



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

Vertical structures



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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.



Sanjay Mathur

Regional Director, Asia Region

United Nations Office for
Project Services (UNOPS)



Anna-Karin Jatfors

Regional Director, a.i.

UN Women Regional Office for
Asia and the Pacific

ACRONYMS

ADB	Asian Development Bank
AIDS	acquired immunodeficiency syndrome
CBO	community-based organization
ESIA	environmental and social impact assessment
GAP	gender action plan
GBV	gender-based violence
GFP	gender focal point
GM	gender mainstreaming
HIV	human immunodeficiency virus
HR	human resources
ICT	information and communications technology
IFC	International Finance Corporation
ILO	International Labour Organization
LGBTQI	lesbian, gay, bisexual, transgender, queer, and intersex
M&E	monitoring and evaluation
MHM	menstrual hygiene management
MSME	micro, small, and medium enterprise
O&M	operations and maintenance
PLWD	people living with disabilities
RAP	resettlement action plan
SDG	Sustainable Development Goal
SMEs	small and medium enterprises
SP	sustainable procurement
STEM	science, technology, engineering, and mathematics
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNOPS	United Nations Office for Project Services
WASH	water, sanitation, and hygiene

EXECUTIVE SUMMARY

Gender mainstreaming helps us to ensure that vertical structure infrastructure projects are 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, the elderly, children, lesbian, gay, transgender, queer, and intersex (LGBTQI) individuals, 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, and decision makers. It also looks at the end users of building infrastructure – whether they are employees, public officers, prisoners, visitors, or children.

The design of vertical structures must take into careful consideration how they are accessed and used by women, men, girls and boys and it must reflect their needs. Good design asks relevant questions including who uses this space and for what purpose? Are special accommodations required?

This practical guidance on gender mainstreaming in vertical structures provides specific ‘how-to’ guidance together with checklists across the project lifespan in five subsectors (detention facilities, educational facilities, health facilities, public administration facilities, and police and border posts), with context-specific Asia and Pacific regional information and case studies to showcase what socially-inclusive and gender-equitable infrastructure designs look like in reality.

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 of guides is intended to provide practical guidance that demonstrates both the ‘why’ and the ‘how’ of integrating gender within infrastructure subsectors and types across project phases.

The primary audience for this guide is UN Women and UNOPS personnel operating in the Asia-Pacific Region¹, as well as other United Nations 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 simply as the basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or an enterprise.** This guide provides Asia-Pacific case studies and guidance in discrete sections for the following vertical structure subsectors:

- Detention facilities.

- Educational facilities.
- Health facilities.
- Public administration facilities (government offices).
- Police and border posts.

The practical guidance series provides specific ‘how-to’ guidance together with checklists for ease of application, with context-specific Asia and Pacific 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 context and best practice and to frame the region-specific information provided.

The 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 vertical structures, other guides are included within the series, namely: transport and road infrastructure, and economic and retail infrastructure. Additional guides may be added to the series in the future, including water and sanitation, energy, land and housing, and information communications technology (ICT).

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 Vertical Structures 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 and population growth; the region requires efficient, well-built, and well-maintained buildings to house services and foster inclusive growth for all people. Buildings are too frequently considered gender neutral, but vertical structure projects do not equally benefit women and men.

Gender equality dimensions of the sector are concerned with the following:

- 1. Ensuring safe and equitable access to infrastructure and related services*
- 2. Mitigating risks for communities within and around the vertical structure projects, and*
- 3. Promoting representation and inclusion in infrastructure development and operation of the facilities.*

Vertical structure projects must meet the various needs of the community and those using the services: namely, prisoners in detention facilities, students in educational facilities, patients in health facilities, citizens in public administration services, and the public in police and border posts. Women and other vulnerable groups have unique needs, concerns, and preferences to be taken into account across their diverse roles as end users, employees, entrepreneurs, managers, and decision makers. Appropriate facilities, such as sex-segregated latrines, are vital for female end users, workers, and employees of the projects, allowing for women to attend to personal needs such as menstrual hygiene management (MHM) and breastfeeding without staying home.

Women and vulnerable groups are at a higher risk of discrimination, harassment, and abuse in the workplace; therefore, appropriate security measures to mitigate these risks should be employed in the design and operation of projects. Creating separate and segregated spaces can boost women's confidence in accessing services

from these facilities, including GBV counselling at a health facility and rehabilitation in detention facilities. Decisions on location and accessibility of these structural projects must consider mobility as long distance travel can be a barrier to women accessing these critical services.

Another gender equality consideration that cuts across all vertical structure 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, they are also more subject to gender-based discrimination and violence in the public sphere, including sexual harassment, stalking, sexual assault, and even rape.² Although men and boys are disproportionately less vulnerable 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; gay, bisexual, transgender, queer, or intersex (LGBTQI) individuals; and persons living with disabilities (PLWD), among others.

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

Gender mainstreaming strengthens accountability and empowers all beneficiaries – with an emphasis on those who are socially-excluded. When deliberate efforts are taken to mainstream gender within vertical structures, there is greater success in improving gender equality and delivering enhanced project results. Mainstreaming gender within vertical structure projects in Asia and the Pacific will:

- Support achievement of Sustainable Development Goal 5 (Gender Equality) and all other SDGs.
- Contribute to economic growth and increased GDP.
- Drive human-centred project planning that improves access to employment opportunities for

women, men, and socially-excluded groups (LGBTQI individuals, PLWD, youth, elderly, and others).

- Enable men and women labourers and business owners to benefit from equitable income-generating opportunities.
- 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 strategy to maximize effectiveness and efficiency while also amplifying impact on intended beneficiaries and the global economy.

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

2. Anticipated Outcomes of Gender Mainstreaming in Vertical Structures in Asia and the Pacific

To ensure that vertical structures leave no one behind, we must understand their 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 in achieving the 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:³

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

These levels are useful in understanding the theory of change in gender mainstreaming for vertical structure 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.

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

A brief overview is provided below, with further detail included in each subsector chapter on vertical structures.

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

This means that vertical structure projects are explicitly designed and constructed to address basic service and accessibility needs. Vertical structures must also 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 buildings. When this is done well, it can promote women's participation and enhance their ability to access necessary services.
- Gender-responsive infrastructure protects individuals from danger and reduces accidents. It contributes to improving safety and crime reduction, harassment, and violence.
- It uses universal design to enhance accessibility for people with disabilities, older persons, and caregivers with children.

CASE STUDY 1

Minimum Compliance

Phases: Design, Implementation, Operations and Maintenance

The Second Urban Primary Health Care Project in Bangladesh, executed by the Asian Development Bank, aimed chiefly to meet the need for primary health care services by urban people living in poverty. The second objective was to strengthen urban primary health care infrastructure and include facilities for women such as dedicated breastfeeding corners and separate toilets for both service providers and recipients. During the project, 144 primary health care centres and 23 comprehensive reproductive health care centres were constructed in and near poor communities, with 50% of toilet blocks reserved for women and reaching 75% of local women and children with health services. Near slums and densely populated areas, 78%–80% of clients were female. The high number of women receiving medical services was in part due to increased accessibility to strategically located health care centres and women-friendly infrastructure. Access to health facilities is vital to improving maternal and child health outcomes. The project sought to protect women and meet minimum compliance standards, but the report does not indicate that there was any consultation with local women during infrastructure design and preparation to ensure demand-driven facilities.

Asian Development Bank. 2015. Gender equality results case study: Bangladesh – Second Urban Primary Health Care Project.

By addressing mobility and safety concerns, **gender-responsive vertical structure projects can empower communities** by facilitating equal access to, and benefit from, available resources, services and opportunities. In practice, this can happen several ways, as illustrated below.

- Appropriately located and designed buildings with separate facilities for men and women, where relevant, improve access to markets, education and employment opportunities, and other social services such as health care.
- Projects that employ female workers, entrepreneurs, and enterprises in the construction, O&M, and maintenance of infrastructure projects generate additional income for women and local households.
- 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: Implementation, Operations and Maintenance

The World Bank-funded Health Sector Rehabilitation and Development Project in Timor-Leste aimed to strengthen the health care system, which had experienced extensive destruction in the violence after the independence referendum in 1999. Twenty-five facilities were not operational due to damages and equipment and staffing losses. Among other objectives, project activities worked towards reconstruction, rehabilitation and re-equipping numerous health facilities and administrative buildings. To accompany infrastructure rehabilitation efforts, the project empowered communities through a small grant scheme to finance civil society organizations whose activities supported the rehabilitation and operation of a comprehensive health system. Funds went to groups often excluded from community rebuilding activities such as professional associations, community groups, women's groups, and local NGOs.

World Bank. 2000. Health Sector Rehabilitation and Development Project, Timor-Leste: Project appraisal document.

Integrating gender considerations into vertical structures can **transform systems and support evolving positive social norms for women and socially-excluded groups**. Gender-responsive vertical structure projects have the ability to tackle the root causes and impacts of gender inequality. In practice:

- Gender-responsive buildings with separate facilities for women and vulnerable groups can decrease risks of harassment and violence, especially separate toilet facilities. In addition to protecting women and vulnerable groups, such design features make spaces more inclusive and empower disadvantaged groups to access spaces and participate more fully in various areas of social, political, and economic life.
- Gender-responsive vertical structures that provide safe and inclusive spaces and accommodate the needs of women and other vulnerable groups encourage more active participation in public life, helping to amplify their collective voices.
- 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.

CASE STUDY 3

Transformation

Phases: Design, Implementation, Operations and Maintenance, Monitoring

The Asian Development Bank has invested significant funds and efforts in infrastructure development connecting the Greater Mekong Subregion, which encompasses parts of Cambodia, China (Yunnan Province and Guangxi Zhuang Autonomous Region), Laos, Myanmar, Thailand, and Vietnam. The number of transport projects has increased the risk of HIV, both during infrastructure construction projects and as a result of improved connectivity and regional integration. Large infrastructure projects bring workers, retailers, and entertainment industries to previously remote communities. Mobile men with money are a major driving force in the spread of HIV, primarily through unprotected sex and injecting drug use.

The Asian Development Bank incorporates gender-responsive HIV prevention interventions in its infrastructure projects. It meets minimum standards by conducting gender analyses for each subproject of infrastructure development and by including women in policy development, infrastructure and activity design, and in planning monitoring mechanisms. The project empowers women through establishing and strengthening peer-to-peer learning opportunities for men and women from target groups and requiring at least 30%–50% female representation in peer leadership. The project transforms the communities it works in by integrating gender issues in HIV prevention and anti-trafficking into government trainings for cross-border police, construction managers, and other officials. It has also included gender considerations in HIV prevention and anti-trafficking trainings and workshops for provincial, national, and regional leaders. Project activities aim to address root causes of HIV in communities by reducing high-risk behaviours among construction workers, sex workers, and local communities that contribute to the spread of HIV. Actions to reduce such behaviours include gender-separated discussion and counselling groups adapted for different target groups, offering life skills programmes that target young women, and promoting safe sex in entertainment settings.

Asian Development Bank. 2008. HIV Prevention and Infrastructure: Mitigating Risk in the Greater Mekong Subregion: Regional technical assistance report.

To realize these potential benefits, however, vertical structure 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 power that infrastructure has to

shape society and the daily lives of individuals, conducting a comprehensive gender analysis and developing a gender action plan (GAP) will help projects to achieve these desired outcomes – and ultimately help transform gender norms and expand social inclusion.

3. Economic Impact of Gender Mainstreaming in Vertical Structure Projects in Asia and the Pacific

Evidence suggests that gender-responsive infrastructure can promote more equitable access to social, economic and political opportunities, reduce poverty, increase women's empowerment and participation, and catalyse social inclusion. Integrating a gender perspective into infrastructure development contributes to the effectiveness, efficiency, and sustainability of the project itself. International organizations including the World Bank Group, the Asian Development Bank, and the International Finance Corporation have all emphasized that infrastructure projects are more effective in reaching their objectives when they take into account gender equality and women's empowerment.⁴

This guide covers a range of infrastructure types that provide key services for public life including: detention, education, health, public administration and law enforcement. The built environment of these facilities shapes economic, social, cultural, and political developments. However, poor infrastructure can inhibit women's participation in public life, due to fear of harassment or lack of access and lower socioeconomic status. For example, in Delhi, up to 36 per cent of girls reported that they could not rely on emergency services such as the police,

while 96 per cent of women reported not feeling safe in public spaces.⁵ The creation of spaces where women and girls feel safe, welcome, and thrive is crucial to achieving equal social, economic, and political participation. Moreover, across Asia women spend an average of 90 minutes per day travelling for household or medical purposes.⁶ Importantly, by improving infrastructure and streamlining access to facilities for health and education, it is possible to reduce the time burden of women's unpaid work and other responsibilities – a reduction that can lead to their higher economic participation.

Lessons learned from the private sector on improving performance and client satisfaction may also be applied to the public sector. For instance, research consistently shows a correlation between a corporation's diverse and inclusive teams and better business performance.⁷ Companies in Asia with gender diversity on their executive teams are 21 per cent more likely than other firms to report above-average profitability.⁸ This trend is increasing, as the figure was 15 per cent three years earlier. Businesses with greater gender balance and human resource management policies that focus on gender diversity are linked to lower levels of employee turnover.⁹

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4. World Bank. 2010. Making infrastructure work for women and men: A review of World Bank infrastructure projects (1995-2009). Asian Development Bank. 2015. Balancing the burden? Desk review of women's time poverty and infrastructure in Asia and the Pacific.
 5. World Economic Forum. 2016. Why we need to talk about girls' rights in East Asia.
 6. McKinsey Global Institute. 2018. The power of parity: Advancing women's equality in Asia Pacific.
 7. Catalyst. n.d. Knowledge center: Diversity matters.
 8. McKinsey Global Institute. 2018. The power of parity: Advancing women's equality in Asia Pacific.
 9. Catalyst. n.d. Knowledge center: Diversity matters.

PART I: GENDER MAINSTREAMING IN DETENTION FACILITIES

1. Introduction

A detention centre is not just a building – it is a place where women and men prisoners live, work, play, and spend time with their families. It is a place where children and family members of inmates spend time visiting their parents and loved ones, and where young children sometimes live with their incarcerated mothers. It is a place where men and women prisoners receive access to health care, including primary care, maternity care, and HIV services, as well as educational and occupational opportunities. It is also a place where men and women prisoners may sometimes be detained for long periods of time while awaiting trial.

While women comprise just 6.5 per cent of the world's prisoners, they constitute the fastest growing prison population with particularly high rates of imprisonment for drug offences.¹⁰ South East Asia has the highest proportion of women incarcerated for drug offences.¹¹ China, Thailand,

India, Philippines, Vietnam, Indonesia and Myanmar appear on the list of the 12 countries with the highest incarceration rates of women.¹²

With poor gender mainstreaming, detention centres can be a place of rampant discrimination, neglect, and harassment, from physical violence to sexual abuse.¹³ Women are vulnerable to GBV while in detention from other prisoners or detention facility personnel. In Pakistan, a majority of female prisoners experience sexual harassment and sexual violence at the hands of their jail wardens.¹⁴ Threats of sexual abuse and other forms of violence in detention can be used to intimidate women or to force them to confess to offences they have not committed. Other groups with a particularly vulnerable status include prisoners with mental health care needs or disabilities, ethnic and racial minorities and indigenous peoples, LGBTQI prisoners and older inmates.¹⁵

The Nelson Mandela Rules, or Standard Minimum Rules for the Treatment of Prisoners

These fundamental rules for the minimum acceptable treatment of prisoners are a pillar of an emerging framework of gender-integrated human rights principles intended to ensure that prisoners are treated with dignity and respect for their physical and moral integrity. Separating men from women, and adults from children in detention is required to ensure the safety of vulnerable prisoners. The design of physical separation must not violate the principle of non-discrimination, which requires that each category of prisoner receives equal access to all available resources and services. Ideally, women have a completely separate detention facility; if this is not possible, it is essential for men and women prisoners (and associated facilities) to be entirely separate (including visually and audibly). The Mandela rules stipulate that decisions to allow children to stay with their mothers in prison shall be based on the best interests of the children. Women prisoners whose children are in prison with them shall be provided with the maximum possible opportunities to spend time with their children; ongoing health care services; and an environment as close as possible to that of a child living outside prison.

10. Penal Reform International. 2015. Global Prison Trends 2015.

11. International Drug Policy Consortium. 2018. Women, incarceration and drug policies in South East Asia: Promoting humane and effective responses – a policy guide for the Philippines.

12. Ibid.

13. UNDOCK. 2014. Handbook on women and imprisonment.

14. Human Right Commission Pakistan. 2014. Jails, prisoners and 'disappearances'.

15. UNODC. 2009. Handbook on prisoners with special needs.

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

This means that detention facilities are explicitly designed and constructed to address basic safety and security needs.

Gender-responsive infrastructure for detention facilities addresses the issues of safety and security for detainees, employees and visitors. Segregated spaces, services, and rooms reduce risks of sexual assault, corruption and violence for women and other vulnerable groups in the prison centre. Children living with inmates or visiting are safer due to child-friendly spaces, accommodations and rooms. Moreover, violent incidents within the prison, including GBV, riots, and other physical violence are reduced. Important considerations include:

- Attention to the safety needs and security concerns of women regarding the layout and location of services within the detention facility helps women take advantage of services.
- It is important to ensure that women have access to safe, clean toilets with water to comfortably change and dispose of sanitary pads and wash themselves in private. In the absence of such provisions, women are at greater risk of diseases and health issues. Prisoners should be provided with a private spaces to permit the maintenance of personal hygiene and dignity.
- Harmful effects on mental health are exacerbated when women do not feel safe in a detention facility. Globally, over 90 per cent of women in prisons have mental health challenges and many have experienced physical or sexual violence prior to entering detention.¹⁶ Therefore, access to mental health and counselling support must be a key consideration in infrastructure design to facilitate improved medical and health outcomes for women and vulnerable groups during their allocated time in the detention facility.
- With gender-sensitive design in the infrastructure of detention centres, overcrowding can be prevented, thus reducing negative impacts on basic personal hygiene, health, and service

delivery for women and vulnerable groups. It can also reduce the risk of abuse from both other prisoners and detention facility personnel.

By addressing safety and security concerns, **gender-responsive detention facilities can empower communities** through facilitating equal access to, and benefit from, available resources, services and opportunities.

- Women and other vulnerable inmates can feel safe to access rehabilitation services and medical services, which reflects positively on a prison's indicators regarding women's perception of services, including women with a history of GBV and mental health issues.
- Gender-responsive detention facilities with better environments for women attract more female enforcement workers, managers, and staff and this can improve facility level operations and the provision of services.
- Projects that employ female workers, entrepreneurs, and enterprises in the construction, O&M, and maintenance of detention centres generate additional income for women and local households.

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

- Gender-responsive detention facilities can create adequate space for learning, skills development, and recreation to encourage participation in work opportunities, support quicker rehabilitation of inmates, and lead to less trauma and better health outcomes, especially for women and vulnerable groups. This can in turn aid the transition back into the community upon leaving the detention facility and ultimately reduce recidivism and encourage more active participation in public life.
- Projects that engage women-owned enterprises, support local advocacy organizations, and develop

16. WHO. 2011. Imprisonment and women's health: concerns about gender sensitivity, human rights and public health.

progressive, inclusive procurement contracts in infrastructure development can help usher in change in the sector. 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 the broader society.

Thoughtful design considers the needs and uses of detention facilities by various groups. It also looks at how their design can impact all users. Good design can entail the provision of:

- A secure facility perimeter that protects female inmates from outside influences.¹⁷
- Complete separation (physical, visual, auditory) of various prisoner groups (men and women, adult and juvenile, pre-trial and convicted, general population and vulnerable prisoners).
- Cells and dormitories with adequate provision of WASH (including freshwater supply, a sink, and drain).
- Segregated living quarters and communal space based on gender and age.
- Standard gender-mainstreaming infrastructure, including:
 - Universal design and accessibility provisions for PLWD, elderly people, and children.
 - Adequate lighting throughout the posts and surrounding areas.
 - Latrines with private, secure, gender-segregated, clean and MHM-friendly toilets.
 - Child-friendly spaces and day care for visiting families as well as the children of employees working at detention facilities.

2. Case Studies

CASE STUDY 4

Health Facilities in Prison, Myanmar

Phases: Design, Implementation, Operations and Maintenance

The UNOPS-implemented Tuberculosis Infrastructure and Prison Health Project in Myanmar aimed to improve the ability of prisons to address TB. To achieve its goal, the project constructed TB prison facilities for inmates in four prisons across Myanmar. In each prison, a separate facility was constructed for men and women, as inside the prison they have separate quarters. The project also saw a number of facilities built outside prisons to help manage the spread of TB; this included a TB laboratory, two outpatient departments consisting of three- and four-story buildings and a living quarters for caretakers. Caretakers often stay onsite to help care for patients, preparing food (which is not provided by the hospital).

UNOPS. 2018. Prisoners in Insein to receive better health care with brand new TB clinic for women and laboratory extension.

UNOPS. 2018. Launch of standard operating procedures to improve health in prisons.

UNOPS. 2018. Better health for prisoners with new health clinic in Myitkyina Prison.

17. National Institute of Corrections. 2007. Facility planning to meet the needs of female prisoners.

3. Checklist for Gender Mainstreaming in Detention Facilities

WHY?

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

- A reduction of violent incidents in the prison facility, including GBV, riots, and physical violence.
- The creation of a safe and healthy environment that is conducive to upholding the dignity of all prisoners and encourages participation in work and rehabilitative opportunities, thereby reducing recidivism.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

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

WHO?

- Project developers
- Project managers
- Project teams
- Design teams
- Engineers
- Architects

ADDITIONAL RESOURCES

UNOPS. 2016. Technical guidance for prison planning.

UNODC. 2014. Handbook on women and imprisonment.

UNODC. 2009. Handbook on prisoners with special needs.

National Institute of Corrections. 2007. Facility planning to meet the needs of female prisoners.

United Nations. 2015. The United Nations Standard Minimum Rules for the Treatment of Prisoners.

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. Current male and female inmates, community members and leaders, and government staff from the judiciary are involved as decision makers in the design and planning.	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g., % of persons in detention facilities who are women/LGBTQI/PLWD/youth, % of employees who are women/LGBTQI/PLWD/youth, access to training and skills development in the facility, legal framework on detention, etc.).	YES	NO	N/A	
5. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on gender-sensitive detention.	YES	NO	N/A	
6. Feasibility studies address mitigation of sexually transmitted infections associated with the facility and its construction.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Before construction begins, a prison profile is created to identify certain basic requirements of the prison such as the number and category of prisoners to be housed, the expected lifespan of the prison, and the necessary number of staff for its operation. The profile should also identify particularly vulnerable groups (e.g. pregnant women, LGBTQI prisoners, racial/ethnic/religious minorities, elderly persons, PLWD).	YES	NO	N/A	
8. Design and siting consider access to a road system, electricity; drinking water and drainage, resources such as gas, coal or wood for cooking and health, and emergency services.	YES	NO	N/A	
9. Design provides for a secure cell block yard so that prisoners can have free and secure access to open space and exercise.	YES	NO	N/A	
10. Design includes an area for family and spouse visits to prisoners.	YES	NO	N/A	
11. Design includes religious spaces, in addition to areas where religious groups and other prisoner care organizations can provide support to prisoners.	YES	NO	N/A	
12. There is sufficient space to avoid overcrowding (see UNODC's Handbook on Strategies to Reduce Overcrowding in Prisons).	YES	NO	N/A	
13. Children should not be imprisoned, and, if detention is necessary, it should occur in specialized detention facilities.	YES	NO	N/A	
14. Effective security measures are implemented for the detention facility and also to protect prisoners; this may include locks, gates, doors, walls, fences, prisoner-free areas, watch towers, control/access points, search equipment, CCTV systems, etc.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
15. Design and siting take into consideration how men, women, boys, and girls of different backgrounds are affected by detention/incarceration and their specific needs.	YES	NO	N/A	
16. The detention facility 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	
17. Design take into account safety (including GBV prevention), which includes effective lighting, communication systems, cell arrangements, male and female segregated facilities, etc.	YES	NO	N/A	
18. Designs take into account special needs and considerations, including access for persons with disabilities and the elderly to ensure freedom of movement and access to all prison facilities.	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. The design includes well-placed toilet facilities (safe, private, and with running water to ensure dignified menstrual hygiene management) that are separate for female and male inmates, carefully segregated far enough away for privacy but not too isolated to create protection concerns.	YES	NO	N/A	
22. A separate, private, and well-located latrine with running water is available for female visitors to the detention centre.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
23. If possible, male and female prisoners are detained in separate detention facilities.	YES	NO	N/A	
24. If women and men are within the same detention centre, all premises for women are completely separated with no possible visual or sound transfer, including communal spaces (e.g. education and training centres, employment opportunities, library, outdoor areas, exercise room, counselling rooms, worship areas).	YES	NO	N/A	
25. If women and men will be sharing facilities, there are sufficient staffing levels and management procedures in place to ensure equitable access to facilities and services.	YES	NO	N/A	
26. There is space for pre- and post-natal care, as well as space to accommodate equipment required for birthing (if transfer to hospital facility not possible) and other gender-specific health care services.	YES	NO	N/A	
27. If there is a Mother and Baby Unit (MBU), the cells should be spacious enough for inclusion of a cot and changing facilities, toilet and hand basin space, shower, and space for another bed for older children visiting.	YES	NO	N/A	
28. If there is a Mother and Baby Unit (MBU), the unit includes: medical room; counselling room; community space; visitor area and visitor toilets; family-friendly visitor room and outdoor area with play equipment and stimuli for children; indoor play space for children with play-based learning stimuli; storage area for feminine hygiene and baby products; kitchen for baby and milk prep; laundry facility; and hygiene point with cleaning supplies.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
29. Women's latrines provide convenient facilities for menstrual hygiene management (MHM), including running water and private space for prisoners to clean-sanitary pads, etc.	YES	NO	N/A	
30. Separate accommodation for vulnerable prisoners, including sexual and gender minorities, is available with equal access to communal spaces and facilities.	YES	NO	N/A	
31. Search rooms next to communal areas (e.g. educational facilities) are designed with private space, but not too isolated, to preserve a prisoner's dignity and minimize opportunity for abuse.	YES	NO	N/A	
32. Designs take into account special needs and considerations including access for persons with disabilities and the elderly to ensure freedom of movement and access to all prison facilities.	YES	NO	N/A	
33. Design includes the following for elderly prisoners: a single story unit so that they do not have to climb stairs; wider cell doors to allow easy access for a wheelchair; slopes instead of stairs when possible; handrails and hand rails placed next to toilets and showers; facilities to assist health care (such as a physiotherapy room or dispensary); call bells accessible from within the cell, 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 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.	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. There are adequate funds for ensuring the health and safety of all persons in the detention centre.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
8. When necessary, budget has been allocated for interpretation and translation.	YES	NO	N/A	
9. Budget has been allocated for dignified prisoner rehabilitation and work programmes.	YES	NO	N/A	
10. Budget has been allocated for all necessary prison facilities as detailed in the design phase, including an open cell block area for exercise, a health centre, MBU when possible, dignified sanitary areas including bathrooms and showers, recreation area, etc.	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 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 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 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, direct and indirect services for construction.	YES	NO	N/A	
4. Construction planning takes into account the transport and safety of male and female workers arriving and leaving the site, proximity from site to workers' homes/accommodation, as well as interactions between male and female workers and the community.	YES	NO	N/A	
5. Health, safety, and environment guidance (such as IFC guidelines) is followed to ensure the construction site is sufficiently restricted to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
6. 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	
7. 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	
8. There are both formal and informal confidential ways to channel work-related grievances (e.g. suggestion box, mediator, workers' representative), including potential gender-based grievances.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
9. 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	
10. 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	
11. 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	
12. All staff and security personnel are trained in prevention of sexual harassment and abuse and are competent to respond to situations of sexual harassment, and gender-sensitive campaigns are implemented to create awareness and prevent GBV.	YES	NO	N/A	
13. All staff (especially security staff) have appropriate human rights training to respect the dignity of all prisoners, in addition to appropriate onboarding and work skills training.	YES	NO	N/A	
14. Prisoners are provided with access to mental health and counselling support.	YES	NO	N/A	
15. Prisoners are provided with access to work opportunities and rehabilitative programmes.	YES	NO	N/A	
16. 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 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. 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, guards, medical staff, psychosocial counselling, religious personnel, psychiatrists, social workers, teachers, and trade instructors).	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.	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 the end users (including plans to sustain ongoing access to clean water, Mother and Baby Units, health care units, recreation areas, etc.).	YES	NO	N/A	
13. An O&M plan and O&M committee is set up 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	

KEY CONSIDERATIONS				COMMENTS
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 workers (both men and women) that do not add labour burden without requisite compensation.	YES	NO	N/A	
19. Opportunity for O&M jobs, including management positions and paid positions, 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	
20. O&M planning is cognizant of where men and women live and how they travel to the site, clustering O&M groups close to where they live and taking into consideration travel, transport, and time constraints.	YES	NO	N/A	
21. Based on community skills gap mapping, skills building (management, budgeting) and training has been facilitated to target both women and men as committee members and as paid O&M workers.	YES	NO	N/A	
22. Before project closure, 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	

Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria (e.g. job satisfaction of staff, well-being of prisoners, facilities accessible to prisoners and construction workers, etc.) and provide a norm of reference to compare against 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 and monitoring of well-being of male and female staff, prisoners, and dependents in prison with mothers.	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 and qualitative tracking of male and female access to prisoner services, male and female staffing, and M&E indicators related to impacts on well-being of male and female prisoners and their families.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Quarterly and annual reports contain the proportion of women employees overall, including senior executives and board members.	YES	NO	N/A	
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
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 EDUCATIONAL FACILITIES

1. Introduction

An educational facility is not just a building – it is a place where girls and boys, women and men spend a significant amount of their time with impacts on their well-being and learning outcomes. Whether primary and secondary schools, university, early childhood development centres, or vocational training centres, gender mainstreaming of educational facility infrastructure ensures that that the transformative impact of education can be accessed by all, especially women, girls, and vulnerable groups.

Strides have been made in school enrollment, and educational attainment at the primary level closed dramatically in Asia and Pacific in the last decade. However, there remain significant gender gaps. South Asia is the region with the second-highest number of out-of-school children in primary school (after sub-Saharan Africa), at 10 million children.¹⁸ People with disabilities suffer from poor educational attainment, especially women with disabilities. In the Asia and Pacific region, Cambodia has the largest gap in school attendance between children with and without disabilities: one of every two disabled children was not in school in the country.¹⁹

Educational facilities are places where men and women teachers, impacted by their work environment, provide schooling. Girls and boys may (or may not) have a safe and dignified learning environment, and may endure sexual abuse by teachers, administrators, and peers. Girls are disproportionately affected by

violence in schools, whether physical, psychological or sexual. Violence is often perpetrated as a result of gender norms and stereotypes and enforced by unequal power dynamics. It was estimated that, globally, approximately 246 million girls and boys experienced some form of school-related violence. Moreover, in Asia studies show that the proportion of LGBTQI students who experience bullying in school ranges from seven per cent in Mongolia to 68 per cent in Japan.²⁰

At minimum, gender mainstreaming can help identify how to mitigate risks and do no harm. This means that educational facilities are explicitly designed and constructed to address basic mobility and accessibility needs.

- Gender-responsive infrastructure for educational facilities creates safe, accessible, and inclusive learning environments for all. Addressing safety concerns around harassment, sexual assault, and violence is paramount in mitigating the risks often faced by girls, LGBTQI, and other vulnerable students.
- Consideration of the location and accessibility of the educational facility improves access for students, teachers, and parents with disabilities. Appropriate location of the school and adequate transport infrastructure can ensure it is accessible to poorer students who might live farther away with less access to transport options.

18. UNESCO. 2018. One in five children, adolescents and youth is out of school.

19. UNESCO. 2018. Education and disability: Analysis of data for Asia-Pacific countries.

20. UNGEI. 2017. School violence and bullying global status report.

- Provision for WASH and menstrual hygiene management (MHM)-friendly latrines is critical to improving school attendance. Safe, private, and clean toilets with water to comfortably change and dispose of sanitary pads and where girls and women can wash themselves in private can reduce female teacher and student absenteeism. This also reduces their risk of UTIs from managing their menses with dirty hands and/or not being able to properly change their sanitary napkins. In Bangladesh, only 12 per cent of girls reported access to female-only toilets with water, waste bins, and soap available. Two in five girls were absent during menstruation for an average of three days during each cycle.²¹

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

- Gender-responsive educational facilities boost school attendance and educational attainment, enabling women and vulnerable groups to take advantage of resources, services and opportunities. Education is a contributor to many beneficial social and economic outcomes. Every additional year of primary school increases girls' eventual wages by 10–20 per cent. It also encourages them to marry later and have fewer children, and leaves them less vulnerable to violence. Increased school attendance is also linked to lower rates of child marriage.²²
- Gender mainstreaming helps ensure that investment made in educational facilities is effectively leveraged towards intended educational outcomes.
- Infrastructure projects that employ female workers, entrepreneurs, and enterprises in the construction, operations and maintenance of educational facilities generate additional income for women and local households.

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

- Gender divisions of labor can burden girls with more domestic work and create barriers to regular attendance at school. Gender-responsive educational facilities that encourage girls enrollment in school can help shift gender norms and traditional beliefs around girl's education.²³
- Higher educational attainment, especially several years in secondary school, is linked with more active participation in public life and decision-making autonomy in the household. Gender-responsive public infrastructure that enhances enrollment for women and vulnerable groups can help amplify their collective voices.²⁴
- Projects that engage women-owned enterprises, support local educational organizations, and develop progressive, inclusive procurement contracts in infrastructure development can help usher in change in the sector. 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 considers the needs and uses of educational facilities by various groups (including vulnerable or sensitive groups such as menstruating girls and teachers, HIV positive individuals, adolescent girls with babies, and children with physical or learning disabilities). Good design of such facilities also takes into account how users are impacted. It can entail the provision of:

21. Alam, M., Luby, S., Amal, K., Halder, A., et al. 2017. Menstrual hygiene management among Bangladeshi adolescent schoolgirls and risk factors affecting school absence: Results from a cross-sectional survey.

22. World Bank. 2018. Missed opportunities: The high cost of not educating girls.

23. Marcus, R. Align guide: Education and gender norms.

24. Ibid.

- A secure educational facility perimeter that protects children.²⁵
- Spaces for confidential counselling where students can talk with complete physical, visual and auditory privacy.
- MHM-friendly WASH facilities, including an adequate number of latrines that are in a safe location, gender-segregated, clean, and provide privacy with features such as doors and internal locks, easy access to water supply for washing body and clothes, adequate lighting, rubbish bin with lid inside toilet cubicles for disposal, handwashing stations with soap and water, and mirrors.
- Inclusion of general gender-mainstreaming infrastructure measures including:
 - Universal design and accessibility provisions for students and educators with disabilities, including adaptations such as ramps and toilets with handles or rails.
 - Adequate lighting throughout educational facilities and surrounding areas.

25. National Institute of Corrections. 2007. Facility planning to meet the needs of female prisoners.

2. Case Studies

CASE STUDY 5

Meeting Female Teachers' Needs, Sri Lanka

Phases: Design, Implementation

The ADB-funded North East Community Restoration and Development Project (NECORD) in Sri Lanka aimed to restore basic services, shelter, and livelihoods for both local populations and internally displaced persons in the wake of decades of armed conflict between the Government of Sri Lanka and the Liberation Tigers of Tamil Eelam. Continuity in staffing allowed a consistent approach to gender intervention implementation, resulting in improved living conditions for nurses and female teachers in conflict areas. The context of the project constrained the team's ability to conduct comprehensive gender analyses and develop detailed gender action plans. The urgency to rehabilitate conflict-affected project areas necessitated rapid appraisal processes, and subprojects were identified on a rolling basis throughout project implementation.

The GAP contributed to gender integration, but not all actions were heeded. The requirement of women's employment at construction sites was largely ignored, presumably due to prohibitive cultural norms. Conflict areas had difficulties attracting teachers because of insufficient facilities. NECORD designed and constructed appropriate living quarters for female teachers along with separate toilets for men and women on school grounds and adequate staff rooms. However, the facilities constructed were not enough for the 12,000 female teachers.

ADB. 2013. North East Community Restoration and Development Project, Sri Lanka: Completion report.

CASE STUDY 6

Gender Interventions in School Rehabilitation, Vanuatu

Phases: Design, Implementation, Monitoring

The World Bank-funded Vanuatu Infrastructure Reconstruction and Improvement Project aimed to reconstruct and strengthen disaster and climate resilience of public sector infrastructure in provinces impacted by Tropical Cyclone Pam in 2015. The second of five project components addressed the reconstruction and improvement of over 70 primary and secondary schools in cyclone-affected areas.

Project design and preparation included gender-sensitive elements. Community participation officers received gender training and consultations were held in such a way that women felt able to express themselves freely. All area coordinator and community facilitator trainings included gender awareness and sensitization components. All reconstructed infrastructure was designed to have gender-segregated sanitation facilities.

Several gender interventions were planned to take place during construction. Local community members supplied the majority of unskilled labour hours, and were provided with the necessary training and safety equipment. Women and men were required to have equal opportunity for training, employment, and income. To mitigate any negative consequences of importing labour, workers were trained in cultural awareness and HIV/AIDS prevention, and were provided adequate accommodation and services. Communities were informed of potential issues prior to the arrival of external workers.

Sex-disaggregated data is to be included in results and reporting where available, though project plans do not require the collection of sex-disaggregated data.

World Bank. 2016. Vanuatu Infrastructure Reconstruction and Improvement Project.

World Bank. 2017. Vanuatu Infrastructure Reconstruction and Improvement Project: Environmental and Social Management Framework.

3. Checklist for Gender Mainstreaming in Educational Facilities

WHY?

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

- Increased and equitable school attendance (for example, girls who have private, clean, and dignified menstrual hygiene management facilities at school are more likely to attend when they have their period).
- Providing a safe, inclusive, and welcoming environment for all learners (including increasing educational access and attainment of vulnerable populations such as girls, PLWD, LGBTQI students, and others).
- Improved learning achievement, retention, and school completion rates, which often result in greater economic opportunity later on.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

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

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.
- Engineers.
- Architects.

ADDITIONAL RESOURCES

Education International. 2007. Building a gender friendly school environment: A toolkit for educators and their unions.

UNICEF. 2008. Child-friendly schools.

UNICEF. 2008. Towards gender equality in education: Progress and challenges in the Asia-Pacific region.

UNICEF. 2012. WASH for school children: State-of-the-art in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka.

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, learners, and teachers are involved as decision makers in the design and planning.	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g. school attendance rate disaggregated by gender).	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 social groups, and support is provided in the case of loss of economic activities.	YES	NO	N/A	
6. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on gender-sensitive education.	YES	NO	N/A	
7. Feasibility studies address mitigation of sexually transmitted infections associated with the facility and its construction.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
8. Facility siting takes into consideration the transport and safety of male, female, and disabled learners arriving at and leaving school and proximity to other social gathering areas to ensure it is located in an area that is culturally appropriate. Siting also looks at the potential need for the boarding of learners.	YES	NO	N/A	
9. The educational facility design and siting consider 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	
10. Designs take into account safety (including GBV prevention), which includes lighting, safe transportation systems to and from school, accessibility for PLWD, etc.	YES	NO	N/A	
11. Designs take into account special education needs and considerations, including access for persons with disabilities.	YES	NO	N/A	
12. 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	
13. 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	
14. The design includes well-placed toilet facilities (safe, private, and with running water to ensure dignified menstrual hygiene management) that are separate for female and male learners, carefully segregated far enough away for privacy, but not too isolated that it creates protection concerns.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
15. A separate, private, and well-located latrine with running water is available for female teachers, parents, and other visitors to the school.	YES	NO	N/A	
16. There are sufficient classrooms and spaces for segregated male and female learners with equitable facilities (if separation is required to reduce GBV and improve learning outcomes).	YES	NO	N/A	
17. There is a clean, private dedicated space/ room for gender-segregated youth activity groups, school counselling, and school health services.	YES	NO	N/A	
18. There is a provision/space for a childcare room with an outdoor play area to allow young mothers, including lactating mothers, to return to school.	YES	NO	N/A	
19. There is adequate space for male and female children to play and eat, segregated by sex as appropriate (depending on the cultural context).	YES	NO	N/A	
20. The building is structurally stable, weatherproof, disaster-resilient, climatically comfortable, easily exited in case of emergency, and well-integrated into the environmental and cultural context.	YES	NO	N/A	
21. A separate space is provided for faculty/ administrative personnel that gives privacy to students and teachers and maximizes the use of classroom space.	YES	NO	N/A	
22. Fresh drinking water is available to students in the school.	YES	NO	N/A	
23. Design measures seek to include the following in classrooms: fresh air circulation to avoid heat and excessive humidity, windows to provide daylight, electricity to provide light and operate necessary equipment including computers/tablets, and shade to avoid direct sunlight glare and reflection.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
24. When possible, siting avoids locating schools near sources of excessive noise (traffic, railways, industries, informal sector activities) or excessive pollution or noxious odours, and design measures seek to reduce these issues where they already exist.	YES	NO	N/A	
25. At a minimum, schools should have a first aid kit and emergency medicine, a planned disaster response strategy, and, ideally, an on-site health worker.	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 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.	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, or whether interviewees are 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. There are adequate funds to continue investing in professional development for staff, in addition to necessary learning materials and training opportunities.	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 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 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 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, direct, and indirect services for construction.	YES	NO	N/A	
4. Construction planning takes into account the transport and safety of male and female workers arriving and leaving the site, proximity from site to workers' homes/accommodation, as well as interactions between male and female workers and the community. Health, safety, and environment guidance (such as IFC guidelines) is followed to ensure the construction site is sufficiently restricted as to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
5. 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	
6. 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
7. There are both formal and informal and confidential ways to channel work-related grievances (e.g. suggestion box, mediator, worker representative), including potential gender-based grievances.	YES	NO	N/A	
8. 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	
9. 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	
10. 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 the quality of infrastructure works and service delivery.	YES	NO	N/A	
11. ICT is also harnessed for educational purposes.	YES	NO	N/A	
12. 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	
13. There are sufficient female teachers to support and act as role models for girls.	YES	NO	N/A	
14. 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 more 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 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, teachers, maintenance personnel, social workers).	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.	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. School policies are developed on GBV, weapons, and drugs.	YES	NO	N/A	
13. School curricula and materials are free of gender and other stereotypes, and materials feature inclusive language and images/graphics.	YES	NO	N/A	
14. Both male and female learners have equal access to all subjects and educational materials, and specific efforts are made to stimulate female participation in traditionally male-dominated subjects such as science, technology, engineering, and math (STEM).	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
15. Incentives are provided for poor and marginalized families (stipends, scholarships, school-feeding).	YES	NO	N/A	
16. Non-formal education is provided for older, out-of-school, and hard-to-reach children	YES	NO	N/A	
17. An O&M plan has been developed to support the end users (including plans to sustain classrooms, ongoing access to clean water within public latrines, and sustainable, cost-effective lighting over the long term).	YES	NO	N/A	
18. 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	
19. 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	
20. 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	
21. 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	

KEY CONSIDERATIONS				COMMENTS
22. Community men's and women's skills and skills gap linked to O&M needs have been mapped.	YES	NO	N/A	
23. 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	
24. 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	
25. 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	
26. 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 O&M workers.	YES	NO	N/A	
27. An O&M plan and O&M committee is set up early on in project start-up to take the time required to establish relationships, trust, build skills, and create institutions to ensure that community O&M structures are strong and ready for the full transition to community management before project closure.	YES	NO	N/A	
28. Before project closure, community readiness for O&M responsibilities is assessed, ensuring that women have leadership skills to thrive, and that men have attitudes to support women in leadership roles on the O&M committee.	YES	NO	N/A	
29. 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 (e.g. number of latrines, play spaces, classrooms, construction workers, committee members, etc.) and provide a form of reference to compare against 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, including learners and parents of learners.	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 and qualitative tracking on community engagement, female engagement in labour, and M&E indicators related to impacts on male and female learners.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Quarterly and annual reports feature the proportion of women employees overall, including senior executives and board members.	YES	NO	N/A	
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
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 HEALTH FACILITIES

1. Introduction

A health facility, such as a health post, basic primary health unit, clinic, or hospital, is not just a building – it is a place where women, men, girls, and boys access critical preventive health services and treatment with significant impact on individual, family, and community social and health outcomes.

A health facility is a place where women, men, girls and boys may (or may not) choose to come to receive preventive and life-saving health services.

Men and women health care workers, impacted by their work environment, will provide varying levels of quality care to patients. Fathers and partners may (or may not) be incentivized to make choices to accompany their family members to receive this care. Adolescent boys and girls may choose to come (or not come) to safe spaces to receive reproductive health services and knowledge from peers. Women and girls may choose (or not choose) to give birth with a skilled birth attendant.

Women's health in Asia and the Pacific

- Maternal mortality rate in Asia-Pacific is extremely high, at 127 per 100,000 live births. Almost 92% of maternal deaths in the region occurred in 12 countries: Afghanistan, Bangladesh, Cambodia, India, Indonesia, Lao PDR, Myanmar, Nepal, Pakistan, Papua New Guinea, the Philippines and Timor-Leste.²⁶
- Only two in three pregnant women received recommended four visits for antenatal care. Bangladesh, Pakistan and Lao PDR had the worst outcomes.²⁷
- Only 75% of women gave birth with a skilled health professional (doctor, nurse or midwife) in the lower-middle and low income Asia-Pacific countries. Nearly 100% of births in upper-middle and high income countries in the region were attended by a skilled health professional.²⁸

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

This means that health facilities will be explicitly designed and constructed to address basic mobility and accessibility needs.

- Gender-responsive infrastructure for health facilities enables more inclusive and safe provision of health services for all. Addressing concerns around harassment, sexual assault, corruption, and violence is paramount in mitigating the risks often faced by women and vulnerable groups. Segregated private spaces in facilities improve safety, protection, and reduces incidents of GBV. Infrastructure can also support

reduction of stigma and discrimination especially for services such as HIV testing and counselling and GBV services.

- Gender mainstreaming for health infrastructure considers a facility's location and accessibility. Appropriate location of the health facility and adequate transport infrastructure can ensure it is accessible by poorer patients and their family members who might live farther away with less access to transport options.
- Provision for WASH and MHM-friendly latrines in a health setting is critical for improved health outcomes.

26. Stanciole, A. and Maurizio, F. 2017. Saving Asia's Mothers.

27. OECD. 2018. Health at a glance: Asia/Pacific 2018 measuring progress towards universal health coverage.

28. Ibid.

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

- Gender mainstreaming helps ensure that investment made in the health facility is effectively leveraged and drives intended health outcomes.
- By addressing accessibility and safety concerns within the infrastructure of the health facility, women and vulnerable groups can better take advantage of available resources, services and opportunities.
- Gender-sensitive health facilities that focus on the needs of women and vulnerable groups provide comprehensive sexual and reproductive health (SRH) services and maternal and child health services. Research shows that women and adolescent girls with increased knowledge of, and access to, SRH services are more likely to use contraception and decide to delay childbirth. This in turn provides adolescent girls and women with more opportunities, time and resources for educational or income generation activities.²⁹
- Health facilities and services have a unique opportunity to tangibly engage men in the promotion of women's health and equality. Evidence shows that increased male involvement in sexual and reproductive health through social campaigns, as well as the considerate design of facilities, can improve health outcomes for women and men alike. For example, in Myanmar a pilot health infrastructure project constructed a male-friendly waiting area in the facility providing antenatal care and this reportedly increased both men's sense of ownership of the space and their community engagement.³⁰

- Infrastructure projects that employ female workers, entrepreneurs, and enterprises in the construction and O&M of health facilities generate additional income for women and local households.

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

- Gender-responsive health facilities that provide inclusive and quality care to women and vulnerable groups can impact other areas of private and public life. Gender-responsive health facilities that encourage women, men, girls, boys, and stigmatized populations (e.g. sex workers, LGBTQI individuals) to seek appropriate care can help shift gender norms and traditional beliefs around health care services and improve health outcomes.
- Greater access to health facilities can encourage more active participation in public life for women and other vulnerable groups, helping to amplify their voices.
- Projects that engage women-owned enterprises, support local advocacy organizations, and develop progressive, inclusive procurement contracts in infrastructure development can help usher in change in the sector. 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 the broader society.
- Meaningful engagement with men and boys is increasingly recognized as critical to advancing gender equality and equity.

29. UNFPA. 2015. Sexual and reproductive health of young people in Asia and Pacific.

30. Burnet Institute. 2018. Programming to engage men for improved health and gender equality outcomes: An operational meta-evaluation of projects supported through the Australian NGO Cooperation Program.

Role of male engagement in health facilities and services

Men's involvement in the health of women and children is considered an important avenue for addressing gender influences on maternal and newborn health, as well as on infectious diseases such as HIV/AIDS.

As a part of a women-centered approach to fighting the HIV epidemic, the UNAIDS *Global Plan* declares that "efforts must be taken to secure the involvement and support of men in all aspects of these programs and to address HIV and gender-related discrimination that impedes service access and uptake as well as client retention."

Since SRH programmes and services have been focused primarily on women, men have often lacked information to make informed decisions about healthy behaviours and the roles they might play in promoting overall family health, including accessing HIV prevention, care and treatment services. Studies demonstrate that when given the opportunity to participate in SRH programmes, such as family planning and the Prevention of Mother-to-Child Transmission programmes, men wish to be positively involved in promoting the health of their families and communities.

Men's constructive engagement in health facilities and services can yield positive results for the health of women, children and families. The structural design of health centres can help facilitate male engagement. Some examples include: male-friendly waiting rooms in areas for maternal and neonatal care to facilitate male involvement in pre- and post-natal services as well as delivery, spaces for couples counselling for HIV/AIDS and family planning to encourage more open discussions, and youth-friendly corners that target the needs of adolescent boys as well as adolescent girls.³¹

Thoughtful design of health facilities considers the needs of various groups of people (e.g. adolescent girls, HIV positive individuals and couples, GBV survivors, or LGBTQI individuals) and how they both use health facilities and are impacted by them. This may entail the provision of:

- In-patient wards segregated by adult men, women, and children with separate and private latrines, accessible without needing to pass through another ward.
- Spaces for male-friendly waiting rooms in maternal health services and for couples counselling.
- Segregated spaces and entrances to the health facility as warranted (particularly in cultural contexts where men and women are strictly separated in public).
- Dedicated spaces for providing psychosocial, medical, and legal services to GBV survivors, including child survivors.
- Effective and comprehensive care during natural disasters and emergencies.
- Segregated theatre changing rooms and common rooms for male and female patients and health professionals.
- Adequate waiting areas with childcare rooms.
- Youth-friendly corner as a dedicated space for adolescents and youth to access services, with separate latrines.
- Space for confidential counselling where women, girls, and others can talk with complete physical, visual and auditory privacy.
- Inclusion of general gender-mainstreaming infrastructure measures such as:
 - Universal design and accessibility provisions for students and educators with disabilities.
 - Adequate lighting throughout educational facilities and surrounding areas.
 - Latrines with private, secure, sex-segregated, clean and MHM-friendly toilets for women and girls.

31. International Center for Research on Women. 2018. Gender Equity and Male Engagement: It only works when everyone plays.

2. Case Studies

CASE STUDY 7:

Infrastructure for Female Health Workers, Myanmar

Phases: Design, Monitoring

UNOPS partnered with 3MDG for the Rural Health Infrastructure Project in Myanmar to construct 82 rural and urban health centres. Sites for health facility construction were chosen for accessibility, security of clients and staff, and population coverage. Gender-sensitive design features included separate bathrooms, private spaces, and staff accommodation. Most health centre staff in Myanmar are women, and as travel is viewed as unsafe, on-site living quarters facilitate women's ability to work at health centres located far from home. The project constructed several on-site residential facilities so that travel distance is not a barrier to employing women and to ensure staff availability when needed. Facilities were also designed to be environmentally sustainable, with solar panels and rainwater tanks.

Accompanying project aspects targeted women as beneficiaries. For example, the project refurbished 22 midwifery schools and one "Lady Health Visitor School" focused on increasing accessibility and the quality of hands-on learning for women health workers. Ten midwifery schools were equipped with simulators and laboratories to increase skills. Capacity-building interventions resulted in 68 trained "master mentors" who then trained 164 other health service providers, though the proportion of women trained was not reported.

As part of project assessment, focus group discussions were designed to collect diverse and inclusive perspectives on the project. In total, 458 women and 463 men met with 3MDG and partners to share experiences and perspectives on the project.

Three Millennium Development Goal Fund. n.d. Rural Health Centre Infrastructure.
UNOPS. 2017. Roads, health centres and water pumps – changing lives in Myanmar.

3. Checklist for Gender Mainstreaming in Health Facilities

WHY?

Effectively mainstreaming gender equality and social inclusion in health facilities, including hospitals and clinics, can lead to an array of positive benefits, not only for women and socially-excluded groups, but also for contractors implementing projects. These benefits include:

- Increased access to, and use of, health services by particularly vulnerable populations, leading to prevention of possible health issues and appropriate treatment for existing health issues.
- Women's, men's, and adolescents' increased knowledge. Women and girls have greater control over decision-making regarding sexual and reproductive health (SRH), including access to, and use of, contraceptives, and maternal and child health care decisions.
- Effective and comprehensive care during natural disasters and emergencies.
- Sustainable infrastructure that will be used, valued, and maintained by the local community.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

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

WHO?

- Project managers.
- Project teams.
- Design teams.
- Architects.
- Engineers.

ADDITIONAL RESOURCES

African Development Bank. 2009. Gender mainstreaming checklist for the health sector.

Johns Hopkins, and Red Cross Red Crescent. 2008. Public Health Guide in Emergencies: Chapter 2 – Health Systems and Infrastructure.

Sexual Violence Research Initiative. 2006. How to conduct a situation analysis of health services for survivors of sexual assault.

UNFPA. 2010. Health sector response to gender-based violence: An assessment of the Asia Pacific region.

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 and leaders, and health workers, including gender-based violence psychosocial counsellors, are involved as decision-makers in the design and planning.	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g. specific gendered health issues, access to medicine, GBV prevalence, gender and pay of health workers, availability of SRH and maternal and child health services, community awareness of HIV/AIDS and other STIs).	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 arranged in the case of loss of economic activities.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
6. An initial assessment analyses the major causes of morbidity and mortality for men, women, boys, and girls (including communicable diseases, natural disasters, pregnancy- and birth-related complications, etc.) to inform appropriate infrastructure design and necessary facilities.	YES	NO	N/A	
7. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on gender-sensitive health facilities.	YES	NO	N/A	
8. Feasibility studies address mitigation of sexually transmitted infections associated with the facility and its construction.	YES	NO	N/A	
9. Facility siting considers the transport and safety of male and female community members of all ages, sexual and gender orientation, and physical ability to ensure it is located in an area that is widely accessible, culturally appropriate, and non-stigmatizing.	YES	NO	N/A	
10. The health facility design and siting consider 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	
11. Designs take into account safety (including GBV prevention), which includes lighting, accessibility for PLWD including handrails and ramps, private waiting areas, a GBV response unit, etc.	YES	NO	N/A	
12. Designs take into account special needs and considerations, including access for disabilities.	YES	NO	N/A	
13. 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	

KEY CONSIDERATIONS				COMMENTS
14. 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	
15. The design includes well-placed toilet facilities (safe, private, and with running water to ensure dignified menstrual hygiene management) that are separate for female and male patients, visitors, and staff.	YES	NO	N/A	
16. Design provides for separate adult male, adult female, and children's wards, each containing private lavatories, for in-patients, ensuring patients do not need to access one ward through another.	YES	NO	N/A	
17. In more traditional contexts that do not allow mixing of men and women, separate buildings or entrances are provided to improve access for female clients and employment for female health workers.	YES	NO	N/A	
18. There are enough rooms and spaces for service provision to those that are vulnerable (e.g. youth-friendly corner, LGBTQ-friendly corner, couples HIV counselling, etc.).	YES	NO	N/A	
19. There is space within, or nearby, for a One Stop Centre for GBV survivors with space for at least three separate rooms (legal, medical, and psychosocial, including a children's play area for child survivors).	YES	NO	N/A	
20. There is a private room with space for a gynecological bed and equipment to address women's sexual reproductive health.	YES	NO	N/A	
21. There is space for community health education, with separate space for males/females if required.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
22. There is provision/space for a children's play area in the waiting area for clients with children.	YES	NO	N/A	
23. There is a secure, clean, adequate space for expectant and post-partum mothers where they may cook food, sleep, and rest, as well as a welcoming space for expectant fathers to support their partners.	YES	NO	N/A	
24. There is a provision for sustainable and economical electric and light sources and security or guards to provide services after nightfall (e.g. 24/7 power for maternity, incubators, GBV emergency).	YES	NO	N/A	
25. There are private spaces or rooms to discuss sensitive matters and provide psychosocial, medical, and legal services, especially for vulnerable populations and GBV survivors.	YES	NO	N/A	
26. Where health facilities used by communities already exist, these are renovated and rehabilitated instead of building a new facility (new facilities are only established when existing facilities cannot be sufficiently strengthened or meet demand).	YES	NO	N/A	
27. For rape/GBV survivors, a room with four walls and a door is provided for privacy and security, staff follow WHO Guidelines for Medico-Legal Care for Victims of Sexual Abuse, and the health facility has necessary equipment including an evidence collection kit, pregnancy test, HIV test, 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 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.	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, or whether interviewees can 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. There are adequate funds to pay health workers decent wages over the long term, including doctors, nurses, community health workers, school health liaison and others.	YES	NO	N/A	
9. There are funds to organize facility- and community-based health services to optimize access based on health care needs of vulnerable groups.	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 criteria in the bid evaluation criteria and consideration for contractor capacity building.	YES	NO	N/A	
2. Both male and female-owned small and medium 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 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 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, 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. Health, safety, and environment guidance (such as IFC guidelines) is followed to ensure the construction site is sufficiently restricted to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
6. 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	
7. 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
8. There are both confidential formal and informal ways to channel work-related grievances (e.g. suggestion box, mediator, worker representative), including potential gender-based grievances.	YES	NO	N/A	
9. 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	
10. 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	
11. 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..	YES	NO	N/A	
12. 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	
13. The health facility's hours are accessible to women and others who have work commitments and unpaid care responsibilities.	YES	NO	N/A	
14. Public health outreach and awareness campaigns are held (with the help of NGOs and community-based organizations), with specific information offered through traditional and non-traditional media about gender-specific health concerns.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
15. Facility- and community-based health services are organized to optimize access based on the health care needs of vulnerable groups.	YES	NO	N/A	
16. An emergency transport system is established for both rural and urban communities with appropriate transportation infrastructure.	YES	NO	N/A	
17. Health facilities have a strategy/action plan in place in case of natural disasters or emergencies, including gender-sensitive and socially-inclusive provisions (special care for PLWD, elderly persons, pregnant and nursing women, children, and others).	YES	NO	N/A	
18. Sexual and reproductive health and maternal and child health outreach and services involve men as well as women.	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 more 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 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, security staff, doctors, nurses, surgeons, 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.	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 the end users (including plans to sustain physical infrastructure, 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 skill building and technical support to subsets of the population that require additional training.	YES	NO	N/A	
20. O&M planning is cognizant of where community men and women live and how they travel to the site, clustering O&M groups close to where they live and taking into consideration travel, transport, and time constraints.	YES	NO	N/A	

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 O&M workers.	YES	NO	N/A	
22. An O&M plan and O&M committee is set up 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 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	
25. A system of waivers or vouchers is developed for those who cannot pay for health care services.	YES	NO	N/A	

Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria (e.g. number of latrines, construction workers, committee members, etc.) and provide a norm of reference to compare against 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 and qualitative tracking of community engagement, female engagement, and M&E indicators related to impacts on male and female staff and clients.	YES	NO	N/A	
7. Quarterly and annual reports note 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 IV: GENDER MAINSTREAMING IN PUBLIC ADMINISTRATION FACILITIES

1. Introduction

A public administration facility can include municipal or utility services, labour departments, government offices or other public institutions. However, it is more than a building – such a facility is a place where women and men spend a significant amount of their time working, as well as a place where men and women access a range of public services with impacts on their individual well-being and social and economic outcomes more generally. Gender mainstreaming helps us to ensure that public administration buildings are places where women and men – as well as socially-excluded persons including indigenous, disabled, and others – are both comfortable accessing services and feel they are in a safe and respectful environment.

The integration of a gender perspective into the design, operations and management of public administration facilities, increases women's participation as public employees and managers in the sector. Globally, women account for around 48 per cent of the overall public sector workforce but they still represent less than 20 per cent of public sector leadership.³² Asia and the Pacific lags behind other regions regarding women's participation in the overall public administration workforce and in decision-making positions.³³ In Cambodia, women account for 34 per cent of the overall public sector workforce and 18 per cent of decision-making positions. In Bangladesh, women account for 21 per cent and 14 per cent, respectively. In Vanuatu, women account for 40 per cent and 18 per cent, respectively. And in Nepal, women account for 15 per cent and five per cent, respectively.

Thoughtful design of a public administration building considers how services will be both provided by and to women, and used by various groups, including vulnerable or sensitive groups (such as adolescent girls, GBV survivors, or LGBTQI individuals). **At minimum, gender mainstreaming can help identify how to mitigate risks and do no harm.** This means that public administration facilities are explicitly designed and constructed to address basic mobility and accessibility needs.

- Gender-responsive infrastructure for public administration facilitates safe and inclusive services for all. To mitigate the risks often faced by women and other vulnerable groups, it is paramount to allay concerns around harassment (physical and sexual) through thoughtful infrastructure design that focuses on safety for employees and customers, and reducing corruption in public services.
- The location and accessibility of infrastructure for public administration facilities is important to meet the needs of women and other vulnerable groups including PLWD. This includes ensuring universal design and accessibility measures such as ramps for individuals with wheelchairs, walkers, or strollers. The location of the facilities is also important; poor consideration for how individuals travel to the facilities (i.e. can they walk or take public transit?) will exclude more women and groups with less access to transport from accessing crucial services.³⁴

32. Ernst & Young. 2013. Worldwide Index of Women as Public Sector Leaders Opening doors for women working in government.

33. UNDP. 2014. Gender equality in public administration.

34. Ibid.

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

- Public administration facilities house critical services that all citizens should be able to access with few obstacles; this can include accessing land titles, registering births, and filing claims of gender-based violence. Gender-sensitive infrastructure enables women and vulnerable groups to feel comfortable accessing buildings and taking advantage of important resources, services and opportunities.
- Gender-responsive infrastructure can include child-friendly environments, provision of WASH, and ensuring menstrual hygiene management-friendly latrines. Such facilities can attract female staff to provide critical services to other women. This in turn can improve the provision of technical assistance and strengthen public service capacities for the betterment of the whole community.
- Projects that employ female workers, entrepreneurs, and enterprises in the construction, operation and maintenance of public administration facilities generate additional income for women and local households.

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

- The improvement of women's participation in the public administration sector is positive for income generation and for its potential to redistribute household and caring responsibilities, potentially contributing to a more equal balance of power in the home.³⁵

- Gender-responsive public administration facilities that consider the needs of all in infrastructure O&M can encourage more active participation of women and vulnerable groups in public life, helping to amplify their voices.
- Given the critical role of public administration institutions in the creation and maintenance of gender norms, and their potential to influence other sectors, it is important that these spaces are physically, socially and culturally inclusive of women and other marginalized groups. Locations should be identified to scale up the efforts of men and boys, mobilizing them to effect change as citizens and in their leadership roles to support and promote women.³⁶
- 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. These actions can catalyse improvements in the size, profitability, and quantity of women-owned enterprises.
- Lastly, gender mainstreaming can shape policy at a government level.

Thoughtful design of public administration facilities considers how various groups of people both need and use these structures. Good design also looks at the potential impacts of facilities on everyone. This may entail the provision of:

- Private spaces or rooms to discuss sensitive matters.
- Child-friendly spaces for children of parents working and receiving services at the facilities.
- Segregation, by sex, of building and spaces as warranted (particularly in cultural contexts where men and women are strictly separated in public).
- Community consultations in the operations of public administration facilities.

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

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

- Adequate lighting throughout the facility and surrounding areas.
- Universal design and accessibility provisions for PLWD, elderly, and children.
- Public latrines with gender-segregated private, clean, and secure toilets that also support menstrual hygiene management.
- Community consultations and participation from the beginning of the design to procurement of materials and O&M.
- Help and monitoring desks for women and others to report wrongdoings and access information.

2. Case Studies

CASE STUDY 8

Integrating Gender to Ensure Service Access: Papua New Guinea

Phases: Design, Operations and Maintenance

The ADB-funded Border Trade and Investment Development Project in Papua New Guinea had three main objectives. First, to construct and refurbish public facilities. These included customs, immigration, and quarantine facilities, resident homes for government officials, and markets in the border town between West Sepik Province and West Papua. Second, to develop the capacity of local government. Third, to create a sustainable social development programme for surrounding communities comprised of power and sanitation infrastructure, safe motherhood and educational support for at-risk children, and HIV/AIDS prevention.

Though the project team did not implement a gender action plan, there were several project activities that targeted women. Capacity development and training programmes were provided to develop entrepreneurship and business skills, with a 30 per cent quota for women's participation. Implementation teams were required to pay equal wages to men and women and provide culturally appropriate facilities for male and female workers. Contractors were obligated to provide all construction workers, specifically young women, with information on the identification and prevention of sexually transmitted infections including HIV, and on how to seek medical attention.

In stakeholder consultations during project preparation, lack of money to take buses and visit social service centres was identified as a major constraint to women's access. To improve access to newly constructed public infrastructure, modified cash transfers were included in the project to provide female heads of households or female adults in households, with funds to cover the costs of bus travel on the condition that they present evidence that they accessed services.

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

Asian Development Bank. 2009. Proposed Loan and Technical Assistance Papua New Guinea: Pilot Border Trade and Investment Development Project.

CASE STUDY 9

Gender Interventions in Urban Governance Infrastructure, Bangladesh

Phases: Design, Implementation, Operations and Maintenance

The 2008 ADB-funded Second Urban Governance and Infrastructure Improvement (Sector) Project in Bangladesh aimed to improve urban governance, infrastructure, and service delivery in Bengal pourashavas (secondary towns). The project's gender action plan outlined gender interventions in urban infrastructure, governance and capacity development, and implementation support. Measures were included to ensure women's equal participation in planning for infrastructure and service improvements as well as in construction and maintenance activities. Over the course of 2,200 meetings, women's opinions were collected to better inform needs concerning governance and infrastructure services.

The project supported the formation of pourashava gender committees, headed by female ward commissioners, and set quotas for women's participation in ward and town level coordinating committees and sector working groups. It encouraged recruitment of women for pourashava staff, project staff and facilitator positions. Pourashava officials and project staff were offered gender sensitization trainings to better develop and implement pourashava-level GAPs with appropriate budgeting. In addition, 700 female town councillors attended capacity development training to improve their ability to serve on tender and environmental committees. The design and monitoring framework tracked gender indicators such as targets for representation of women in local fora, the establishment of gender committees, and the implementation of GAPs at the pourashava level.

Asian Development Bank. 2012. Gender tool kit: Public sector management.

3. Checklist for Gender Mainstreaming in Health Facilities

WHY?

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

- Increased use of social services by the population, which goes hand in hand with the achievement of national and local development goals such as the eradication of poverty, inclusive growth, and social development.
- Increased community participation in local government initiatives and public consultations to inform and appropriately direct policies, investments, and services.
- Opportunity for inclusive employment and local economic development.
- Sustainable infrastructure that will be used, valued, and maintained by the local community.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

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

WHO?

- Project developers.
- Project managers.
- Project teams.
- Design teams.
- Architects.
- Engineers.

ADDITIONAL RESOURCES

Asian Development Bank. 2012. Gender tool kit: Public sector management.

UNDP. 2014. Gender equality in public administration.

Commonwealth Secretariat. 2009. Gender in planning and urban development.

Phase I: Project design and preparation

KEY CONSIDERATIONS				COMMENTS
1. 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	
2. Male and female community members and leaders, government staff, public service commissions, civil service unions, ministries for gender equality/women, GFPs in relevant ministries, women parliamentarians, and women's NGOs are involved as decision makers in the design and planning.	YES	NO	N/A	
3. 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, legal framework including inheritance and property laws, community leadership, etc.).	YES	NO	N/A	
4. 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 offered in the case of loss of economic activities.	YES	NO	N/A	
5. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work in gender-sensitive public administration facilities or government offices.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
6. Feasibility studies address mitigation of sexually transmitted infections associated with the facility and its construction.	YES	NO	N/A	
7. Facility siting takes into consideration the transport and safety of male and female government staff, as well as male and female citizens/users, and proximity to other social gathering areas to ensure it is located in an area that is culturally appropriate.	YES	NO	N/A	
8. The public administration facility design and siting 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	
9. Designs take into account safety (including GBV prevention), which includes effective lighting, occupational safety, emergency shelters in the case of a natural disaster, security checkpoints that respect the dignity of users, etc.	YES	NO	N/A	
10. Designs take into account special needs and considerations, including access for persons with disabilities.	YES	NO	N/A	
11. 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	
12. 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	
13. The design includes well-placed toilet facilities (safe, private, and with running water to ensure dignified menstrual hygiene management) that are separate for female and male users, visitors, and staff.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
14. There are enough rooms and spaces to provide service for those that are vulnerable (e.g. youth-friendly corner, LGBTQ-friendly-corner, etc.).	YES	NO	N/A	
15. There is a provision/space for a childcare centre with an outdoor play area, latrines, and WASH, to allow male and female parents, including lactating mothers, to have a safe place for their children to play while they work.	YES	NO	N/A	
16. There is a provision/space for a children's play area for site users.	YES	NO	N/A	
17. In more traditional contexts that do not allow mixing of men and women, there are separate buildings or entrances provided to improve access for female citizens and employment opportunity for female workers.	YES	NO	N/A	
18. Private spaces or rooms are provided to discuss sensitive matters.	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 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.	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, or whether interviewees are 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. There are adequate funds to pay civil servants and facility O&M staff decent wages over the long term and provide ongoing professional development opportunities.	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 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 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 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, 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 the community.	YES	NO	N/A	
5. Health, safety, and environment guidance (such as IFC guidelines) is followed to ensure the construction site is sufficiently restricted to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
6. 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	
7. 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
8. There are both confidential formal and informal ways to channel work-related grievances (e.g. suggestion box, mediator, workers' representative), including potential gender-based grievances.	YES	NO	N/A	
9. 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	
10. 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	
11. 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	
12. 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	
13. Final infrastructure is not used for human trafficking and/or labour or sexual exploitation.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
14. Gender focal points are established in each ministry/office with clear mandates and resources.	YES	NO	N/A	
15. Any reforms to the civil service do not reduce the percentage of female civil servants (based on an appropriate base year).	YES	NO	N/A	
16. Gender equity is ensured for the ratio of government staff attending training activities.	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, public officials, maintenance 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.	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. 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	

KEY CONSIDERATIONS				COMMENTS
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, offering skill building and technical support to subsets of the population that require additional training.	YES	NO	N/A	
20. O&M planning is cognizant of where community men and women live and how they travel to the site, clustering O&M groups close to where they live and taking into consideration travel, transport, and time constraints.	YES	NO	N/A	
21. Based on community skills gap mapping, skills building (management, budgeting) and training has been facilitated to target both women and men as committee members and as paid O&M workers.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
22. An O&M plan and O&M committee is set up 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 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	
25. Women's civil servant networks and mentoring are established and supported.	YES	NO	N/A	
26. Programmes are developed to support women's education and preparedness for civil service careers and special coaching is offered, especially for young women taking civil service exams.	YES	NO	N/A	
27. If any public administration reforms are made, an appropriate outreach and communication strategy is established to inform both men and women.	YES	NO	N/A	

Phase VI: Project monitoring

KEY CONSIDERATIONS				COMMENTS
1. There are gender-disaggregated indicators that specifically measure achievement of gender criteria (e.g., job satisfaction of staff; visits of citizens to the building; % of staff who are parents and use the childcare centre; spaces for vulnerable populations; latrines; construction workers, committee members, etc.) and provide a norm of reference to compare against 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 and qualitative tracking on community engagement, female engagement in labour, and M&E indicators related to impacts on male and female staff and citizens accessing services.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Quarterly and annual reports include the proportion of women employees overall, including senior executives and board members.	YES	NO	N/A	
8. The office gender focal point or gender equality specialist is engaged for consultation and review on an ongoing basis.	YES	NO	N/A	
9. Employee satisfaction surveys are disaggregated by sex.	YES	NO	N/A	
10. Gender-responsive impact analysis is used for future public administration reviews or reforms.	YES	NO	N/A	
11. Best practices and lessons learned on gender-related aspects are documented, shared, and applied to new projects.	YES	NO	N/A	

PART V: GENDER MAINSTREAMING IN POLICE AND BORDER POSTS

1. Introduction

A police or border post is not just a building – it is a place where women and men spend a significant amount of their time working, as well as a place where male and female citizens and migrants transit for a variety of reasons, including trade, tourism, economic opportunity, and temporary, semi-permanent, or permanent migration. Services at police and border posts impact individual well-being and social and economic outcomes.

Globally, women make up a low percentage of those in law enforcement. A 2011 UN Women report estimates that “women average just 9% of the police, with rates falling as low as 2% in some parts of the world. On average, women do not make up more than 13% of the police force in any region”.³⁷ Figures on women in policing in Asia and Pacific show staggeringly low percentages, including Bangladesh (4.63%), the Maldives (7.4%), India (6.11%) and Pakistan (0.94%).³⁸ Moreover, police apathy is a pervasive issue experienced by women in various Asian societies. In India, the Indian National Commission of Women received 23,164 complaints of police apathy from women between 2015 and 2018.³⁹ Indian women make up less than eight per cent of the police force throughout the country. The creation of all-women police stations is seeing staggering outcomes. In areas with these posts, crime reports increase by

22 per cent, attributed to the fact that women are more comfortable approaching these stations. The majority of the crimes reported were female kidnappings and domestic violence.⁴⁰

Border posts enable border control functions including customs, immigration, and law enforcement and can be the site of prevention, detection, and investigation of criminal activity, as well as detentions and deportations. Given that the majority of border management employees (including customs, immigration, and policing) are male, this can create an intimidating environment for women officials, travellers, and traders.⁴¹ Due to the reduced social and economic status of women, older persons, children, and other socially-excluded groups, these individuals are generally more vulnerable to harassment, corruption, bribery, and the risk of confiscation of goods at borders.⁴² Moreover, women generally have a longer wait at border crossings than men; data from India found that women wait 37 per cent longer than men to see customs officials.⁴³

Thoughtful design of police and border posts considers how services will be used by various groups, including vulnerable or sensitive groups such as labour migrants, informal cross-border traders, refugees, asylum seekers, GBV survivors, or LGBTQI individuals.

37. UN Women. 2012. *Progress of the World's Women: In Pursuit of Justice*.

38. Commonwealth Human Rights Initiative. 2015. *Rough roads to equality: Women police in South Asia*.

39. Times of India. 2018. In India, 1 woman complains of police apathy every 2 hours.

40. Amaral, S., Bhalotra, S., and Prakash, N. 2018. *Gender, Crime and Punishment: Evidence from Women Police Stations in India*.

41. Taneja, N., Joshi, S., Prakash, S., and Bimal, S. 2018. *Trade facilitation measures to enhance women's participation in cross-border trade in BBIN*.

42. Mackay, A. 2014. *Border management and gender*.

43. GIZ. 2014. *Trade and gender: Exploring a reciprocal relationship*.

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

This means that police and border posts should be explicitly designed and constructed to address basic safety and accessibility needs.

- Gender-responsive infrastructure for police and border posts facilitate safe and inclusive services for all. To mitigate the risks often face by women and other vulnerable groups when seeking services by police or at border crossings, it is crucial to address concerns involving harassment (physical and sexual) and corruption. If done well, rates of GBV will fall and survivors of GBV and others will be more confident to report incidents of violence and harassment to police and border agents.
- Consideration of user needs and concerns related to the location and accessibility of police and border posts is important to ensure women and other vulnerable groups are physically able to seek services. This includes ensuring universal design and accessibility measures such as ramps for individuals with wheelchairs, walkers, or strollers. Moreover, the location of the facilities is important; poor consideration for how individuals travel to the facilities (i.e. can they walk or take public transit?) will exclude more women and groups with less access to transport from accessing crucial services.
- Gender-sensitive and non-discriminatory security measures will respect the dignity of all persons. At border posts this includes appropriate facilities for processing visitors or migrants, and temporary detention facilities that provide for the safe, equitable, and dignified needs of all persons.

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

- Gender-sensitive infrastructure helps women and vulnerable groups feel comfortable accessing police and border posts and taking advantage of important resources, services, and opportunities.

- Gender mainstreaming in police and border posts will create a safer environment and attract more women to law enforcement positions and thereby improve the provision of services for the betterment of the community.
- The integration of a gender perspective into infrastructure can result in child-friendly environments, and the provision of WASH and MHM-friendly latrines. These provisions can create projects that employ female workers, entrepreneurs, and enterprises in the construction and O&M of police and border posts and generate additional income for women and local households.

The integration of gender considerations into police and border posts can **transform systems and support evolving positive social norms for women and socially-excluded groups**. Gender-responsive police and border posts have the ability to tackle the root causes and impacts of gender inequality.

- Improvement in women's participation in the police and border patrol is positive for income generation and for its potential to redistribute household and caring responsibilities, thus contributing to a more equal balance of power in the home.⁴⁴
- Gender-responsive police posts that enhance public safety and address security concerns for women and vulnerable groups encourage more active participation in public life, which can help to amplify their collective voices and transform societies into those that are safer and help improve the mobility of women and girls.
- 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. These actions can catalyse improvements in the size, profitability, and quantity of women-owned enterprises.
- Gender mainstreaming can shape policy at a government level. Inclusive infrastructure can facilitate diverse participation and representation

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

at decision-making levels, and create lasting impacts for gender equality and parity within the community and broader society.

- Gender mainstreaming can enhance community ownership and participation in the infrastructure and in operations with police and border posts. This can in turn improve community relations as well as project performance and sustainability. Over time, police and border posts can better internalize and respond to community concerns and create more environments that are safe for all.

Thoughtful design considers how various groups need and use police and border posts. Good design also looks at the impact of police and border posts on everyone. This may entail the provision of:⁴⁵

- Child-friendly spaces and childcare for children of working parents or for parents seeking services at the facilities.
- Careful consideration of the location of police and border posts.

- Infrastructure for women's desks, holding cells, stations, bureaus and units.
- Adequate lighting throughout the posts and surrounding areas.
- Universal design and accessibility provisions for PLWD, elderly, and children.
- Latrines with gender-segregated and private, clean, secure toilets, including MHM-friendly provisions for women.
- Appropriate physical infrastructure for female police and border agents including toilets, shower and changing rooms, and accommodations.
- Community consultations and participation from beginning of design to procurement of materials and operations and maintenance.
- Border posts with single-window approaches to complete formalities and targeted at women, business owners, and informal cross-border traders.⁴⁶

45. Commonwealth Human Rights Initiative. 2015. Rough roads to equality: Women police in South Asia.

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

2. Case Studies

CASE STUDY 10

Inclusive Policing Units, Nepal

Phases: Design, Implementation, Operations and Maintenance

The DFID-funded and UNOPS-executed Modernization and Improvement of Policing Project aimed to improve policing in rural areas of Nepal. The project falls under DFID's Integrated Programme for Strengthening Security and Justice, which aims to improve security and justice services and access for 1.85 million poor people, including one million women and girls. The majority of the intended project beneficiaries are women and girls, motivating the team to mainstream gender equality into all project activities. Within project staff and activities, there are clearly defined mechanisms for reporting fraud, sexual harassment and abuse, discrimination, retaliation against whistleblowers, and abuse of authority. All project site supervisors and engineers serve as gender and safeguarding focal points, along with two at the head office in Kathmandu for instances where staff are unable to, or uncomfortable with, contacting site supervisors. The project employs a zero tolerance policy on sexual exploitation, which is displayed at each project site.

To maintain gender balance in project staffing, special effort was put towards recruiting women. The team is planning to utilize local networks such as universities and the network of female engineers to hire women in technical position. Cultural norms discourage women from applying to construction jobs; this was countered by the team with extra incentives for female applicants. In addition, to include gender in project staff trainings, capacity-building trainings were offered to police officers. However, the number of female participants in capacity-building activities is not representative of the proportion of female police officers in the force.

Police units were designed to be seismic resistant and gender, disability, and youth friendly. Buildings were constructed with separate detention rooms, toilets, and barracks for men and women. Through project construction and implementation, community engagement activities were held regularly to inform and discuss project activities with the community. One such activity involved meeting with active women's networks present at ward level to discuss social and legal issues women face and their access to security, justice, and public services.

UNOPS. 2016. Resilient Police Facilities in Nepal.

CASE STUDY 11

Gender Mainstreaming in City Security, Afghanistan

Phases: Design, Implementation, Operations and Maintenance

The UNOPS-run Kabul Security Infrastructure Project aimed to enhance surveillance capacities throughout Kabul through infrastructure support, namely constructing a closed circuit television (CCTV) control centre, upgrading facilities for police units, and improving district police stations. Project proposals were required to include gender elements in the design. A detailed gender assessment was conducted and included gender-sensitized questionnaires for stakeholders and interviews with representatives of different government organizations. The gender analysis informed a gender action plan for gender mainstreaming in the project.

UNOPS Afghanistan Kabul Security Infrastructure Project. 2018.

3. Checklist for Gender Mainstreaming in Police and Border Posts

WHY?

Effectively mainstreaming gender equality and social inclusion in police and border posts 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 sexual harassment, gender-based violence, physical violence, human trafficking, and human rights violations at police stations and border posts.
- Facilitation of dignified and respectful migration for all persons, regardless of their reason for migration.
- Improved safety and mobility within communities more broadly.
- Savings for contractors who integrate gender-responsive design from the beginning of the project and avoid costly errors, rebuilding, and modifications later on.

WHEN?

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

WHO?

- Project developers.

- Project managers.
- Project teams.
- Design teams.
- Engineers.
- Architects.

ADDITIONAL RESOURCES

United Nations. 2015. United Nations Police Gender Toolkit.

Commonwealth Human Rights Initiative. 2015. Rough roads to equality: Women police in South Asia.

Geneva Centre for the Democratic Control of Armed Forces. 2010. Training resources on border management and gender.

Mackay, A. 2008. Border management and gender.

DFID. 2016. Effectiveness of different 'gender-responsive policing' initiatives designed to enhance confidence, satisfaction in policing services and reduce risk of violence against women in low and middle income countries: A systematic review.

Altus Global Alliance. 2012. Global report on Police Station Visitors Week 2012: Advancing human rights standards in police stations.

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 and leaders, government staff, police staff, border police, and migrants are involved as decision makers in the design and planning.	YES	NO	N/A	
4. Before the project begins, gender-disaggregated statistics are collected to analyse the gendered dimensions of the sector (e.g. migration data, human rights record of nearby police and border posts, labour force participation and employment data, access to training and skills).	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	
6. The contractor/agency establishes links with gender equality advocates, a gender equality specialist, and researchers who work on gender-sensitive police and border posts.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
7. Feasibility studies address mitigation of sexually transmitted infections associated with the facility and its construction.	YES	NO	N/A	
8. Design and siting take into consideration how men, women, boys, and girls interact with police and border posts (e.g. who is more likely to migrate with or without documentation, who crosses border posts for trading or buying, etc.).	YES	NO	N/A	
9. The police and border post design and siting 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	
10. Designs take into account safety (including GBV prevention), which includes lighting, appropriately trained security personnel, occupational safety, effective communication systems, emergency phones, security checkpoints that respect the dignity of users, etc.	YES	NO	N/A	
11. Designs take into account special needs and considerations, including access for persons with disabilities.	YES	NO	N/A	
12. 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	
13. Gender-responsive human trafficking, GBV, and HIV/AIDS awareness training is provided for contractors, operators, traders, migrants, general public users, security staff, and others.	YES	NO	N/A	
14. The design includes well-placed toilet facilities (safe, private, and with running water to ensure dignified menstrual hygiene management) that are separate for female and male police and border staff.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
15. Design includes separate change rooms and overnight accommodations if necessary for female staff.	YES	NO	N/A	
16. Facilities for detained migrants or persons are clean and organized with access to water, appropriate sanitary facilities, health care, and overnight accommodations (with families being kept together if possible).	YES	NO	N/A	
17. Adequate and appropriate facilities are provided for men, women, boys, and girls and children at border crossings, such as cross-border public transport services.	YES	NO	N/A	
18. If possible, some all-women police stations are established.	YES	NO	N/A	
19. Police stations include counselling centres or psychosocial support, and facilitate access to necessary hotlines and other support (e.g. suicide prevention, GBV survivors).	YES	NO	N/A	
20. Police and border posts include an online data access system for checking progress of complaints and reports registered.	YES	NO	N/A	

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 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.	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, or whether interviewees can 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. There are adequate funds to pay police and border staff decent wages over the long term and provide ongoing professional development opportunities.	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 enterprises (SMEs) are targeted for procurement of supplies and equipment for construction, and outreach programmes are established to reach women, LGBTQI persons, and business owners with disabilities.	YES	NO	N/A	
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 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-responsive (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, direct, and indirect services for construction.	YES	NO	N/A	
4. Construction planning takes into account the transport and safety of male and female workers arriving and leaving the site, proximity from site to workers' homes/accommodation, as well as interactions between male and female workers and the community.	YES	NO	N/A	
5. Health, safety, and environment guidance (such as IFC guidelines) is followed to ensure the construction site is sufficiently restricted to avoid endangering children and/or unauthorized access.	YES	NO	N/A	
6. 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	
7. 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
8. There are confidential formal and informal ways to channel work-related grievances (e.g. suggestion box, mediator, worker representative), including potential gender-based grievances.	YES	NO	N/A	
9. 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	
10. 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	
11. 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	
12. 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	
13. Technology is utilized at border posts to create more efficient migration systems.	YES	NO	N/A	
14. 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 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	

KEY CONSIDERATIONS				COMMENTS
5. There is a set quota (e.g. 30%) for women's representation at all levels of project staffing (i.e. support level, technical and managerial level, and project decision-making).	YES	NO	N/A	
6. Employment targets are established for women in construction and other sector jobs created by the project (e.g. engineers, security staff, police, traffic directors).	YES	NO	N/A	
7. Targets are set for women's participation and the participation of other socially-excluded groups (e.g. LGBTQI individuals, persons with disabilities, youth) in any training provided for skilled work.	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. At police and border posts, family integrity is respected, and children and parents are not separated.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
13. There is increased recruitment, retention, and advancement of female border management and police, made possible through recruitment campaigns targeting female applicants, gender-inclusive job criteria and application process, female staff associations, deployment of all-female units, and gender-responsive HR policies.	YES	NO	N/A	
14. Codes of conduct are established for gender-based violence, complaints, investigation and disciplinary procedures, and external conduct and review processes.	YES	NO	N/A	
15. CBOs, women, and gender and social inclusion experts are included in formal oversight bodies such as border review commissions and human rights commissions.	YES	NO	N/A	
16. New and existing personnel are vetted for human rights abuses before beginning or continuing employment.	YES	NO	N/A	
17. All police, customs, and border management personnel are required to receive gender training and are also trained to recognize and respond appropriately to gender issues (including building capacity to identify and protect victims of human trafficking).	YES	NO	N/A	
18. 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.	YES	NO	N/A	
19. Civil society organizations have opportunities to visit various police stations and border locations to become familiar with conditions, circumstances, and tasks and to provide appropriate civilian oversight.	YES	NO	N/A	

KEY CONSIDERATIONS				COMMENTS
20. An O&M plan has been developed to support 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	
21. 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	
22. Gender-based gaps in the ability of women to speak up and participate have been identified with a plan to support them to develop confidence and leadership skills.	YES	NO	N/A	
23. 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	
24. 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	
25. Community men's and women's skills and skills gap linked to O&M needs have been mapped.	YES	NO	N/A	
26. 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	

KEY CONSIDERATIONS				COMMENTS
27. 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	
28. 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	
29. 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	
30. An O&M plan and O&M committee is set up 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	
31. 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	
32. 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 (e.g. retention of female police and border staff, incidents of human rights violations or GBV at borders, etc.) and provide a norm of reference to compare against 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 note 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. Consultations with the public, women working in border/police agencies, female traders, and migrants are included in monitoring and evaluating processes to understand experiences and perceptions of security or issues and services.	YES	NO	N/A	
11. 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.⁴⁷

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.⁴⁸

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.”⁴⁹

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.”⁵⁰

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.”⁵¹ In a recent consultative review to learn lessons from the Millennium Development Goals in order to achieve

47. 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>

48. Ibid.

49. Ibid.

50. Ibid.

51. UN. 2008. Report of the World Commission on environment and development: Our common future.

the 2030 Agenda for Sustainable Development, 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 Sustainable Development Goals, and experts recognize that gender equality impacts all three dimensions of sustainable development – economic, social and environmental – and their political underpinnings.

Annex B: Gender Action Plan template

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

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

GENDER ACTION PLAN (GAP) TEMPLATE

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

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



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

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