for accessibility requirements for all projects.	YES	NO	N/A	
5. 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	
6. 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	
7. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	
8. Sufficient funds have been allocated to understand and mitigate gendered health issues, including funds for an on-site health facility and outreach programmes.	YES	NO	N/A	
9. Budget is allocated for utility payments for on-site and off-site zone infrastructure and facilities.	YES	NO	N/A	

## Phase III: Procurement and contracts

KEY CONSIDERATIONS				COMMENTS
1. Gender aspects have been considered in the design of project procurement needs, attracting women owned/run businesses, including sustainability in the bid evaluation criteria and consideration for contractor capacity building.	YES	NO	N/A	
2. Both male- and female-owned small and medium sized enterprises (SMEs) are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI individuals, and disabled business owners.	YES	NO	N/A	
3. There is transparent and publicly available information about procurement requirements and whom to contact.	YES	NO	N/A	
4. Application and contracting processes are simplified, clear, streamlined, and standardized (e.g. only requiring the applicant to input information in one centralized database), and technical qualification criteria and financial requirements are set at a level that is accessible to SMEs.	YES	NO	N/A	
5. Procuring entities establish award criteria that is 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 businesses owned by women and other socially-excluded groups to bid.	YES	NO	N/A	
6. Gender targets and physical design features are specified in bidding documents for contractors.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Access for people with disabilities is written into the contract terms.	YES	NO	N/A	
8. The procurement policy mandates that all procured products (hardware and software), goods, and services must conform to accessibility requirements.	YES	NO	N/A	
9. The contractors employed – whether as primary, secondary or subsequent contractors – are demonstrably competent in providing gender-sensitive and accessible infrastructure.	YES	NO	N/A	
10. 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	
11. Bidders who are unsuccessful due to their 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	
12. Efficient and effective systems are established for processing invoices, and payments are made promptly 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	

## Phase IV: Project implementation

KEY CONSIDERATIONS				COMMENTS
1. Gender experts are involved in project implementation.	YES	NO	N/A	
2. Overall project implementation is gender-sensitive (i.e. communication, security, budget, procurement, human resources).	YES	NO	N/A	
3. 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	
4. Construction planning takes into account 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 community.	YES	NO	N/A	
5. Online and offline manufacturing training and programmes are designed to promote women's financial literacy, access to financial services, entrepreneurship, basic literacy skills, technical skills required for job roles and IT skills. Skills training is also offered for workers and supervisors on technical, communication and management skills.	YES	NO	N/A	
6. UNOPS Health, Safety and Environment guidance is followed to ensure the construction site is sufficiently restricted as to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
7. 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 regarding women.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
8. The construction manager plans to run periodic checks that payments, social security allowances, and other entitlements are being fairly disbursed to both men and women.	YES	NO	N/A	
9. There are both formal and informal confidential ways for channelling work-related grievances (e.g. suggestion box, mediator, workers' representative), including potential gender-based grievances.	YES	NO	N/A	
10. 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	
11. 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	
12. 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 in quality of work related to infrastructure and service delivery.	YES	NO	N/A	
13. All staff and local police are trained in 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	
14. Female workers' health and well-being is promoted through education, factory meals and health services.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
15. Assistance is provided to female workers to grow their financial assets through direct wage deposit and financial literacy programmes, and skills development is promoted through vocational training programmes for employees and entrepreneurs.	YES	NO	N/A	
16. Gender-relevant laws are enforced at the worksite, including compliance with national and international norms and requirements for women workers' labour rights and basic human rights.	YES	NO	N/A	
17. Factory-level social services are created to benefit women, such as hospitals, child care, schools, transportation and housing.	YES	NO	N/A	
18. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	

## Phase V: Project operations and maintenance

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 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	

KEY CONSIDERATIONS				COMMENTS
6. Employment targets are established for women in construction and other sector jobs created by the project (e.g. station attendees, ticket collectors, conductors/ drivers, inspectors, security staff).	YES	NO	N/A	
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 transport system services, including basic construction and maintenance skills.	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 checkpoint, quarterly and highlight reports, etc.	YES	NO	N/A	
10. Retirement plans and/or financial education programmes are accessible to all employees, with both men and women participating.	YES	NO	N/A	
11. A fair and respectful violation reporting, investigation, and resolution process is implemented in order 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 transport systems and infrastructure, ongoing access to clean water within public latrines and sustainable, cost-effective lighting over the long term).	YES	NO	N/A	
13. Gender-based gaps in women's ability to speak-up and participate have been identified with a plan to support them to develop confidence and leadership skills.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
14. 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	
15. Ongoing O&M monitoring and evaluation screens for infrastructure that may be at high risk for falling into disrepair or reduced access to, or control by, vulnerable groups.	YES	NO	N/A	
16. Community men's and women's skills and skills gaps linked to O&M needs have been mapped.	YES	NO	N/A	
17. Opportunity for O&M jobs is provided equitably to both women and men, providing skill building and technical support to subsets of the population that require additional training.	YES	NO	N/A	
18. 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	
19. Based on community skills gap mapping, skills building (management, budgeting) and training has been facilitated to target both women and men as committee members and as paid operation and maintenance workers.	YES	NO	N/A	
20. Opportunities for philanthropy demonstrate a commitment to gender equality, social inclusion and human rights.	YES	NO	N/A	

## Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria and provide a norm of reference to compare to set standards.	YES	NO	N/A	
2. All collected and analysed data has been gender-disaggregated for project activities and outputs.	YES	NO	N/A	
3. The project goes beyond gender-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 gender-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/qualitative tracking of community engagement, female engagement, and M&E indicators related to impacts on male and female travellers 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	

KEY CONSIDERATIONS				COMMENTS
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
9. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
10. Best practices and lessons learned about gender-related aspects are documented, shared, and applied to new projects.	YES	NO	N/A	

# PART IV: GENDER MAINSTREAMING IN SPECIAL ECONOMIC ZONES

## 1. Introduction

Several countries in Asia and the Pacific are turning to Special Economic Zones (SEZs) as a strategy to attract foreign direct investment and foster a positive business environment.<sup>47</sup> According to the IFC and World Bank, a SEZ is “a geographical region or serviced industrial land with good connectivity and infrastructure, governed by a comprehensive and integrated set of economic laws and regulations compatible with the World Trade Organization (WTO) and other free-trade agreements.”<sup>48</sup> Within this geographical region or land, foreign and domestic investors lease property from the SEZ public or private authority to establish businesses, primarily for export, and take advantage of tax and other incentive programmes. SEZs are also referred to as export processing zones (EPZ), free trade zones (FTZ) and qualified industrial zones (QIZ).

In the broader Asia region, the ILO estimates that there are approximately 55,741,147 workers in 900+ EPZs (meaning that the Asian continent constitutes 85 per cent of all global EPZ workers, heavily influenced by EPZs in China), and there are approximately 145,930 workers in the Pacific in approximately 14 EPZs.<sup>49</sup> ILO estimates also indicate that there are 6 million EPZ workers in

Indonesia, 3.5 million in Bangladesh, 1.1 million in the Philippines, 500,000 each in Malaysia and Thailand, 200,000 in Japan, around 200,000 in Cambodia, and 160,000 in Sri Lanka.<sup>50</sup>

SEZs are significant employers of women around the world, averaging 60–80 per cent of the total workforce, even more in certain countries.<sup>51</sup> In Cambodia, for example, statistics indicate that at least 95 per cent of production workers employed in SEZs are women.<sup>52</sup> Moreover, it is more common for women than men to work in low-skilled, export-oriented and labour-intensive jobs – especially positions requiring nimble fingers and patience with routine tasks such as those in garment or textile factories – and women tend to be more disadvantaged than their male counterparts as a result. However, while these zones offer a unique opportunity for women’s economic empowerment in the formal sector, research has indicated that SEZs often have a variety of negative effects, including restricted or prohibited freedom of association, low representation in workers’ unions/committees, gender wage discrimination, wages below living wage, excessive overtime, health and safety violations, limited access to in-factory childcare, and inadequate maternity leave and benefits.<sup>53</sup>

47. Asian Development Bank. 2015. Asian economic integration report 2015.

48. IFC & World Bank. 2012. Fostering women’s economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

49. ILO. 2014. Trade union manual on export processing zones.

50. Ibid.

51. IFC & World Bank. 2012. Fostering women’s economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

52. Warr, P., & J. Menon. 2015. Cambodia’s Special Economic Zones (SEZs). Asian Development Bank.

53. IFC & World Bank. 2012. Fostering women’s economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

Thus, gender mainstreaming of SEZ infrastructure and operations is critical to mitigate these negative effects and realize the potential of SEZs as a vehicle for women's economic empowerment. If the needs, concerns and perspectives of women and vulnerable groups are integrated at each stage, SEZs can offer more equitable opportunities in employment, professional advancement and investment for female entrepreneurs.<sup>54</sup>

**At a minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.** For SEZs, this means that infrastructure is explicitly designed and constructed to address basic mobility and accessibility needs.

- SEZ infrastructure must address safety concerns and reduce vulnerability, specifically for women and socially excluded groups.
- SEZs must be designed and constructed taking into consideration location and accessibility. Substandard or unsafe living conditions and transportation to the SEZs make women workers more vulnerable.

By addressing accessibility and safety concerns, **gender-responsive SEZ infrastructure can empower communities** by facilitating equal access to, and benefit from, available resources, services and opportunities.

- Gender-responsive SEZs will provide inclusion zone-level social services that support the workers, especially women and vulnerable groups. This includes access to healthcare, childcare, schools and housing. This infrastructure and services can facilitate greater capacity-building for women workers and the community at large.
- Infrastructure projects that employ female workers, entrepreneurs and enterprises in the

construction, O&M and maintenance of SEZ infrastructure projects generate additional income for women and local households.

Integrating gender considerations into SEZ infrastructure and operations can **transform systems and support evolving positive social norms for women and socially excluded groups.** Gender-responsive SEZ infrastructure and operations have the ability to tackle the root causes and impacts of gender inequality.

- Gender-responsive SEZ infrastructure can contribute to reducing women's time burden,<sup>55</sup> allowing women to allocate time to different tasks, whether for income generation or social and community activities. At a household level, this can help redistribute household and care responsibilities, potentially contributing to a more equal balance of power in the home.<sup>56</sup>
- Gender-responsive SEZs that enhance mobility for women and other vulnerable groups encourage more active participation in public life, helping to amplify their collective voices.
- SEZ infrastructure projects that engage women workers and enterprises, support workers associations and develop progressive, inclusive procurement contracts can help usher in change in the infrastructure sector more broadly. These actions can catalyse improvements in the size, profitability, and quantity of women-owned enterprises, and even shape policy at a government level. This can lead to more women at decision-making levels, and further create lasting impacts for gender equality and parity within the community and broader society.

Thoughtful design of Special Economic Zones will take into consideration the needs, uses and potential impacts across various groups of people. This may entail the provision of:

54. IFC & World Bank. 2012. Fostering women's economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

55. Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.

56. Ibid.

- Separate areas for women’s health services, including reproductive health.
- Spaces for childcare or child-friendly environments, also lactation rooms for recent mothers who have returned to work at the SEZ.
- Adequate lighting throughout the SEZ and surrounding areas, especially in corridors connecting compounds to factories.
- Gender-responsive facilities for female employees including private, clean and secure accommodations, shower, changing rooms and toilets.
- Designated sitting and resting areas for women during breaks.
- Gender-responsive infrastructure design and maintenance of workers’ compound and living accommodations, and
- Safe and affordable transport options to and from the SEZ.

### BOX 3

#### ICT for Inclusive Monitoring and Reporting: Amader Kotha

There are many ready-made garment factories in Bangladesh SEZs. The Amader Kotha Worker Helpline was developed by the Alliance for Bangladesh Worker Safety in 2014 following the Rana Plaza tragedy to allow workers in the Bangladesh garment industry to anonymously report workplace safety concerns. It is set up in a similar way as *Laborlink* (see p. 39) to ensure inclusivity and accessibility, so that reports reflect issues that affect different groups. Helpline cards, designed to fit on factory ID lanyards, are distributed to workers and outline how to utilize the helpline and what to expect. Workers can reach trained Amader Kotha staff 24/7 from a mobile phone through a toll-free number. Helpline operators are gender balanced, facilitating women workers to feel comfortable expressing concerns. The helpline also uses an interactive voice response (IVR) to assess satisfaction and improve its own services. After reporting a problem, workers are kept informed about progress in addressing their concerns, while maintaining anonymity.

After Amader Kotha receives a report, it passes it on to factory management to demand action, then follows up with the worker to validate reports from factories. Workers have successfully reported issues such as blocked emergency exit routes and management refusal to pay wages owed. In the first case, Amader Kotha contacted factory management, who responded well, then reached out to workers to ensure that fabric rolls had been cleared of stairwells and exit routes. In the second case, Amader Kotha cited relevant labour laws that ensure workers receive full salary to factory management, who assured that the work would be paid. Amader Kotha later confirmed with the caller that she received her full wages owed. As 80 per cent of Bangladesh’s garment sector employees are women, this tool has a direct impact on women’s safety at work.<sup>57</sup> It also bypasses cultural differences that hinder women’s ability to engage in conflict with supervisors and senior management, who are often male.

Amader Kotha (2018). Our story.

Alliance for Bangladesh Worker Safety (n.d.) Worker helpline.

57. IFC. 2014. Transforming Bangladesh’s garment sector.

## Certifications for fair treatment of workers

There are many certifications that facilities can apply for to help structure their commitment to providing an ethical and equitable workplace for employees. Below are several options available for facilities within SEZs.

### **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, etc.) receive appropriate pay and equal resources and opportunities in the workplace. It also ensures that conditions of production and trade are socially, economically fair and environmentally responsible. The Fairtrade International certification assesses a business, company, cooperative or other organization to evaluate compliance to a comprehensive set of standards across social, economic and environmental areas. There are Fairtrade standards depending on the type of organization and sector, including: small producer organization, hired labour, contract production, trader, climate and textile standards.<sup>58</sup>

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 in regard to gender equality<sup>59</sup>:

- 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 behaviours 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 company or 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 a 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 irrespective 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's ratings and evaluations of the company and equitable career development opportunities. EDGE offers a three-tiered certification: EDGE Assess, EDGE Move and EDGE Lead.

58. Fairtrade International. 2018. "Our standards".

59. Fairtrade International. 2018. "Gender".

### **Worldwide Responsible Accredited Production (WRAP)**

Established in 2000, WRAP is a non-profit group of global social compliance experts that promote safe and ethical manufacturing through certification and education. WRAP's certification programme works with facilities to appraise and ensure sustaining compliance with a set of principles in line with ILO labour standards. Standards related to gender and vulnerable groups included in the set of principles are:

- Prohibition of discrimination: facilities employ, pay, promote and terminate workers based on their ability and performance on the job, and not based on personal characteristics or beliefs.
- Prohibition of harassment or abuse: facilities provide a workspace free of colleague or supervisor harassment and abuse, and do not use corporal punishment in any form. Sexual harassment, including gestures, tone, language

and unwanted physical and verbal contact, is not tolerated. Facilities provide training to workers, supervisors and management on forms and prevention of harassment.

- Prohibition of child labour: Facilities do not employ anyone under age 14, even if permitted by local laws, and ensure that employees under 18 do not perform hazardous work.

WRAP works primarily with facilities producing ready-made garments and other sewn products throughout Asia. There are three levels of certification, depending on the degree of compliance with the requirements. The platinum certification is good for two years and is awarded to facilities who have been fully compliant with standards for three consecutive audits. The gold level is good for one year and earned through full compliance with the requirements. The silver level is good for six months and is awarded to facilities who are mostly compliant with the principles and who submit a corrective action plan to meet or strengthen compliance measures.

## **2. Case Studies**

### **CASE STUDY 10**

#### **Supporting Women Workers' Health in EPZs, Bangladesh**

*Phases: Operations and Maintenance*

USAID, along with several private sector partners, began the Women's Health Enables Returns (HER) Program in 2005 after a survey of workers in a Chittagong factory showed that on-site health facilities were employee's number one priority. The factory's employees were 84 per cent women, so an Obstetrician/Gynecologist was chosen to join the health team. Alongside the health clinic, the programme initiated a peer education scheme to raise awareness about basic health information and services offered at the clinic. A visit cost the equivalent of a cup of tea or two bananas at a local food vendor, making health services accessible to women who may have been previously discouraged by distance or price. As a result of the health clinic, absenteeism dropped 18 per cent and staff turnover was cut nearly in half.

CARE Bangladesh, along with several private sector partners, began the Comprehensive Partnership Program in 2002 with the objective of improving women workers' skills, health and financial stability. The target beneficiaries were more than 22,000 employees in YoungOne factory in the Chittagong Export Processing Zone (EPZ). The programme included peer and community education schemes to share information about health, including hygiene, HIV/AIDS and nutrition. Booths are set up every month where workers can contribute to a savings account or pay back installments of loans given as a part of the finance programming. In addition to improved health and increased women workers' control over their income, the programme resulted in improved communications between workers and management. It is currently self-sustaining, funded by workers' investments.

IFC & World Bank. 2011. Fostering women's economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

## CASE STUDY 11

### **Supporting Women Entrepreneurs in Special Economic Zones, Philippines**

*Phases: Operations and Maintenance*

The Government of the Philippines supports career development for workers in SEZs through the Technical Education and Skills Development Authority, which provides livelihood training to workers based on interests. The Department of Labour and Employment complements these trainings by providing capital to help women start small businesses. Skills-trainings were offered in areas such as chocolate-making, fish-processing and packaging. With these skills and improved access to financial resources through the Department of Labour and Employment, women were able to start small businesses selling goods to other workers within the SEZ. Other opportunities for women entrepreneurs include offering supply chain services to larger factories and companies within the SEZ, such as button or zipper manufacturing. In one company, women who had participated in livelihood trainings gathered to produce detergents during breaks, which were sold to the company and distributed to high-performing workers as a token of appreciation from the company.

IFC & World Bank. 2011. Fostering women's economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

### 3. Checklist for Gender Mainstreaming in Special Economic Zones

#### WHY?

Effectively mainstreaming gender equality and social inclusion in Special Economic Zones (SEZs) 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:

- Reduced risk of sexual harassment, sexual violence and physical violence.
- Mitigation of SEZ-related health impacts, including work-related injuries.
- Economic empowerment of local women and other vulnerable groups, especially the provision of formal sector employment in the SEZ.
- Sustainable infrastructure that will be used and valued by local entrepreneurs/business people and communities.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding and later modifications.
- Increased consumption and sales with internationally recognized fair trade certifications.

#### WHEN?

This checklist is intended as a reference for users during all stages of the project cycle, from start to finish.

#### WHO?

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

#### ADDITIONAL RESOURCES

IFC. 2012. Fostering women's economic empowerment through Special Economic Zones: Comparative analysis of eight countries and implications for governments, zone authorities and businesses.

Asian Development Bank. 2015. Asian economic integration report 2015.

ILO. 2014. Trade union manual on export processing zones.

## Phase I: Project design and preparation

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. A project gender action plan (GAP) has been formulated, including specific mention of any quotas, targets, implementing parties, and monitoring mechanisms.	YES	NO	N/A	
3. Male and female community members, leaders, fishers, and port users or workers are consulted and involved as decision makers in the design and planning stage in order to inform the appropriate structuring of port infrastructure (e.g. location in relation to communities or cities, accessibility, environmental effects, etc.)	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g. number of enterprises, 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, etc.).	YES	NO	N/A	
5. Project-related displacement of people and communities is avoided or minimized. 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	

KEY CONSIDERATIONS				COMMENTS
6. The contractor/port agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on women's transport and mobility.	YES	NO	N/A	
7. Feasibility studies address mitigation of sexually transmitted infections associated with human mobility along corridors for cross-border transport.	YES	NO	N/A	
8. Socioeconomic impact analysis is embedded within analysis of infrastructure and geographic characteristics to best create zones for economic corridors, identifying positive and negative social impacts, and an analysis is carried out to identify the challenges facing female entrepreneurs for starting/owning a business in the SEZ.	YES	NO	N/A	
9. A participatory needs assessment is conducted that empowers community members as decision-makers in analysis of infrastructure needs and development of economic corridor zoning; and plans for women, PLWD, and others in SEZs to improve their safety, health and well-being.	YES	NO	N/A	
10. Surveys on job opportunities in economic corridors/SEZs target female youth, women, indigenous peoples and PLWD as respondents, and analyse/report on gender- and population-disaggregated data.	YES	NO	N/A	
11. Design and site selection take into consideration how men, women, boys and girls use SEZs in different ways (e.g., who travels to work, need for extra safety measures to prevent GBV/sexual harassment, who works at the factory, unpaid care responsibilities outside of work, need for childcare or health centres, etc.).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
12. When possible, the development of SEZ infrastructure goes hand in hand with improved roads (and air/water transportation options when necessary) to provide opportunities for rural, peri-urban, and urban people and communities in the SEZ.	YES	NO	N/A	
13. Design includes well-placed public toilet facilities for port users and workers 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	
14. SEZ 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, GBV and human trafficking.	YES	NO	N/A	
15. Designs take into account safety (including GBV prevention), which includes appropriately-sized life jackets, lighting, worker use and safety, well-lit shelters and public areas, emergency phones or panic buttons, security checkpoints that respect the dignity of users, etc.	YES	NO	N/A	
16. Designs take into account special needs and considerations, including access for persons with disabilities (e.g. entrances, docks, passenger conveyance devices, etc.).	YES	NO	N/A	
17. 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	
18. The SEZ includes a health centre, with adequate medicine, supplies, staff (both men and women) trained in handling gender issues, and gender-sensitive and socially inclusive health outreach and awareness programmes about health and safety related to the zone.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
19. Zone- or enterprise-sponsored housing/ lodging and/or transportation is provided when possible, in order to facilitate workers' safe and affordable transport to the workplace and overnight accommodations.	YES	NO	N/A	
20. 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	

## Phase II: Project finance and budgeting

KEY CONSIDERATIONS				COMMENTS
1. Budget has been allocated to fund gender mainstreaming and targeted gender and diversity responsive activities.	YES	NO	N/A	
2. There is adequate money budgeted for O&M to sustain a safe and healthy environment over the long term.	YES	NO	N/A	
3. There are adequate funds for investing in safety features to reduce the risk of harassment and gender-based violence for women users (e.g. separate entrances, lighting fixtures, female security personnel at security points, emergency phones, etc.).	YES	NO	N/A	
4. Resources are allocated separately for accessibility requirements for all projects.	YES	NO	N/A	
5. 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	
6. 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	
7. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	
8. Sufficient funds have been allocated to understand and mitigate gendered health issues, including funds for an on-site health facility and outreach programmes.	YES	NO	N/A	

## Phase III: Procurement and contracts

KEY CONSIDERATIONS				COMMENTS
1. Gender aspects have been considered in the design of project procurement needs, attracting women owned/run businesses, including sustainability in the bid evaluation criteria and consideration for contractor capacity building.	YES	NO	N/A	
2. Both male and female-owned small and medium sized enterprises (SMEs) are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI individuals, and disabled business owners.	YES	NO	N/A	
3. There is transparent and publicly available information about procurement requirements and whom to contact.	YES	NO	N/A	
4. Application and contracting processes are simplified, clear, streamlined, and standardized (e.g. only requiring the applicant to input information in one centralized database), and technical qualification criteria and financial requirements are set at a level that is accessible to SMEs.	YES	NO	N/A	
5. Procuring entities establish award criteria that is 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 businesses owned by women and other socially-excluded groups to bid.	YES	NO	N/A	
6. Gender targets and physical design features are specified in bidding documents for contractors.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Access for people with disabilities is written into the contract terms.	YES	NO	N/A	
8. The procurement policy mandates that all procured products (hardware and software), goods, and services must conform to accessibility requirements.	YES	NO	N/A	
9. The contractors employed – whether as primary, secondary or subsequent contractors – are demonstrably competent in providing gender-sensitive and accessible infrastructure.	YES	NO	N/A	
10. 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	
11. Bidders who are unsuccessful due to their 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	
12. Efficient and effective systems are established for processing invoices, and payments are made promptly 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	

## Phase IV: Project implementation

KEY CONSIDERATIONS				COMMENTS
1. Gender experts are involved in project implementation.	YES	NO	N/A	
2. Overall project implementation is gender sensitive (i.e. communication, security, budget, procurement, human resources).	YES	NO	N/A	
3. 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	
4. Construction planning takes into account 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 community.	YES	NO	N/A	
5. Online and offline training and programmes are designed to promote women's financial literacy, access to financial services, entrepreneurship, basic literacy skills, technical skills required for job roles and IT skills. Skills training is also offered for workers and supervisors on technical, communication and management skills.	YES	NO	N/A	
6. UNOPS Health, Safety and Environment guidance is followed to ensure the construction site is sufficiently restricted as to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
7. 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 regarding women.	YES	NO	N/A	
8. The construction manager plans to run periodic checks that payments, social security allowances, and other entitlements are being fairly disbursed to both men and women.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
9. There are both formal and informal confidential ways for channelling work-related grievances (e.g. suggestion box, mediator, workers' representative), including potential gender-based grievances.	YES	NO	N/A	
10. 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	
11. 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	
12. 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 in the quality of infrastructure works and service delivery.	YES	NO	N/A	
13. All staff and local police are trained in 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	
14. Female workers' health and well-being is promoted through education, factory meals and health services.	YES	NO	N/A	
15. Assistance is provided to female workers to grow their financial assets through direct wage deposit and financial literacy programmes, and skills development is promoted through vocational training programmes for employees and entrepreneurs.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
16. Gender-relevant laws are enforced at the worksite, including compliance with national and international norms and requirements for women workers' labour rights and basic human rights.	YES	NO	N/A	
17. Zone-level social services are created to benefit women, such as hospitals, childcare, schools, transportation and housing.	YES	NO	N/A	
18. Zone authorities, banks, microfinance institutions and women's entrepreneur groups collaborate to facilitate greater access to finance for women entrepreneurs and other vulnerable groups to develop gender-equitable service offerings, such as loans for women entrepreneurs.	YES	NO	N/A	
19. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	

## Phase V: Project operations and maintenance

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; revision of existing internship programmes to have 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	

KEY CONSIDERATIONS				COMMENTS
6. Employment targets are established for women in construction and other sector jobs created by the project (e.g. pilots, crane operators, drivers, inspectors, maintenance technicians, shipping operators, transport of baggage).	YES	NO	N/A	
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 port services, including basic construction and maintenance skills.	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 checkpoint, quarterly and highlight reports, etc.	YES	NO	N/A	
10. Retirement plans and/or financial education programmes are accessible to all employees, with both men and women participating.	YES	NO	N/A	
11. A fair and respectful violation reporting, investigation, and resolution process is implemented in order 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 within latrines and sustainable, cost-effective lighting over the long term).	YES	NO	N/A	
13. Gender-based gaps in women's ability to speak up and participate have been identified with a plan to support them to develop confidence and leadership skills.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
14. 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	
15. Ongoing O&M monitoring and evaluation screens for infrastructure that may be at high risk for falling into disrepair or reduced access to, or control by, vulnerable groups.	YES	NO	N/A	
16. Community men's and women's skills and skills gap linked to O&M needs have been mapped.	YES	NO	N/A	
17. Opportunity for O&M jobs is provided equitably to both women and men, providing skill building and technical support to subsets of the population that require additional training.	YES	NO	N/A	
18. 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	
19. Based on community skills gap mapping, skills building (management, budgeting) and training has been facilitated to target both women and men as committee members and as paid operations and maintenance workers.	YES	NO	N/A	
20. Opportunities for philanthropy demonstrate a commitment to gender equality, social inclusion, and human rights.	YES	NO	N/A	

## Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria and provide a norm of reference to compare to set standards.	YES	NO	N/A	
2. All collected and analysed data has been gender-disaggregated for project activities and outputs.	YES	NO	N/A	
3. The project goes beyond gender-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 gender-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/qualitative tracking on community engagement, female engagement, and M&E indicators related to impacts on male and female travellers 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	

KEY CONSIDERATIONS				COMMENTS
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
9. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
10. Best practices and lessons learned regarding gender-related aspects are documented, shared, and applied to new projects.	YES	NO	N/A	

# PART V: GENDER MAINSTREAMING IN MINES

## 1. Introduction

The mining sector is dedicated to the location and extraction of metal and mineral reserves. The Asia and the Pacific region is an important supplier for the global mining sector as it produces more than half of the world's iron ore, more than 70 per cent of its copper, nickel, silver, lead, zinc, nickel, bauxite and tin, and more than 90 per cent of its coal and molybdenum.<sup>60</sup> Mining also contributes significantly to the economy and GDP; in the region, Lao PDR, Mongolia and Papua New Guinea are the most dependent economies on mineral exports, with more than one third of their exports coming from mining.<sup>61</sup> While the mining sector can also contribute to development and economic growth through investments, employment and export trade, its benefits are rarely distributed equitably. The development of a new or upgraded mine can

bring significant positive and negative changes to a community: from inflow of investment and economic revenue, increased population through the arrival of migrant workers, as well as other opportunities and risks.<sup>62</sup>

Globally, mining remains a male-dominated sector; women hold only a small percentage (5–6 per cent) of jobs in extractive industries, mining and hydropower.<sup>63</sup> This can be attributed to traditional gender roles, social inequities, including in education, and the prevalence of gender-insensitive policies. However, other than miner positions, women do make up a greater proportion of administration or ancillary services as cooks and cleaners. In one project in Lao PDR, while 6 per cent of the miners are women, 77 per cent of the administration department staff are women.<sup>64</sup>

60. APEC Business Advisory Council. 2014. Asia-Pacific mining sector study: A final report prepared for APEC Business Advisory Council (ABAC).

61. UNDP & UN Environment. 2018. Managing mining for sustainable development.

62. IFC. 2018. Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies.

63. The World Bank & ADB. 2012. Country gender assessment for Lao PDR: Reducing vulnerability and increasing opportunity.

64. Ibid.

## BOX 4

### Women in artisanal and small-scale mining

Artisanal and small-scale mining (ASM) is part of a flourishing yet informal and generally unorganized sector in lower-income countries, including in Asia and the Pacific.<sup>65</sup> Globally, women play a much larger role in ASM than in the large-scale mining sector; across Asia, women comprise anywhere from 10 per cent to more than 50 per cent of small-scale miners.<sup>66</sup> In some countries and communities, ASM has been learned through traditions, while in other settings prohibitions against women workers in industrialized mining relegated women to ASM. It typically “involves rudimentary tools, but in some cases, it can include basic equipment such as water pumps or jackhammers or even heavy machinery.”<sup>67</sup> ASM can be an important driver of local economic development. Supporting women in communities with ASM can support community stability and cohesion and initiate positive change.<sup>68</sup>

Gender mainstreaming in infrastructure for ASM can include:<sup>69</sup>

- Advocating for women’s access to infrastructure and equipment for prospecting and exploration.
- Advocating for women’s equal access to transportation infrastructure for accessing inputs, reaching mining sites and transporting products to market.
- Ensuring and supporting community participation in infrastructure maintenance and community participation for capital.
- Ensuring women have appropriate water supplies, sanitation systems, energy courses and communications infrastructure as well as tools and equipment needed to support livelihoods.
- Support women in roles as owners or operators of ASM.

Mining operations and infrastructure can widen inequalities, as vulnerable groups are at the greatest risk of further marginalization. Women often bear a disproportionate share of the risk and reap inadequate share of the benefits from the mining industry.<sup>70</sup> Extractives and mining industries have been linked to high rates of domestic and gender-based violence, both on mining sites and in surrounding communities. The large influx of migrants during construction and operation of the mines can increase human

trafficking and prostitution and the risks of sexually transmitted diseases (STDs) for local communities, especially for young women and girls engaged in sex work.

Gender mainstreaming in mining projects and infrastructure includes comprehensive gender-inclusive consultations and careful analysis of gender issues through the project stages, including mineral exploration, mine development, mining operations and mine closure.<sup>71</sup>

65. Lahiri-Dutt, K. 2008. Digging to survive: Women’s livelihood in South Asia’s small mines and quarries. *South Asian Survey*, Vol. 15, No. 2: Pp. 217–244.

66. World Bank. 2012. Gender dimensions of artisanal and small-scale mining: A rapid assessment toolkit.

67. World Bank. 2012. Gender dimensions of artisanal and small-scale mining: A rapid assessment toolkit.

68. Lahiri-Dutt, K. & G. Burke. 2011. “Gender Mainstreaming in Asian Mining: A Development Perspective” in *Gendering the Field*. (Australian University Press: Canberra) Pp. 213–230.

69. Adapted from: World Bank. 2012. Gender dimensions of artisanal and small-scale mining: A rapid assessment toolkit.

70. IFC. 2018. *Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies*.

71. *Ibid.*

**At a minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.**

In the mining context, this means that infrastructure is explicitly designed and constructed to address basic mobility and accessibility needs.

- Mining infrastructure must address safety concerns and vulnerabilities, especially those that affect women and socially excluded groups. Gender mainstreaming in mining infrastructure and operations can reduce the risk of sexual and physical violence against women employees in the mine and against members of the nearby communities.<sup>72</sup>
- All workers, including women, can face risks arising from mining and extractions; ensuring safety means mitigating gender-differentiated risks from occupational hazards and health issues, such as ensuring issuance of sex-specific safety gear and protective clothing.
- Mining must be designed and constructed taking into consideration location and accessibility. Substandard living conditions, unsafe working conditions or absence of transportation to mining sites make women workers more vulnerable.<sup>73</sup>

By addressing accessibility and safety concerns, **gender-responsive mining infrastructure can empower communities** by facilitating equal access to and benefit from available resources, services and opportunities.

- Mining projects that employ female workers, entrepreneurs and enterprises in the construction, O&M and maintenance of mining projects generate additional income for women and local households.
- Gender-responsive mining infrastructure and operations that is creating a conducive environment for employment can offer decent jobs for women, along with professional

advancement and opportunities for enhanced skills training.

- Mitigating serious risks for gender inequality posed by resettlement processes (e.g. loss of land without appropriate titling or compensation) and opening space for women's empowerment (new entrepreneurship opportunities or improved infrastructure in resettled communities to access education, health and social services).
- Gender-sensitive planning and benefit-sharing approaches to infrastructure for mining and the nearby villages can spur economic activity and bring markets closer to local communities. This can increase local benefits, especially for women and vulnerable groups who have improved access to the key services, which can include transport, energy and buildings for government, education and healthcare.<sup>74</sup> If managed well, with skills training for women, this can help stimulate entrepreneurship opportunities in the community.

Integrating gender equality considerations into mining infrastructure and operations can **transform systems and support evolving positive social norms for women and socially excluded groups**. Gender-responsive mining infrastructure and operations have the ability to tackle the root causes and impacts of gender inequality.

- Mining infrastructure can promote income generation for women, which can help redistribute household and care responsibilities, potentially contributing to a more equal balance of power in the home.<sup>75</sup> This can encourage more active participation in public life and further help amplify their collective voices.
- Mining infrastructure projects that engage women workers, build relationships with women's mining associations, support enterprises and develop progressive, inclusive

72. IFC. 2018. Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies.

73. Gemerts, G. 2015. The role of women in Mining. A presentation delivered at the Seventh Multi-year Expert Meeting on Commodities and Development, from 15-16 April, 2015 in Geneva.

74. Ibid.

75. Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.

procurement contracts can help usher in change in the infrastructure sector more broadly. These actions can catalyse improvements in the size, profitability and quantity of women-owned enterprises, and even shape policy at a government level. This can lead to more women at decision-making levels, and further create lasting impacts for gender equality and parity within the community and broader society.

- Gender mainstreamed mining projects promote improved community relations, leading to enhanced project performance and sustainability. If done well, projects can better internalize and respond to community concerns when their workforce reflects the community.<sup>76</sup>

As with any infrastructure project, mining infrastructure projects must consider unintended negative consequences that can include physical displacement and health and environmental impacts to the surrounding community. From 1950 to 1990, mining is estimated to have displaced 2.6 million people in India.<sup>77</sup> Mining projects that require resettlement of local residents can have direct and devastating impacts on rural women and rural poor. Research has documented overwhelming negative impacts of mining-induced resettlement, including impoverishment and the loss of social support networks.<sup>78</sup> To avoid these negative outcomes, gender mainstreaming of the resettlement process must be conducted with active participation of women and vulnerable groups, through the phases of consultation, compensation, resettlement of housing and rehabilitation of livelihoods. See guidance on Resettlement Action Plans in the ***Guide on Integrating Gender in Infrastructure Projects in Asia and the Pacific***.

Moreover, mining infrastructure and operations can lead to health and environment hazards, including water contamination, water shortage

or contamination, air and soil pollution and issues with noise from blasting. These environmental and health impacts can be mitigated through enhanced partnerships with governments (via regulation, monitoring and enforcement) and local communities (via participatory and inclusive consultation and local monitoring and accountability tools for mine operations and sustainable land management).<sup>79</sup> See guidance on Environmental and Social Impact Assessment (ESIA) in the ***Guide on Integrating Gender in Infrastructure Projects in Asia and the Pacific***.

Therefore, thoughtful design of mining infrastructure will take into consideration needs, uses, and potential impacts across various groups of people. This may entail the provision of:

- Appropriate infrastructure for services around waste removal, water, electricity and shelter on mining sites.
- Spaces for childcare or child-friendly environments, also lactation rooms for recent mothers who have returned to work.
- Adequate lighting throughout the site and surrounding areas, especially around dangerous extraction areas.
- Gender-responsive facilities for female employees including private, clean and secure accommodations, changing rooms and toilets.
- Designated sitting and resting areas for women during breaks.
- Appropriate signage (in addition to public announcements and campaigns) to educate miners and the nearby communities about health risks and precautions to reduce exposure to toxins, and
- Gender-responsive infrastructure design and maintenance of workers' compounds and living accommodations.

76. IFC. 2018. Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies.

77. Ibid.

78. Ibid.

79. Ibid.

## 2. Case Studies

### CASE STUDY 12

#### Addressing Gender Based Violence in Mining Supply Chains, Papua New Guinea

*Phases: Design, Implementation, Monitoring*

Lihir Gold Limited began mining for gold on Lihir island in Papua New Guinea in 1997. The open pit mines raised many social and environmental concerns. Efforts were undertaken to mitigate risks posed by unequal income distribution, the influx of outsiders to mining areas and tensions between community members. However, mitigation efforts were criticized as being addressed primarily through compensation. Because of women's traditional lower standing in many Asian and Pacific societies, the UN has found that compensation is often paid directly to men as representatives of affected households.<sup>80</sup> In such cases, where long-term projects were started without appropriate efforts to confront negative social impacts, actions must be taken to address the consequences and mitigate further impacts. Contractors can be a tool for good in this endeavour, such as in the case of the Anitua Group, who have a comprehensive programme across their businesses to address the gender-based violence that arises in mining communities and across the country.

The Anitua Group is entirely owned by Lihir-area Papua New Guinean landowners and offers many mining and supply chain services to Lihir Gold Limited and its managing company, Newcrest. Anitua's Eliminating Violence Against Women (EVAW) programme aims to foster health, prosperity and sustainability in the communities in which they operate. Anitua employs workers in on- and off-site mines and across many industries, and therefore has a wide reach. Each of their businesses have an internal GBV programme and are accredited through the White Ribbon Workplace Programme, meaning they have an organization-wide commitment to stopping violence against women and are taking active steps to achieve that goal. They lobby mining companies and the mining industry to develop their own EVAW plans, and work with business partners to implement GBV programmes through the World Bank IFC-sponsored Business Coalition for Women. On Lihir island, Anitua funded the creation of Meri Seif Haus, a long-term shelter for survivors of GBV. On a national scale, Anitua funds a public campaign to keep GBV in the public eye through media and events such as Haus Krai, a national day of mourning for Papua New Guineans who have lost their lives to GBV.

IFC. 2018. Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies.

Environmental Justice Atlas. 2017. Environmental and social concerns at the Lihir gold mine, Papua New Guinea.

Anitua. n.d. Elimination of violence against women.

80. UNDP & UN Environment. 2018. Managing mining for sustainable development: A sourcebook. p. 36.

## CASE STUDY 13

### **Negative Impacts of Extraction on Local Communities in Azerbaijan, Turkey and Georgia**

*Phases: Design, Implementation*

The Baku-Tbilisi-Ceyhan Export Oil Pipeline (BTC) was constructed between 2002 and 2006 through Azerbaijan, Turkey and Georgia. The project was funded and executed by the International Finance Corporation and the European Bank for Reconstruction and Development, among others. A study by CEE Bankwatch Network and Gender Action found that the BTC pipeline project caused considerable social and gender problems for local communities by failing to integrate gender and social concerns into its project design and implementation.

A review of project documents revealed that both funding and implementing parties failed to appropriately acknowledge and address gender implications of the pipeline project in its Environmental and Social Impact Assessment (ESIA), Public Consultation and Disclosure Plan (PCDP), Social Action Plan, and Resettlement Action Plan (RAP). There was no specific Gender Action Plan created for the project. Local women and women's groups were inadequately represented at community and stakeholder consultations. For example, the PCDP team used self-selected representatives of each household as respondents, meaning that most respondents were senior males, except in female-headed households. Despite vague reports of "suitabl[e] balance in terms of gender," the gender breakdown of participants of most consultations was never disclosed. In Turkey, consultations and forums were held in Turkish without a translator, failing to represent the population that only spoke Kurdish. Resettlement documents did not appropriately address gendered issues of power dynamics in land valuation and compensation negotiations, difficulties women land-owners could face in acquiring new land with cash compensation, or challenges women, the elderly and ethnic minorities would face in relocating. These shortcomings could have been addressed through quotas for women's and other vulnerable groups' participation in consultations, or taking steps to ensure that consultations are inclusive, accessible and represent communities as a whole, as well as by collecting and reporting gender-disaggregated data on participation.

Project plans for construction emphasized the benefits of employment-generation for local populations, though did not include any quotas for employing women. A fact-finding mission in Azerbaijan found that project staff fired four Azeri women for being pregnant, which is blatant employment discrimination against women, though two of the women were later reinstated. Establishing clear protocols regarding workplace discrimination, providing trainings on gender in employment, and including quotas for women's employment in project implementation could have increased the employment benefits for local women in addition to local men. Project planning for construction also failed to adequately address elements of construction that could be harmful to communities. Several women reported that aspects of pipeline and accompanying infrastructure construction caused structural damage to their homes. Construction projects also posed a danger to children and the need for additional supervision of young children to keep them safe around newly built roads and construction projects represented a new demand on women's time and hindrance to work. Including more women in the initial project design consultation process could have flagged community safety concerns as an area to address. Including community safety strategies in project implementation could have also mitigated negative consequences on family safety and women's time constraints.

Bacheva, F., M. Kochladze & S. Dennis. 2006. Boom time blues: Big oil's gender impacts in Azerbaijan, Georgia and Sakhalin. CEE Bankwatch Network and Gender Action.

### 3. Checklist for Gender Mainstreaming in Mines

#### WHY?

Effectively mainstreaming gender equality and social inclusion in mining infrastructure 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:

- Mitigating serious risks for gender inequality posed by resettlement processes (e.g. loss of land without appropriate titling or compensation) and opening space for women's empowerment (new entrepreneurship opportunities or improved infrastructure in resettled communities to access education, health and social services).
- Reducing the risk of sexual and physical violence against women employees in the mine and against members of nearby communities.
- Mitigating serious health issues that affect men, women, boys and girls differently.
- Providing women with mechanisms to participate in decision-making processes (i.e. resettlement negotiations or public consultation meetings) that affect them and their livelihoods.
- Effective infrastructure that increases the economic development of nearby communities while responsibly reducing environmental, social and health risks.

- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding and later modifications.

#### WHEN?

This checklist is intended as a reference for users during all stages of the project cycle, from start to finish.

#### WHO?

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

#### ADDITIONAL RESOURCES

UNDP & UN Environment. 2018. Managing mining for sustainable development.

IFC. 2018. Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas, and mining companies.

World Bank. 2009. Mainstreaming gender into extractive industries projects: Guidance note for task team leaders.

## Phase I: Project design and preparation

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. 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	
3. Male and female community members, leaders, trade unions and employees are consulted and involved as decision-makers in the design and planning stage in order to inform the appropriate location and structuring of the mine (e.g., location in relation to communities or cities, accessibility for PLWD, environmental effects, etc.) and consider the mitigation of environmental and social impacts.	YES	NO	N/A	
4. Formal consultations are held with communities/individuals projected to be affected by mine exploration, exploitation and closure, and women and other socially excluded groups actively participate in these meetings.	YES	NO	N/A	
5. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g., existence and ownership of nearby small-scale or artisanal mining, labour force participation and employment data, time use, access to training and skills development, legal framework including inheritance and property laws, community leadership, etc.).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
6. 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. International resettlement standards such as IFC or World Bank standards are followed.	YES	NO	N/A	
7. Any resettlement that would affect indigenous peoples follows international standards (see IFC Performance Standard 7 on Indigenous Peoples), including free, prior and informed consent (FPIC).	YES	NO	N/A	
8. The mine establishes links with gender equality advocates, a gender equality and social inclusion specialist, and researchers who work on mining, the extractive industry and resettlement.	YES	NO	N/A	
9. Design and site selection take into consideration how men, women, boys and girls are affected by mines (e.g., who is more affected by environmental impacts including access to water, how an influx of mining staff or non-local people will affect safety including the probability of GBV, etc.).	YES	NO	N/A	
10. Design includes well-placed public toilet facilities for employees and visitors that are separate for males and females, safe, private and with running water to ensure dignified menstrual hygiene management for women and girls.	YES	NO	N/A	
11. Single-sex changing and shower facilities for staff are designed that comply with international standards (i.e. one shower per six women), and facilities include shower barricades and sanitary bins for women.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
12. If there is a need for staff dorms, male and female dorms are located separately, there is sufficient lighting so staff feel safe going to and from dorms and there are locks on all dorm rooms.	YES	NO	N/A	
13. The mine design and site selection take into consideration how men, women, boys and girls in the affected area will be impacted by construction and operation, including safety, GBV and human trafficking.	YES	NO	N/A	
14. Designs take into account safety (including GBV prevention), which includes lighting, separate bathrooms and change houses, worker use and safety, mitigation of health impacts (appropriate gear for employees to protect them from airborne particulate matter, disposal of hazardous waste or materials), security checkpoints that respect the dignity of employees and visitors, etc.	YES	NO	N/A	
15. The mining complex includes a health centre, with adequate medicine, supplies, staff (both men and women) trained in handling gender issues, and gender-sensitive and socially inclusive health outreach and awareness programmes about health and safety related to the mine.	YES	NO	N/A	
16. A gender-sensitive health risk assessment is conducted for all positions at the mine, and the results are used to design/modify mining facilities.	YES	NO	N/A	
17. Designs take into account special needs and considerations, including access for persons with disabilities (e.g., entrances, access ramps, appropriate transportation options, etc.).	YES	NO	N/A	
18. 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	
19. Gender-responsive human trafficking, GBV and HIV/AIDS awareness training is provided for contractors, operators, employees, visitors, security staff, etc.	YES	NO	N/A	

## Phase II: Project finance and budgeting

KEY CONSIDERATIONS				COMMENTS
1. Budget has been allocated to fund gender mainstreaming and targeted gender- and diversity-responsive activities, including all activities outlined in the GAP, ESIA and RAP.	YES	NO	N/A	
2. There are adequate funds budgeted for O&M to sustain a safe and healthy environment over the long-term.	YES	NO	N/A	
3. There are adequate funds for investing in safety features and provisions to reduce the risk of harassment and gender-based violence for women employees and visitors (e.g., lighting, separate or gender-neutral bathrooms, contracting of female security personnel, emergency phones or communication system, gender-responsive grievance mechanisms, etc.).	YES	NO	N/A	
4. Resources are allocated separately for accessibility requirements for all projects.	YES	NO	N/A	
5. 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, power, or interviewees being able to speak freely).	YES	NO	N/A	
6. 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	
7. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	
8. Sufficient funds have been allocated to understand and mitigate gendered health issues, including funds for an on-site health facility and outreach programmes.	YES	NO	N/A	
9. There is adequate budget for environmental financial assurance and eventual mine closure activities, including reclamation and rehabilitation.	YES	NO	N/A	

## Phase III: Procurement and contracts

KEY CONSIDERATIONS				COMMENTS
1. Gender aspects have been considered in the design of project procurement needs, attracting women owned/run businesses, including sustainability in the bid evaluation criteria and consideration for contractor capacity-building.	YES	NO	N/A	
2. Both male- and female-owned SMEs are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI and disabled business owners.	YES	NO	N/A	
3. There is transparent and publicly available information about procurement requirements and who to contact.	YES	NO	N/A	
4. Application and contracting processes are simplified, clear, streamlined and standardized (e.g., only requiring the applicant to input information in one centralized database), and technical qualification criteria and financial requirements are set at a level that is accessible to SMEs.	YES	NO	N/A	
5. Procuring entities establish award criteria that is 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 businesses owned by women and other socially excluded groups to bid.	YES	NO	N/A	
6. Gender targets and physical design features are specified in bidding documents for contractors.	YES	NO	N/A	
7. Access for people with disabilities is written into the contract terms.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
8. The procurement policy mandates that all procured products (hardware and software), goods and services must conform to accessibility requirements.	YES	NO	N/A	
9. The contractors employed – whether as primary, secondary or subsequent contractors – are demonstrably competent in providing gender-sensitive and accessible infrastructure.	YES	NO	N/A	
10. 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	
11. 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	
12. 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	

## Phase IV: Project implementation

KEY CONSIDERATIONS				COMMENTS
1. Gender experts are involved in project implementation.	YES	NO	N/A	
2. Overall project implementation is gender-sensitive (i.e. communication, security, budget, procurement, human resources).	YES	NO	N/A	
3. UNOPS Health, Safety and Environment guidance is followed to ensure the construction site is sufficiently restricted as to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
4. IFC and World Bank environmental, social and resettlement standards are followed.	YES	NO	N/A	
5. Implementing contractors in addition to mine management and staff abide by international human rights frameworks, carrying out human rights impact assessments and developing appropriate grievance mechanisms.	YES	NO	N/A	
6. Both men and women from the community are provided with targeted opportunities to benefit from labour, as well as direct and indirect services for construction.	YES	NO	N/A	
7. Construction and expansion planning takes into account transport and safety of male and female workers arriving and leaving the site, proximity of the site to workers' homes/accommodation, as well as interactions between male and female workers and community.	YES	NO	N/A	
8. Mine management 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 for women.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
9. Mine management plans to run periodic checks that payments, social security allowances and other entitlements are being fairly disbursed to both men and women.	YES	NO	N/A	
10. Mine management has created an informal and confidential way of channeling work-related grievances (e.g., suggestion box, mediator, workers representative), including potential gender-based grievances.	YES	NO	N/A	
11. 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	
12. Information and communications technology (ICT) is harnessed to provide relevant parties (community members, employees, contractors, etc.) with current information (the project's status, special health situations/impacts, 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	
13. All staff, local police and security guards 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	
14. For any safety audits regularly conducted, men and women are given an equal opportunity to define and identify health and safety concerns.	YES	NO	N/A	
15. Safety procedures are implemented for transport, handling, storage and use of hazardous materials both in artisanal and small-scale mining and commercial mining.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
16. In addition to following domestic law and international standards, the mining company seeks to go above and beyond to adopt voluntary corporate social responsibility standards and certifications (such as the UNDP Gender Equality Seal in Asia-Pacific) regarding workers' health and safety, indigenous peoples, community development, human rights, waste management and water management.	YES	NO	N/A	
17. If relevant in the area, programmes are implemented to support women and children working in artisanal and small-scale mining, including programmes on: increased enforcement of health, safety and child labour regulations; training to educate miners about health risks and precautions to reduce exposure to toxins; subsidies/incentives for appropriate protective equipment; subsidies for families to send children to school rather than to the mines; strategies to create partnerships with artisanal and small-scale miners, such as legal land concessions to artisanal miners.	YES	NO	N/A	
18. Communities are informed in advance of mining projects about land use options which are available after mine closure.	YES	NO	N/A	
19. If necessary, an interpreter is contracted to facilitate communication between communities and mine management, and all publicly available information is published in the local language.	YES	NO	N/A	
20. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	

## Phase V: Project operations and maintenance

KEY CONSIDERATIONS				COMMENTS
1. Best practices for attracting and hiring diverse employees are implemented, including: outreach to educational institutions that fosters the long-term attraction of both male and female job candidates; candidate recruitment and selection procedures are revised so that an increased number of qualified women apply for and obtain positions; existing internship programmes are revised in order to set balanced participation from both males and females; and internal and external communication plans are revised (including job descriptions) to incorporate gender-neutral or gender-equitable language.	YES	NO	N/A	
2. Human resources policies are revised to include gender-sensitive language and, when relevant, new gender-sensitive policies are created and implemented on 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. HR policies are reviewed regarding ergonomics, personal protective equipment (PPE), workplace safety and equipment to ensure that these consider differences in safety needs between men and women.	YES	NO	N/A	
4. 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	
5. Mine management commits 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	

KEY CONSIDERATIONS				COMMENTS
6. 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	
7. Employment targets are established for women in construction and other sector jobs created by the project (e.g., engineers, operators, environmental specialists, security staff, inspectors, maintenance technicians, resettlement community liaison, corporate social responsibility department, etc.).	YES	NO	N/A	
8. Targets are set for women's participation and the participation of other socially excluded groups (LGBTQI, persons with disabilities, youth, etc.) in any training provided for skilled work related to the mine, including basic construction, operation, and maintenance skills.	YES	NO	N/A	
9. 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	
10. 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	
11. Retirement plans and/or financial education programmes are accessible to all employees, with both men and women participating.	YES	NO	N/A	
12. A fair and respectful violation reporting, investigation and resolution process is implemented in order to create an environment conducive to addressing and resolving complaints.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
13. An operations plan has been developed to support mining activity (including plans to sustain safe infrastructure, ongoing access to clean water within latrines, sustainable cost-effective lighting over the long term, and safety features to mitigate hazardous waste and health impacts) and plan for eventual mine closure.	YES	NO	N/A	
14. A detailed plan is developed for eventual mine closure, and first steps such as soil management and placement in an optimal way that is conducive to mine reclamation are taken. When possible, mines begin conducting progressive reclamation and rehabilitation, trying out options in small areas to see what methods are best.	YES	NO	N/A	
15. A mine closure committee is created, consisting of company, government and local community representatives (ideally 50% women and 50% men) to plan for the mine's closure and subsequent rehabilitation of the area and possible social impacts.	YES	NO	N/A	
16. Gender-based gaps in women's ability to speak-up and participate in the mine closure committee and other committees have been identified with a plan to support them to develop confidence and leadership skills.	YES	NO	N/A	
17. Gender sensitization sessions and information have been integrated into capacity-building trainings, particularly targeting men to enable an equitable and welcoming O&M/mine closure committee environment for women to thrive.	YES	NO	N/A	
18. Community men and women's skills and skills- gaps linked to O&M needs have been mapped.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
19. Opportunities for operation and maintenance jobs are provided equitably to both women and men, providing skills-building and technical support to subsets of the population that require additional training.	YES	NO	N/A	
20. Mine closure planning is cognizant of where community men and women live and how they travel to the site, clustering 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, skills-building (management, budgeting) and training have been facilitated to target both women and men as committee members and as paid operation and maintenance workers.	YES	NO	N/A	
22. Before mine closure, community readiness for rehabilitation responsibilities is assessed, ensuring that women have skills and leadership opportunities to thrive, and men have attitudes and norms to support women in leadership roles on the mine closure committee.	YES	NO	N/A	
23. Opportunities for philanthropy demonstrate a commitment to gender equality, social inclusion and human rights.	YES	NO	N/A	

## Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. Affected communities and individuals (especially those who have undergone involuntary resettlement) are included in ongoing monitoring processes.	YES	NO	N/A	
2. There are gender-disaggregated indicators that specifically measure achievement of gender criteria and provide a norm of reference to compare to set standards (# of resettled women that have access to land and work opportunities; # of women and men who have experienced mine-related health impacts; % of participants in public consultations that are women, youth, PLWD, LGBTQI, ethnic minorities, etc.).	YES	NO	N/A	
3. Post-mine closure monitoring ensures that the biota and ecosystems evolve sustainably, particularly if there is Acid Mine Drainage (AMD).	YES	NO	N/A	
4. All collected and analysed data has been gender-disaggregated for project activities and outputs.	YES	NO	N/A	
5. The project goes beyond gender-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	
6. Ongoing monitoring includes follow-up regarding gender-equitable design standards with male and female community engagement.	YES	NO	N/A	
7. ICT is harnessed to promote community engagement in monitoring & evaluation (e.g., online anonymous gender-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	

KEY CONSIDERATIONS				COMMENTS
8. Quarterly and annual reports include quantitative/qualitative tracking on community engagement, female engagement and M&E indicators related to impacts on male and female travelers and workers.	YES	NO	N/A	
9. Quarterly and annual reports include the proportion of women employees overall, including senior executives and board members.	YES	NO	N/A	
10. The office Gender Focal Point or gender equality specialist retainer is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
11. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
12. Best practices and lessons learned on gender-related aspects are documented, shared and applied to new projects.	YES	NO	N/A	

# 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.<sup>81</sup>

### 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.<sup>82</sup>

### 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.”<sup>83</sup>

### 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.”<sup>84</sup>

81. 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>

82. Ibid.

83. Ibid.

84. 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.”<sup>85</sup> 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 17 SDGs, and experts recognize that gender equality impacts all three dimensions of sustainable development – economic, social and environmental – and their political underpinnings.<sup>86</sup>

## 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
<b>OUTCOME 1: Women’s employment and income increased throughout construction and maintenance</b>					
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

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

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

## GENDER ACTION PLAN (GAP) TEMPLATE

### 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

### 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
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