



Inclusive Infrastructure in the Pacific: Study on Gender Equality and Social Inclusion



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Abbreviations

ADB	Asian Development Bank
AIFFP	Australian Infrastructure Financing Facility for the Pacific
CSO	Civil Society Organization
DFAT	Australian Department of Foreign Affairs and Trade
EIB	European Investment Bank
ESS	Environmental and Social Safeguarding
ESWG	Environmental and Social Working Group
EU	European Union
FSM	Federated States of Micronesia
GAP	Gender Action Plan
GBV	Gender Based Violence
GESI	Gender Equality and Social Inclusion
GIPA (2016)	(2016 Review of) Gender and Infrastructure in the PRIF Agencies
GoF	Government of Fiji
ICAAD	International Center for Advocates Against Discrimination
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information and communication technology
ILO	International Labour Organization
ISO	International Standards Organization
JICA	Japan International Cooperation Agency
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and other gender identities
M4P	Making Markets Work for the Poor
NGO	Non-Governmental Organization
NIF	National Infrastructure Plan
NZMFAT	New Zealand Ministry of Foreign Affairs and Trade
OECD	Organisation for Economic Co-operation and Development
PIC	Pacific Island Country
PNG	Papua New Guinea
PRIF	Pacific Region Infrastructure Facility
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SPREP	Secretariat of the Pacific Region Environment Program
SRWMA	Samoa Recycling and Waste Management Association
TA	Technical Assistance
TIISP	Transport Infrastructure Investment Sector Project
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Fund
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WB	World Bank

Quick Reference Definitions

Gender: Gender refers to the roles and responsibilities learned by women and men. Gendered expectations, attributes, opportunities, and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable.¹ The term gender increasingly recognizes intersectional identities, understanding that, for example, women of color, women with disability, women of color and with disability, rural women, etc. face different barriers than women of privilege.

Gender Equality: Gender equality refers to the equal rights, responsibilities, and opportunities of women and men and girls and boys. 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, as well as people with other gender identities (LGBTQ+). Gender equality is not just a women's issue but should concern and fully engage men, as well as other genders.²

Gender Equality and Social Inclusion (GESI): GESI combines two dimensions defined here, i.e., gender equality and social inclusion. The two areas of inclusion may be treated separately or together in an organization. Some organizations align social inclusion with social sustainability or safeguarding rather than with gender equality.

GESI Mainstreaming: Mainstreaming approaches integrate gender equality and social inclusion across development policies, programs, activities, and the project life cycle. GESI targeting, which focuses an activity set or initiative on a specific target group, is considered a subset of GESI mainstreaming.

Inclusive Infrastructure: Inclusive infrastructure enhances positive outcomes in social inclusivity, and ensures that no individual, community, or social group (including women and girls) is left behind or prevented from benefiting from improved infrastructure.³ In this document, infrastructure projects (e.g., building of roads) and built infrastructure (e.g., access to and use of roads) are both of interest.

Social Exclusion: Social exclusion describes either a state in which individuals are unable to participate fully in economic, social, political, and cultural life, or the processes that create and perpetuate a state of exclusion.⁴ Excluded groups relevant to inclusive infrastructure in the Pacific are women and girls, people with disabilities, rural and remote communities, residents in urban settlements (often migrants from rural areas), ethnic minorities, youth, and the elderly.

Social Inclusion: Social inclusion is the process of improving the terms of participation in society for people who are disadvantaged on the basis of age, sex, disability, race, ethnicity, origin, religion, or economic or other status, through enhanced opportunities, access to resources, voice and respect for rights.⁵ Thus, social inclusion is both a process and a goal, and embodies the “Leave No One Behind” philosophy.

Social Safeguarding: Safeguard policy aims to help developing member countries address environmental and social risks in development projects and avoid, minimize, and/or mitigate adverse project impacts on people and the environment.⁶ Social safeguarding is typically understood to connote “do no harm”.

1 UNDP. 2017. *UNDP Gender Equality Strategy 2014-2017: The Future We Want: Rights and Empowerment*. <https://www.undp.org/publications/gender-equality-strategy-2014-2017>

2 UN Women. n.d. *Gender Equality Glossary*. <https://trainingcentre.unwomen.org/mod/glossary/view.php?id=36&mode=letter&hook=G&sortkey=&sortorder=>

3 G20 - Global Infrastructure Hub. 2020. *Inclusive Infrastructure*. <https://inclusiveinfra.gihub.org/overview>. The Pacific Region Infrastructure Facility (PRIF) concentrates on five core infrastructure subsectors: energy, information and communication technologies, transport (road, aviation, and maritime), urban development, and water and sanitation. PRIF partners also have engagements in other subsectors such as coastal defenses, and buildings for health and education.

4 UN. 2016a. *Identifying Social Inclusion and Exclusion*. <https://www.un.org/esa/socdev/rwss/2016/chapter1.pdf>

5 UN. 2016b. *Leaving No One Behind: The Imperative of Inclusive Development*. <https://www.un.org/esa/socdev/rwss/2016/full-report.pdf>

6 ADB. 2021d. *Safeguards*. <https://www.adb.org/who-we-are/safeguards/main>

Executive Summary

This report, *Inclusive Infrastructure in the Pacific*, was commissioned by the Pacific Region Infrastructure Facility (PRIF) Coordination Office and carried out by the Gender Equality and Social Inclusion (GESI) and Infrastructure Specialist.

The purpose of the report is to inform the practices of the PRIF development partners operating in the Pacific islands, by focusing attention on identifying and addressing gender equality and social inclusion in infrastructure throughout the project life cycle.

The report assesses current GESI practice in infrastructure in the Pacific, makes recommendations, and provides tools and checklists to assist development partners. The report aims to build on the *2016 Gender and Infrastructure in the PRIF Agencies report*⁷ (GIPA 2016) by assessing the current situation, sharing examples and cases, and recommending tools and approaches for greater adoption and implementation of GESI. While gender equality remains a critical concern in infrastructure development, this report aims to bring other excluded groups to the fore and facilitate greater inclusion.

There are multiple groups that face some level of exclusion or discrimination in the Pacific that are impacted by infrastructure initiatives. Priority groups include women and girls, people with disabilities, rural and remote communities, residents in urban settlements (often migrants from rural areas), ethnic minorities, youth, and the elderly. The report provides an overview of priority groups in the Pacific, i.e., their characteristics and evolving situation, and then zeroes in on challenges and solutions specific to PRIF's five targeted infrastructure sub-sectors: transport, energy, information and communication technologies (ICTs), water, sanitation and hygiene (WASH), and urban development.

Drawing on situational analysis, consultation with development partners and other stakeholders, and additional secondary research, the report presents key study findings around GESI in infrastructure. In particular, consultations with PRIF development partners identified critical bottlenecks that affect the uptake of GESI good practice in infrastructure development. Findings are described in relation to the infrastructure project life cycle: planning and design, implementation, management and maintenance, and monitoring, evaluation and reporting. The first two phases are especially critical for GESI mainstreaming.

In order to achieve the mainstreaming of GESI in infrastructure programming across the Pacific, a paradigm shift is required where all stakeholders place clients (users) at the center of planning and design and throughout the project life cycle. Recommendations are offered to achieve this goal, and are presented according to i) strategic areas, ii) key elements of each strategic area, and iii) suggested actions of a strategy for Inclusive Infrastructure in the Pacific. This strategy can be applied at the national, sector/sub-sector or program level, and reflects the situational analysis, sub-sector review, and findings. This strategy outline (summarized in the table below) also informs the recommendations and sets the stage for an inclusive infrastructure toolkit.



7 PRIF. 2016a. 2016 Review of Gender and Infrastructure in the PRIF Agencies. https://www.theprif.org/sites/default/files/documents/prif_gender_report_web.pdf

Strategic Areas	Key Elements	Suggested Action
Guiding Principles Guiding principles describe values that inform good practice, technical needs and monitoring and reporting at sectoral or organizational levels	Leadership	Leadership (national governments, funders, program leads) embodies a long-term vision for Gender Equality and Social Inclusion (GESI) and prioritizes inclusivity in infrastructure programming
	Commitment to Equality and Inclusion	Commitment to equality and inclusion is embedded in plans, policies, budgets, processes, and contractual arrangements
	Client-centricity	Prioritizing the needs and aspirations across user groups (women, people with disability, youth, remote communities, etc.) informs built infrastructure planning and budgets
	Sustainable Outcomes	A long-term perspective on a target community's use, maintenance and upgrading of infrastructure facilities is understood and prioritized as essential to sustainable outcomes
Good Practice Approaches Good practice approaches are recommended lenses or ways of working that are relevant across contexts and specific technical areas	Project Life Cycle Planning	Projects are planned according to life cycle stages: planning and design, implementation, management and maintenance, and monitoring and reporting
	Inclusive Systems Analysis	Upfront assessments of specific infrastructure initiatives analyze GESI within the target sub-sector system while also taking local contexts into consideration
	Multi-Stakeholder Partnerships and Alignment	Partnering among funders, national governments, civil society and implementers contributes to coordination and success of GESI-responsive infrastructure development
PIC Technical Needs Pacific Island Country (PIC) technical needs reflect the weaknesses and systems bottlenecks that have been identified and require attention to achieve GESI mainstreaming in a specific context	GESI Expertise	Increased availability of GESI expertise throughout the project life cycle supports the full realization of inclusion in Pacific infrastructure initiatives.
	Strengthened Civil Society	Emerging civil society supported and engaged for the successful integration of GESI in infrastructure initiatives
	Private Sector Engagement	Private sector contractors and suppliers give increased priority to GESI, and incentives are in place to motivate this shift
	Practical Tools and Checklists	Concrete and practical tools are available to support inclusive infrastructure initiatives throughout the project life cycle and facilitate GESI outcomes
Risk Analysis, Measurement and Reporting Risk analysis and measurement and reporting provide valuable data and information for design, tracking and learning	Risk Analysis	Risk analysis offers an in-depth understanding of challenges to GESI mainstreaming that can be prioritized, summarized, and integrated into the main risk register
	Measurement and Reporting	Measurement and reporting (and the associated contractual obligations) informed by robust qualitative and quantitative data that capture GESI outcomes

Source: Author.

Recommendations are followed by a Toolkit that offers practical guidance and tools for inclusive infrastructure in the Pacific.



1. Introduction

This report, *Inclusive Infrastructure in the Pacific*, was commissioned by the Pacific Region Infrastructure Facility (PRIF) Coordination Office and carried out by the Gender Equality and Social Inclusion (GESI) and Infrastructure Specialist.

Purpose, Objectives, and Scope of the Report

Purpose: The purpose of the report is to inform the practices of the PRIF development partners operating in the Pacific islands, by focusing attention on identifying and addressing GESI in infrastructure throughout the project life cycle—planning and design, implementation, maintenance and management, and monitoring and reporting.

Objectives: The report explores GESI issues in infrastructure, across a range of identities: women and girls, youth, the elderly, people with disability, rural and remote communities, ethnic minorities and residents of urban settlements. It assesses the current GESI practice in infrastructure in the Pacific, makes recommendations, and provides tools and checklists to assist development partners. The report aims to build on the *2016 Gender and Infrastructure in the PRIF Agencies report*⁸ (GIPA 2016) by assessing the current situation, sharing examples and cases, and recommending tools and approaches for greater adoption and implementation of GESI. While gender equality remains a critical concern in infrastructure development, this report aims to bring other excluded groups to the fore and facilitate greater inclusion.

Scope – Stakeholder, Sectors, Focus: While other stakeholders—national governments, civil society organizations and private sector businesses—are fundamental to inclusive infrastructure, they are included in this report from the perspective of the PRIF development partners. PRIF focuses on five core infrastructure subsectors: energy, information and communication technology (ICT), transport (road, aviation, and maritime), urban development, and water and sanitation. These are the main areas of focus for this report, but reference may also be made to other related infrastructure sub-sectors such as buildings for health and education. Box 1 explains the focus on social inclusion and how this is aligned with but differs from social safeguarding.



Box 1: Social Inclusion and Social Safeguarding



Social inclusion and social safeguarding are not the same, and this report is specifically concerned with social inclusion. Social safeguarding refers to the elimination of risks and potential for hazard (do no harm). For example, PRIF's recently published *Shared Approach for Management of Environmental and Social Risks and Impacts* highlights the role of social safeguarding in mitigating risk for "ethnic minorities, women, children, the elderly, the disabled, or others who may become more vulnerable to hardship as a result of the project." Social inclusion is additive, aiming for equal benefits to and contributions from various societal groups for economic, political and social change and growth (leave no one behind).



Source: See PRIF. 2021.



A Shared Approach for Management of Environmental and Social Risks and Impacts for the Pacific Island Countries: Environmental and Social Safeguards Working Group Pacific Region Infrastructure Facility.



<https://www.theprif.org/document/regional/gender-and-social-safeguards/shared-approach-management-environmental-and-social>



8 PRIF. 2016a. *2016 Review of Gender and Infrastructure in the PRIF Agencies*. https://www.theprif.org/sites/default/files/documents/prif_gender_report_web.pdf

PRIF Development Partners

The PRIF development partners are the Asian Development Bank (ADB), Australian Department of Foreign Affairs and Trade (DFAT), European Investment Bank (EIB), European Union (EU), the Japan International Cooperation Agency (JICA), New Zealand Ministry of Foreign Affairs and Trade (NZMFAT), United States Agency for International Development (USAID) and the World Bank (WB) Group. Partner coordination is facilitated through the PRIF Coordination Office, which supports collaboration among PRIF partners, member countries (especially government stakeholders), and other national and regional stakeholders (private sector, civil society, and international bodies).

Inclusive Research Methodology

The research methodology for this report incorporates approaches to ensure that recommendations are inclusive of women and other groups that suffer from exclusion or discrimination.

GESI analysis that builds on established approaches to gender analysis: GESI analysis supported the identification, understanding and explanation of gaps impacting excluded groups in communities, business relationships and infrastructure sectors, as well as analysis to determine the underlying root causes of inequalities such as prescribed social norms and asymmetrical power relations. Available frameworks, e.g., Johns Hopkins' Program for International Education in Genecology and Obstetrics Gender Analysis Framework⁹ and Jones' Women's Empowerment and Market Systems Framework,¹⁰ have been instrumental in informing GESI research, analysis, and reporting.

Application of a systems lens: A systems lens assisted in analyzing the various infrastructure sector issues that impact the inclusion of excluded groups. Building on the Making Markets Work for the Poor (M4P) Framework,¹¹ it has been possible to unpack the system elements, i.e., stakeholders, support services, formal and informal rules, and transactions that determine the barriers to and the opportunities for inclusion.

Articulation of overarching research questions: Overarching questions framed the research with a breakdown of key points, identification of information sources, and outline for content of analysis, findings, and recommendations.

Secondary Research: Secondary research involved desk review of PRIF reports, academic articles, investigative journalism, and the grey literature. The GIPA 2016 was a critical jumping off point for secondary research. Desk review will be a central component of research, providing background information, informing primary research and analysis, contributing to the development of checklists and tools, and grounding recommendations to PRIF for greater social inclusion. Desk review was iterative, both laying the foundation for primary research but also triangulating findings and adding information from project documents and published reports.

Primary Research: Primary research involved three main approaches: key informant interviews, reviewers' feedback and a consultation workshop with PRIF Environmental and Social Working Group and partners. In preparing the GESI report, it was critical to reach out to various stakeholders including: PRIF development partners, and GESI or infrastructure programs. This provided a critical range of perspectives on challenges, opportunities, and approaches for greater inclusion in PRIF partner initiatives, leading to greater relevance and uptake. Key informants were identified through the PRIF Coordination Office, the PRIF Environmental and Social Working Group, PRIF partners and professional networks of the consultant.

9 JHIEPGO. 2016. *Gender Analysis Framework*. <https://resources.jhpiego.org/resources/gender-analysis-toolkit-health-systems#:~:text=The%20Jhpiego%202016%20Gender%20Analysis,newborn%2C%20child%20and%20adolescent%20health>

10 L. Jones. 2016. *Women's Empowerment and Market Systems (WEAMS) Framework*. https://beamexchange.org/uploads/filer_public/0d/50/0d5009be-faea-4b8c-b191-c40c6bde5394/weams_framework.pdf

11 The Springfield Centre. 2015. *The Operational Guide for the Making Markets Work for the Poor (M4p) Approach*. <https://www.enterprise-development.org/wp-content/uploads/m4pguide2015.pdf>

Limitations of the Report

Two key challenges were encountered during the research process:

- i) Although the world has become adept at digital communications during the pandemic, reliance on online consultations and desk research cannot offer the richness of person-to-person consultations, meeting with target groups, and observing projects and their outcomes in action. Extensive research, examples and case studies are included to bring the report to life.
- ii) GESI is not fully understood by development partners, and there is a tendency to concentrate on gender equality and to some extent disability (both of which are critical but not representative of all excluded groups). Women and other excluded groups are often considered from a safeguarding lens (do no harm) without including a proactive mainstreaming lens (leave no one behind). With greater emphasis on other forms of exclusion apart from gender equality, there have been challenges in terms of informed discussions and availability of useful resources. Online consultations and presentations, as well as literature searches across a range of publication types and stakeholder documents were conducted to find suitable content and examples.

Box 2: GESI Mainstreaming, Focused and Transformative Approaches

GESI mainstreaming considers GESI perspectives in policy development, program design and planning, allocation of resources, and in monitoring, evaluating, and reporting. It goes beyond social safeguarding as discussed above and aims for integration of excluded groups. Focused initiatives, for example, building of roads to remote farming communities, policies for hiring women in infrastructure projects, and universal design for accessibility of people with disabilities, can be a good place to start. But roads that serve the needs of remote farmers do not necessarily benefit female farmers depending upon other factors; affirmative job action for women can exclude minority men; and even universal design of buildings may not meet the socio-economic challenges that confront low-income groups. Therefore, while GESI-focused programming has its merits and uses, it must be considered as part of an overall mainstreaming approach to achieve systems change.

Donors and practitioners have begun to explore and implement infrastructure programming for transformative change. Transformative change goes beyond project approaches and activities that mainstream excluded groups to analyzing and redressing root causes of exclusion in each context. This requires understanding the beliefs and power imbalances that perpetuate unfair social norms, inequality, and bias, as well as changing attitudes and behaviors that are exclusionary and discriminatory. For example, from an employment perspective in an infrastructure project, if there is a socio-cultural belief that women cannot be engineers or people with disability cannot work on a building site then it is unlikely that they will be sought out for these roles. Further, even if they are engaged in a project, they may not be taken as seriously as able-bodied men. Similarly, from the community user perspective, if women or certain ethnic minorities are regarded as less important due to socially ascribed status, then they may not be consulted around issues of design, implementation, or evaluation and reporting. While the focus of this report is on GESI mainstreaming, underlying social norms are taken into consideration in the findings, recommendations, and tools.

Source: Author.

2. Situational Analysis

The situational analysis explores identity and inclusion in the Pacific, external threats, GESI in infrastructure sub-sectors, and development partner commitments and policies.

Identity and Inclusion in the Pacific

There are multiple groups that face some level of exclusion or discrimination in the Pacific that are impacted by infrastructure initiatives. Priority groups include women and girls, people with disabilities, rural and remote communities, residents in urban settlements (often migrants from rural areas), ethnic minorities, youth and the elderly.

This section provides an overview of priority groups in the Pacific; their characteristics and evolving situation. The section that follows builds on this section to delve into challenges and solutions specific to PRIF's five targeted infrastructure sub-sectors: transport, energy, information and communication technologies (ICTs), water, sanitation and hygiene (WASH), and urban development.

Box 3: Understanding Identity

Early discussions around social exclusion/inclusion among poverty experts such as Amartya Sen grew from the recognition that **poverty often has a non-economic basis.**^a That is, certain social identities result in discrimination, exclusion, and poverty (and not the other way round). Kabeer noted that identities are assigned as a result of two quite different phenomena:

- Belonging to a group with a **self-assigned** common set of values or beliefs – e.g., religion, language, ethnicity – where one typically knows and engages with other members of the group.
- Being **assigned to a group by society** due to a shared common characteristic such as disability, age, gender, race but without members of the group automatically connected to one another.^b
- Both types of identity and social exclusion are relevant in the Pacific context.

Sources:

^a A. Sen. 1992. *Inequality Re-examined*. Oxford: Clarendon Press.

^b N. Kabeer. 2006. Poverty, Social Exclusion and the MDGs: The Challenge of “Durable Inequalities” in the Asian Context’. *IDS Bulletin* 37(3). Institute of Development Studies.



Women and Girls

Women and girls, especially those with intersectional identities (e.g., women in remote communities, girls from poor households in urban settlements, ethnic minority and elderly women, etc.) face barriers to inclusion in the Pacific. The challenges are not homogenous across the Pacific Island Countries (PICs), but there are significant trends that can inform infrastructure development. Key areas of concern across the Pacific are restrictive social norms, unpaid care work, labour force participation, and gender-based violence (GBV).

Although gendered social norms are shifting in the Pacific, most PIC societies are based on a patriarchal model with customary norms favoring male-dominated inheritance patterns and decision-making in all spheres. This results in the adoption of norms and attitudes that present significant barriers to gender equality in the Pacific, with women often exhibiting limited access to resources and life opportunities, curtailed agency (voice, choice, and control) and lack of confidence in their own self-worth.¹² Gendered social norms impact all aspects of women's lives including workloads, economic participation, and violence at home, in the workplace, and in public.

Across the Pacific, women take on the majority of unpaid work, resulting in either long working hours (when also working outside the home) or decisions not to participate in the paid workforce. Women have primary responsibility for housework, caring for

¹² DFAT. 2014. *Pacific Women Shaping Pacific Development: Design Document* https://pacificwomen.org/wp-content/uploads/2017/09/Pacific-Women-Design-Document_final.pdf

Box 4: LGBTQ+ and Infrastructure

Gendered social norms do not only impact women and men but also LGBTQ+. In infrastructure initiatives, for example, WASH can directly discriminate against other gender identities by having toilets that are identified as male or female toilets. However, there is limited literature on such issues in the region.

Source: Author. Development Studies.



children, the sick and the elderly, carrying out unpaid family labor on farms, in fisheries and in business, and, in some cases, sourcing energy and clean water.

There is a disparity between women and men's labor force participation in the Pacific. For example, the ratio of female to male labor force participation in 2021 was 50% in Fiji, 95% in the Solomon Islands, 57% in Samoa, and 67% in Tonga.¹³ While men are more likely to work in infrastructure sectors, women dominate in the caring professions, which are often characterized by low pay, long hours, temporary contracts, and difficult working conditions, including harassment and violence.¹⁴

Despite this, more women are entering the economy in the Pacific, and a recent study found that there have been significant advances for women in business. For example, across the Pacific the percentage of women on boards is 22%, exceeding the global average of 17%, and varying by sector, with finance and ICT higher at 24%. In the Cook Islands, Palau, Samoa, Tonga and Vanuatu, the proportion of women in senior management was above the global average at over 30%.¹⁵

Box 5: PRIF Development Partners Working against GBV

PRIF development partners (e.g., NZMFAT, DFAT, EU) have made significant commitments to address violence against women and girls with a range of implemented projects. For example, the EU-UN Spotlight Initiative, is the world's largest targeted effort to end all forms of violence against women and girls. It was launched in the Pacific region in 2020 in four Pacific countries, i.e., Papua New Guinea, Samoa, Vanuatu, and Timor-Leste with five areas of focus: laws and policies, institutions, prevention services, data, and women's movements.

Source: EU-UN. 2020. *Spotlight Initiative Pacific Regional Programme Launched*.
<https://www.spotlightinitiative.org/es/node/42687>



The Pacific has high levels of current and lifetime prevalence of violence against women compared to other regions and countries. While the global average suggests one in three women will experience GBV in their lifetime, estimates for the PICs range from 60%–80%.¹⁶ The percentage of women having experienced GBV by an intimate partner range from 25% in Palau to 68% in Kiribati; and the rate of having experienced physical violence by a non-partner since age 15 ranges from 11% in Kiribati to 68% in Tonga.¹⁷

Gender equality is a global imperative which has been endorsed and ratified by development partner governments and PICs through various international and national conventions, agreements, and policy statements (discussed further below). Infrastructure can bring significant improvements to the lives of women and girls, while benefiting from the talents, skills and expertise that they bring to the table.

13 World Bank. 2022. *ILO Stats 2021*. <https://data.worldbank.org/indicator/SL.TLF.CACT.FM.ZS> (accessed 11 May 2022).

14 Asia Foundation. 2021. *The Future of Work for Women in the Pacific*. <https://asiafoundation.org/wp-content/uploads/2021/02/The-Future-of-Work-for-Women-in-the-Pacific-Islands.updateMarch1.pdf>

15 Lowy Institute. 2021. *Private Sector Progress in Women's Leadership in the Pacific*. <https://www.lowyinstitute.org/the-interpreter/private-sector-progress-women-s-leadership-pacific>

16 ICAAD and C. Chance. 2018. *Sexual and Gender-Based Violence in the Pacific Islands*. <https://icaad.ngo/wp-content/uploads/2019/01/ICAAD-SGBV-Sentencing-Handbook-1.19.pdf>

17 API-GBV. 2019. *Factsheet: Pacific Islanders and Domestic & Sexual Violence*. <https://s3.amazonaws.com/gbv-wp-uploads/wp-content/uploads/2019/02/12205452/DVFactSheet-Pacific-Islander-Apr-2018-formatted-2019.pdf>

People with Disabilities

Progress on the inclusion of people with disabilities in the Pacific has been made in recent years, and governments are beginning to incorporate disability into planning and legislation, while certain donors such as DFAT emphasize the imperative of disability inclusion.¹⁸ Nevertheless, the over 1 million people with disability in the Pacific suffer from varying levels of inequality and challenges such as: over-representation among the poor; fewer economic opportunities; women with disabilities experiencing increased violence; children with disabilities realizing lower educational outcomes; and limited access to community support and government services.¹⁹ For example, in Papua New Guinea (PNG), built infrastructure is a significant challenge: most buildings and public infrastructure are not accessible for people with disabilities; and children with physical disabilities attend mainstream schools but at lower rates than their able-bodied counterparts.²⁰

Efforts are being made regionally to improve conditions for people with disabilities. In addition to the international conventions described below, the regional Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific, 2013–2022, was the world’s first set of regionally agreed goals for disability inclusion. An underlying principle of the Incheon Strategy is mandatory technical accessibility standards for physical environment including accessible government buildings and international airports.²¹ In addition, the Pacific Framework on the Rights of Persons with Disabilities (2016–2025) focuses on disability inclusion taking into consideration the unique characteristics of small island developing states (SIDS).²² Despite policies and frameworks, PRIF has reported that adherence to building codes and use of suitable materials is still not consistent among PICs.²³

Remote and Rural Communities

As with other SIDS, living in a rural or remote location in the Pacific leads to greater vulnerability and fewer opportunities for members of these communities. There is limited availability of services and infrastructure from power and latrines to digital networks, reduced access to income from seasonal jobs available in New Zealand and Australia, lack of higher education facilities, and low levels of data/evidence and reporting that might support development initiatives.²⁴

In addition to the remoteness of many PICs, the Solomon Islands, Samoa, and Federated States of Micronesia (FSM) have a population that is over 75% rural, which leads to challenges around transportation, access to ICT and improved livelihoods. For example, Samoa, with 82% living in rural areas, faces challenges around

Box 6: Pacific Framework for Persons with Disabilities Handbook

The Pacific Framework for the Persons with Disabilities Handbook adheres to the United Nations Convention on the Rights of Persons with Disabilities and supports national government actions on inclusive development and human rights. It provides guidance on its objectives to: i) support Pacific governments to promote, protect and fulfill the rights of Persons with Disabilities as outlined in the CRPD; and ii) provide a regional modality to strengthen coordination and collaboration in support of national initiatives. Women with disabilities are recognized as a particularly vulnerable group, and their needs and rights are specifically addressed.

Source: Pacific Forum. 2018. *Pacific Framework for the Rights of Persons with Disability 2016–2025*. <https://www.forumsec.org/wp-content/uploads/2018/05/PFRPD.pdf>



18 DFAT. 2016a. *Disability Action Strategy 2017–20* <https://www.dfat.gov.au/sites/default/files/disability-action-strategy-2017-2020.pdf>

19 Pacific Islands Forum Secretariat. 2020. *2020 Biennial Pacific Sustainable Development Report* file:///C:/Users/psdjo/Documents/ADB%20PRIF/2020-Biennial-Pacific-Sustainable-Development-Report.pdf

20 USAID. 2020b. *Papua New Guinea 2020 Human Rights Report*. <https://www.state.gov/wp-content/uploads/2021/10/PAPUA-NEW-GUINEA-2020-HUMAN-RIGHTS-REPORT.pdf>

21 UNESCAP. 2014. *Incheon Strategy to Make the Right Real for Persons with Disabilities in Asia and the Pacific*. <http://www.unescap.org/resources/incheonstrategy-make-right-real-persons-disabilities-asia-and-pacific-easy-understand>

22 Pacific Islands Forum Secretariat. 2018. *The Pacific Framework for the Rights of Persons with Disabilities: 2016–2025*. <https://www.forumsec.org/wp-content/uploads/2018/05/PFRPD.pdf>

23 PRIF. 2018. *Infrastructure Resilience and Building Standards in Pacific Island Countries: Developing a Regional Approach*. https://www.recoveryplatform.org/assets/publication/Publication2019/building_standards_pics_web.pdf

24 ILO. 2019. *Labour Mobility in Pacific Island Countries*. https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-suva/documents/publication/wcms_712549.pdf

education, employment, very low internet access, natural disasters affecting agriculture livelihoods, crowded living conditions contributing to the spread of infectious diseases, and a shortage of services and facilities.²⁵

Remoteness is a particular challenge for infrastructure development due to significant distances among countries, and from shipping routes, sources of material, and communication networks. For example, the average PIC is 11,500 km away from any other country resulting in time delays and limited shipping schedules. These factors result in higher costs for sector development, management, and maintenance, and especially so in the most remote areas.

Residents in Informal Urban Settlements

Pacific populations are increasingly concentrated in urban areas: half of the 14 PICs have greater than 50% of their population living in urban areas (the Cook Islands, Fiji, Marshall Islands, Nauru, Niue, Palau, and Tuvalu). Moreover, rates of urbanization are increasing in all PICs except for the Cook Islands and Samoa.²⁶ Along with rapid urbanization, there is also significant growth of informal settlements.²⁷ Informal settlements are often located in vulnerable areas (hilly, coastal, prone to flooding), and present a range of risks related to health, crime, violence and overall well-being, particularly for children and women.²⁸ Disputes over land are common in urban areas where inhabitants from varying backgrounds are less bound by tradition with no clear land title.²⁹ Further, informal settlements are often challenged by limited infrastructure development. For example, in Funafuti, the capital of Tuvalu, rapid urbanization has resulted in inadequate housing, water storage and potable water, energy for cooking, and sanitation services.³⁰

Several countries have tried alternative approaches to infrastructure through engaging with residents and communities. For example, in Suva, Water Authority Fiji allows households to install distribution piping for clean water, but places meters at the edge of a settlement to sidestep land tenure requirements. This means, however, that households bear the responsibility to monitor theft and protect the infrastructure.³¹ In Palau, ADB is working to upgrade the condition and capacity of Koror's sewerage network. As a result of rapid urbanization and inappropriate septic tank systems, environmental and public health outcomes are threatened. Upgraded waste collection and disposal systems, along with capacity building, will improve outcomes for Koror residents.³²

Ethnic Minorities

Ethnicity is defined in many ways, but language is the ultimate determinant of one's social and political identity.³³ In the Pacific, there are approximately 1,500 languages belonging to two main language groups (Papuan and Austronesian) providing identity and conferring status as a dominant or a minority ethnic group.³⁴ PNG, Solomon Islands, and Vanuatu exhibit high linguistic and group diversity with a "weak consciousness of nationhood",³⁵ which has at times led to inter-ethnic violence. For example, the Lowy Institute has found that factors such as political volatility, poor access from a lack of roads, no electricity, customary land ownership, and ethnic conflict hinders progress in infrastructure development in PNG.³⁶

For over a decade, international experts have concurred that the likelihood of a country to return to ethnic violence or transition to a more peaceful situation can be predicted based on the condition of infrastructure. That is, according to the United States Institute of Peace, "rapid restoration of essential services, such as

25 The Borgen Project. 2021. *9 Facts about Poverty in Samoa*. <https://borgenproject.org/facts-about-poverty-in-samoa/>

26 ADB. 2021b. *Pacific Urban Update 2021*. <https://www.adb.org/sites/default/files/publication/761266/pacific-urban-update-2021.pdf>

27 UNESCAP. 2019. *Informal Systems and Policy Hybridity – Sustainable Development a Pacific Way*. <https://www.unescap.org/sites/default/d8files/knowledge-products/Pacific%20Perspectives.pdf>

28 L. Kiddle. 2021. *Unsettled: Informal Settlement Living in the Pacific*. https://pacificsecurity.net/wp-content/uploads/2021/10/DB82_Part24.pdf

29 S. Firth. 2018. *Instability in the Pacific Islands: A Status Report*. Lowy Institute. <https://www.lowyinstitute.org/publications/instability-pacific-islands-status-report>

30 UNFPA. 2012. *Migration, Urbanisation and Youth Monograph*. https://pacific.unfpa.org/sites/default/files/pub-pdf/UNFPA_Tuvalu2012NationalPopulation%26HousingCensusMigration%2CUrbanisationandYouthMonographReportLRv1%28web%29.pdf

31 UNESCAP. 2019. *Pacific Perspectives*. <https://www.unescap.org/sites/default/d8files/knowledge-products/Pacific%20Perspectives.pdf>

32 ADB. 2021b. *Pacific Urban Update 2021*. <https://www.adb.org/sites/default/files/publication/761266/pacific-urban-update-2021.pdf>

33 D. Evans. 2018. *Language, Identity and Symbolic Culture*. https://books.google.ca/books?id=bg9RDwAAQBAJ&pg=PA278&lpg=PA278&dq=david+evans+university+of+manchester+linguistics&source=bl&ots=lesWlg4bt&sig=ACfU3U3EvHzXwvruoqw7PUglysy8GxyLIA&hl=en&sa=X&ved=2ahUKEWilwOWPq8_wAhUETawKHULaBUcQ6AEwCHoECAYQAw#v=onepage&q=david%20evans%20university%20of%20manchester%20linguistics&f=false

34 D. Tyron. 2008. *Linguistic Encounter and Responses in the South Pacific*. <http://press-files.anu.edu.au/downloads/press/p60461/mobile/ch02s02.html>

35 S. Firth. 2018. *Instability in the Pacific Islands: A Status Report*. <https://www.lowyinstitute.org/publications/instability-pacific-islands-status-report>

36 Lowy Institute. n.d. *Infrastructure Challenges for Papua New Guinea's Future*. https://interactives.lowyinstitute.org/archive/png-in-2017/downloads/Lawrence_Infrastructure.pdf

water, sanitation, and electricity, assists in the perception of a return to normalcy and contributes to the peace process.”³⁷ The challenges of inter-ethnic violence and political strife have been particularly evident in the Solomon Islands over the years, where infrastructure, development and politics create a situation of limited benefit to remote and poor communities.³⁸ Even recently, uprisings have been driven in part by geo-political allegiance (with Taipei, China or the People’s Republic of China, potentially driven by larger geo-political forces) that stem from the expectation of greater infrastructure investment from Beijing, as well as a lack of economic opportunities for youth.³⁹

Youth

The Lowy Institute reports that there is high population growth in the Pacific resulting in 50% of the population under the age of 23 years. The report suggests that harnessing the potential of youth will be critical to economic growth, and political and social stability, requiring a coordinated response from national and regional bodies on initiatives that support youth development.⁴⁰

A number of factors contribute to youth challenges: funding and technical support are insufficient to overcome youth unemployment; there is inadequate disaggregated data by age, gender, location, and disability to inform economic policies; Technical and Vocational Education and Training need upgrading to meet the needs of youth, particularly disadvantaged youth or those with disabilities; secondary school students facing financial challenges have limited ICT device ownership and competency;⁴¹ and youth migration from rural areas to towns and cities in search of employment, contributes to the proliferation of unplanned urban settlements, community overcrowding, substandard housing, social exclusion, and high unemployment.⁴²

Box 7: Youth Engagement

From March to May 2020, the Pacific Community’s Social Development Programme issued a call to national youth focal points, seeking to learn about the next generation’s vision for 2030. With representation from nine countries (Cook Islands, Federated States of Micronesia, Fiji, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Tonga, and Tuvalu), youth representatives and disability and LGBTQ+ advocates identified five emerging themes to inform the next Social Development Programme strategy: inclusiveness, culture and traditions, leadership and civic participation, climate action, and wellbeing.

Source: Pacific Community. 2021. *Youth Engagement in the Pacific Community’s 2021+ Strategic Plan*. <https://www.spc.int/updates/blog/2020/08/youth-engagement-in-the-pacific-communitys-2021-strategic-plan>



High youth unemployment and social exclusion in the Pacific Region contribute to higher rates of urban crime, violence, and personal insecurity. Despite these challenges, youth have demonstrated a strong interest in contributing to change, not only for themselves but for the larger community.

The Elderly

The PICs are beginning to face the challenges of an ageing population due to emigration (mainly to Australia and New Zealand), declining birth rates, and rising death rates resulting from chronic disease and lifestyle-related vulnerabilities such as obesity and heart disease.⁴³ The pace of acceleration began in 1980, with those over 60 years of age projected to increase from around half a million in 2014 to 2 million in 2050, and over

37 United States Institute of Peace. 2008. *Conflict Sensitive Approach to Infrastructure Development*. <https://www.dmfeforpeace.org/peaceexchange/wp-content/uploads/2015/12/conflict-sensitive-approach-to-infrastructure-development.pdf>

38 Australian Institute of International Affairs. 2019. *Infrastructure, Conflict and the Pacific – Risks and Realities*. <https://www.internationalaffairs.org.au/australianoutlook/infrastructure-conflict-and-the-pacific-risks-and-realities/>

39 D. Rising and R. McGuirk. 2021. Solomon Islands Violence Recedes but Not Underlying Tension. *AP News*. 27 November. <https://apnews.com/article/china-violence-australia-riots-race-and-ethnicity-3787313a6a1f8b863427b066b0dcbbaa>

40 Lowy Institute. 2020. *Demanding the Future: Navigating the Pacific’s Youth Bulge*. <https://www.lowyinstitute.org/publications/demanding-future-navigating-pacific-youth-bulge>

41 J. Johnson, et al. 2021. Attitudes and Awareness of Regional Pacific Island Students Towards E-Learning. *International Journal of Educational Technology in Higher Education* 18(13). <https://educationaltechnologyjournal.springeropen.com/articles/10.1186/s41239-021-00248-z>

42 Pacific Islands Forum Secretariat. 2020. *2020 Biennial Pacific Sustainable Development Report*. https://www.forumsec.org/wp-content/uploads/2021/03/Biennial-Pacific-Sustainable-Development-Report_12112020_FINAL.pdf

43 S. Lal, et al. 2022. Projecting Populations for Major Pacific Island Countries with and without COVID-19: Pro-active Insights for Population Policy. *Journal of Population Research* 39, pp. 257–77. <https://link.springer.com/article/10.1007/s12546-021-09272-2#citeas>

80s expected to grow from 34,000 to 205,000 during the same time period (mostly women).⁴⁴ In Niue, for example, which had a population of 1,600 in 2017 and significant outmigration, older people represented almost 20% of the total population.⁴⁵ The ADB reports that shifting demographics will have “wide social and economic consequences on the region with implications ranging from the ways cities and communities are built and organized; the delivery and organization of health and social services; work, employment and social security as well as supportive fiscal policies.”⁴⁶ This means that to achieve sustainable development, it will be critical to maximize the contributions of an ageing population.

Infrastructure projects in the Pacific are increasingly considering the needs of people with disability and the elderly. For example, a new climate resilience project of the World Bank in Tuvalu includes mapping the location and needs of vulnerable populations in outer islands. The project will build and upgrade maritime infrastructure including harbors, passenger terminals, cargo facilities and roads, and provide technical support to the Tuvalu maritime transport sector.⁴⁷

The United Nations Population Fund reports that because of urbanization and the weakening of family and community solidarity, new forms of care will be required for an ageing population with implications for health infrastructure and built infrastructure, requiring both skilled labor and new technologies (including ICTs).⁴⁸ For example, a study in PNG found that “due to shortfalls in physical infrastructure, human resources, and basic equipment and supplies; fewer than 30% of hospitals surveyed had uninterrupted access to oxygen. ... almost none of the non-hospital health centres had uninterrupted access to electricity, running water, oxygen and basic supplies for resuscitation, airway management and obstetric services.”⁴⁹

External Threats

Climate Change

Climate change exacerbates the unique challenges of Inclusive Infrastructure in the Pacific Region; for example, increasing risks due to weather events (especially cyclones), rising sea levels, variations in precipitation, natural disasters such as landslides, changes in fauna and flora, and more.⁵⁰ Recently, Samoa’s Deputy Prime Minister and Minister of Natural Resources and the Environment declared that “one catastrophic event is undoing decades of progress, claiming lives, destroying vital infrastructure, homes, biodiversity and adversely affecting food security and the delivery of services and livelihoods.”⁵¹

A critical climate change risk to Pacific infrastructure, regardless of the sub-sector, is proximity to the coast. Buildings, roads, airports, watersheds, houses, and economic resources are more vulnerable to climate change events. For excluded groups and communities (e.g., women, people with disability, remote and low-income communities, informal settlements, and youth, etc.), climate change impacts have been the most severe due to limited resources, issues of access, and reduced ability to advocate for equal participation and benefit. Inclusion issues resulting from climate change challenges require updated and expanded interventions by national governments, international partners, and local, national, and regional civil society, as well as regional and community action described in the following.⁵²

Regional initiatives have been established to reduce the economic, social, and environmental effects of climate change including impacts on infrastructure. For example, the Secretariat of Pacific Region Environment

44 UNFPA. 2014. *Population Ageing in the Pacific Islands: A Situation Analysis*. <https://pacific.unfpa.org/sites/default/files/pub-pdf/PopulationAgeinginthePacificIslandsASituationAnalysisReport.pdf>

45 I. Anderson, and W. Irava. 2017. The Implications of Aging on the Health Systems of the Pacific Islands: Challenges and Opportunities. *Health Systems and Reform* 3(3), pp. 191–202.

46 ADB. n.d. *Population Aging in Asia and the Pacific*. <https://www.adb.org/what-we-do/themes/social-development/overview/aging>

47 World Bank, n.d. *Maritime Investment in Climate Resilient Operations*. <https://projects.worldbank.org/en/projects-operations/project-detail/P161540>

48 UNFPA. 2014. *Population Ageing in the Pacific Islands: A Situation Analysis*. <https://pacific.unfpa.org/sites/default/files/pub-pdf/PopulationAgeinginthePacificIslandsASituationAnalysisReport.pdf>

49 J. Martin, et al. 2015. Survey of the Capacity for Essential Surgery and Anaesthesia Services in Papua New Guinea. *BMJ Open* 5, pp. 1–12. <https://www.webofscience.com/wos/woscc/full-record/WOS:000368839100138?SID=USW2EC0A9CtdRRp92NiNulmOHf4g>

50 SPREP. 2008. *Factsheet: Pacific Climate Change*. <https://www.sprep.org/attachments/Publications/FactSheet/pacificclimate.pdf>

51 UN Dept of Economic and Social Affairs. 2019. *A Quarter of Pacific Islanders Live Below ‘Basic Needs Poverty Lines’, Top UN Development Forum Hears*. <https://www.un.org/development/desa/en/news/sustainable/hlpf-2019-pacific-islands-forum.html>

52 ADB. 2014a. *Real-Time Evaluation of ADB’s Initiatives to Support Access to Climate Finance*. <https://www.adb.org/sites/default/files/evaluation-document/111028/files/in109-14.pdf>

Box 8: Climate Change and Coastal Infrastructure in Palau

Climate Change and Coastal Infrastructure in Palau: Hotter conditions, stronger typhoons, threats to coastal infrastructure, and declining ocean ecosystem health are impacting Palau. Stronger typhoons are projected to impact buildings, electricity, clean water supplies, transportation, and communication systems. The main hospital and the airport have been identified as needing assessment. Extensive ongoing research is identifying not only priority areas but also solutions to infrastructure challenges and climate change in Palau.

Source: East-West Center. 2020. *Climate Change in Palau*. <https://www.eastwestcenter.org/system/tdf/private/climate-change-in-palau-pirca-2020-low-res.pdf?file=1&type=node&id=38811>

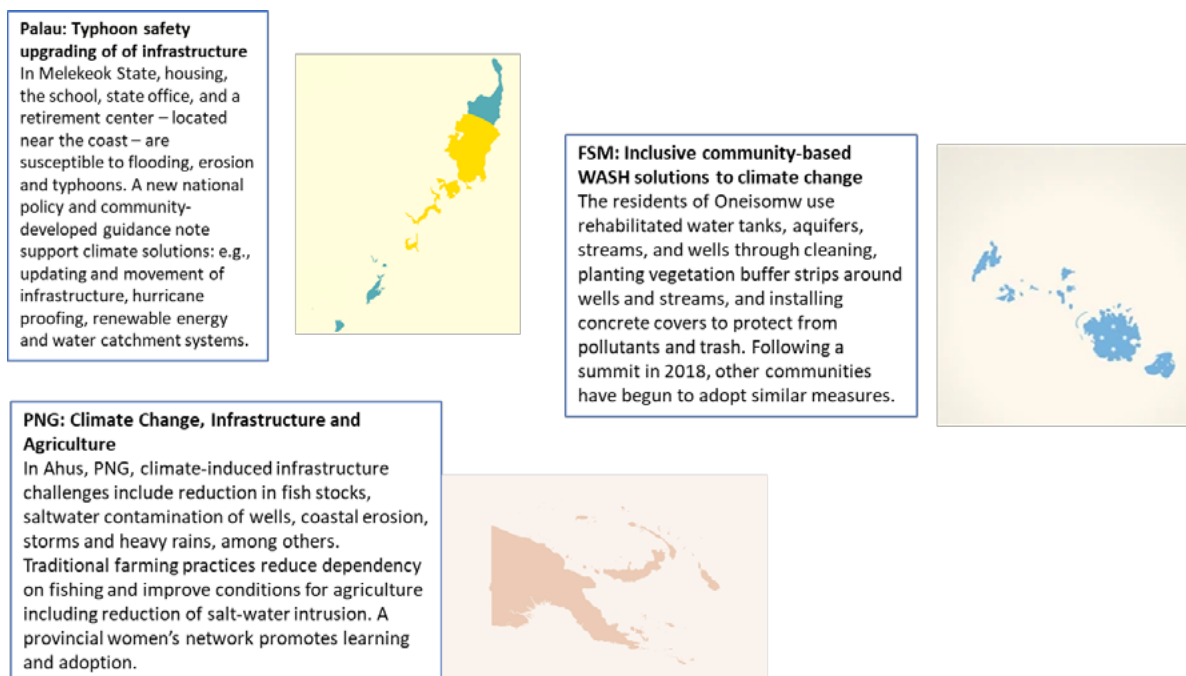


Programme (SPREP) coordinates climate change action in the region, hosts the Pacific Climate Change Centre, and coordinates with the Governments of Samoa and Japan which support it. As with the community examples provided below, SPREP implements an ecosystem-based approach and is active in capacity building.⁵³ SPREP is also the avenue for engagement with the United Nations Framework Convention on Climate Change and Conference of the Parties processes, the Paris Agreement, and other global climate initiatives. At the regional level, SPREP promotes the Framework on Resilient Development in the Pacific to collaborate with regional organizations, donors, and the United Nations to strengthen resilience to climate change.⁵⁴

Interestingly, the severity of the situation has resulted in recognized global leadership in climate change innovation and planning at the community level, using a combination of indigenous knowledge (often held by women) and scientific evidence, that is being translated into national policy frameworks with significant contributions (along with other SIDS) to the Paris Climate Agreement.⁵⁵

Figure 1 shows community approaches to “ecosystem-based adaptation” in Pacific solutions:⁵⁶

Figure 1: Community-Based Climate-Change and Infrastructure Solutions



Adapted from: McLeod, et al. 2019. *Lessons From the Pacific Islands: Adapting to Climate Change by Supporting Social and Ecological Resilience*. <https://www.frontiersin.org/articles/10.3389/fmars.2019.00289/full>

⁵³ SPREP. n.d. *Climate Change Resilience*. <https://www.sprep.org/programme/climate-change-resilience>

⁵⁴ Ibid.

⁵⁵ E. McLeod, et al. 2019. *Lessons from the Pacific Islands – Adapting to Climate Change by Supporting Social and Ecological Resilience*. <https://www.frontiersin.org/articles/10.3389/fmars.2019.00289/full>

⁵⁶ Ibid

COVID-19

The PICs were spared the high infection and death rates seen elsewhere during the COVID-19 pandemic, although Fiji and PNG faced higher incidence over time than other PICs. In fact, while SIDS in the Caribbean often report double or more cases than the global average, the Pacific is much lower.⁵⁷ However, as the Pacific economies place a strong emphasis on tourism and labor migration, the economic impact on people's lives has been severe.

The World Bank recently reviewed seven PICs—Fiji, Kiribati, PNG, Samoa, Solomon Islands, Tonga, and Vanuatu—in a report on COVID-19 economic impacts.⁵⁸ The report found that these countries are seeing significant declines in gross domestic product due to the failure of the tourism industry, as well as lower commodity prices, decreased remittances, failed global supply chains, and disruptions of infrastructure initiatives.

PricewaterhouseCoopers reports that, globally, infrastructure development has also slowed due to labor shortages, supply chain bottlenecks, operational challenges, travel restrictions, declining sales, and regulatory complications.⁵⁹ Although comprehensive analysis of the Pacific is not available, anecdotal information confirms similar impacts to the global situation. Despite this, some projects have been able to continue with social and economic impacts ongoing as exemplified in the case of the Multipurpose Hall in Honiara, Solomon Islands. Box 9 illustrates the type of impact COVID-19 can have on infrastructure development and approaches to dealing with the situation.

It is widely acknowledged that women and other excluded groups have suffered disproportionately resulting from high engagement in informal sectors where jobs disappeared often overnight, lack of national social safety nets or employee benefits, and pre-existing vulnerabilities such as lack of assets, low savings, and inability to stockpile food. With high participation of women in tourism sectors—and often those who are disadvantaged economically, have minority status or are migrant workers—the loss of jobs and enterprise opportunities is staggering. Enhancing the social sustainability of the tourism sector while contributing to the local economy and reducing poverty creates direct benefits for excluded, remote, and poor communities in island countries' tourism sectors. The extent of direct benefits to communities and poverty reduction largely depends on the percentage of tourism needs that are locally supplied.

Box 9: Challenges of COVID-19 and Infrastructure

Prior to COVID-19 in the Solomon Islands, the Honiara City Council and New Zealand Government had been carrying out infrastructure upgrades to the youth and sporting Multipurpose Hall facility. The facility was planned to be completed in early 2021, to be used as both a hub for the delivery of social and support services and as a training facility in the lead up to the 2023 Pacific Games. With the arrival of the pandemic, and the establishment of a COVID-19 field hospital on part of the site, the whole facility had to be reviewed to ensure that construction in adjacent areas could continue safely, with appropriate separation and approvals from the Solomon Islands Government. As the Solomon Islands Government worked to implement its COVID-19 preparedness and response plan, safely progressing key infrastructure projects, like the Multipurpose Hall upgrades, was considered necessary for continued efforts leading to longer-term economic and social resilience.

Source: Solomon Islands Government. <https://solomons.gov.sb/extension-of-multipurpose-hall-and-upgrade-of-separate-external-facilities-nearby-can-safely-continue>



57 OECD. 2021. *COVID-19 Pandemic: Towards a Blue Recovery in Small Island Developing States*. <https://www.oecd.org/coronavirus/policy-responses/covid-19-pandemic-towards-a-blue-recovery-in-small-island-developing-states-241271b7>

58 World Bank. 2020b. *Pacific Island Countries in the Era of COVID-19*. <http://documents1.worldbank.org/curated/en/835131608739709618/pdf/Pacific-Island-Countries-in-the-Era-of-COVID-19-Macroeconomic-Impacts-and-Job-Prospect.pdf>

59 PWC. n.d. *Infrastructure Projects: Responding to the COVID-19 Global Crisis*. <https://www.pwc.com/sg/en/publications/a-resilient-tomorrow-covid-19-response-and-transformation/covid-proofing-infrastructure-projects.html>

The Organisation for Economic Co-operation and Development (OECD) has set out recommendations for COVID-19 recovery and long-term sustainability of the tourism industry in SIDS. Among these recommendations, there are clear implications for GESI and infrastructure as well as key stakeholders. For example, the OECD recommends (along with other recommendations):⁶⁰

- **Government:** Ensure zoning, protected areas, environmental rules and regulations, labor rules, agricultural standards, and health requirements (especially WASH) are included in national strategies for recovery of tourism.
- **Development Projects and Civil Society:** Focus on fostering backward and forward linkages in supply chains, promoting greater local ownership. Through training and introduction of standards, development projects can support, locally owned businesses and suppliers across sectors.
- **Private Sector:** Improve inclusivity and sustainability in the tourism sector through investments in resource-efficient buildings and infrastructure, renewable energy, systems for waste management and wastewater treatment and low-carbon transportation.

Inclusive Infrastructure development is an essential component in reducing negative outcomes of crises such as COVID-19 and climate change, responding to the development imperatives of doing no harm and leaving no one behind.

GESI in Infrastructure Sub-Sectors

Infrastructure holds out great promise of benefit for all social groups, whether through employment and enterprise opportunities as part of an infrastructure project, or through accessing and using built infrastructure to improve livelihoods and quality of life. The G20's Inclusive Infrastructure Hub⁶¹ notes that social inclusion approaches can overcome discrimination and exclusion, provide economic opportunities for all regardless of identity, and ensure that no individual, community or social group is left behind or prevented from benefiting from improved infrastructure.

Globally, infrastructure projects offer substantial employment from national infrastructure stimulus programs to private sector initiatives. And yet, in countries around the globe, infrastructure does not attract, hire, or retain women or other excluded groups to the level one might expect. For example, a commissioned report for the City of London found that, even in a highly developed economy, women, people of color, people with disabilities, and those from low-income households are less likely to acquire the skills needed to be employed in infrastructure sectors. Moreover, the same groups do not have the networks required to break into the industry where jobs are often filled by word-of-mouth (existing networks), and even if an individual from an excluded group does get an interview, they are usually faced with a hiring team that is not diverse and lacks insights into social exclusion.⁶²

In particular, women at all levels of employment often shy away from jobs in infrastructure. An experienced engineer and United Nations Office for Project Services (UNOPS) blogger reports that, worldwide, women are less likely to choose a job in the infrastructure sector due to experiences of harassment with no redress mechanisms, non-segregated or inadequate facilities, or reduced work opportunities due to a perception of women's vulnerability or lack of capacity.⁶³ This was reinforced in discussions with Pacific stakeholders who reported that gender experts often avoid working on or consulting for infrastructure projects due to the challenges and frustrations of promoting GESI. Researchers also report that i) more jobs and increased income in Asia-Pacific depend on a growing supply of trained workers with the right skillsets, and ii) unskilled workers may lose their jobs or not see growth in incomes as the industry evolves, worsening income inequality.⁶⁴

60 OECD. 2021. COVID-19 Pandemic: Towards a Blue Recovery in Small Island Developing States. <https://www.oecd.org/coronavirus/policy-responses/covid-19-pandemic-towards-a-blue-recovery-in-small-island-developing-states-241271b7>

61 Global Infrastructure Hub. 2020. *Inclusive Infrastructure*. <https://inclusiveinfra.github.org/overview>

62 Britain Thinks/Mayor of London. 2020. *Supporting Diversity and Inclusion in the Infrastructure Sector*. https://www.london.gov.uk/sites/default/files/infrastructure_di.pdf

63 UNOPS. 2018. *Gender and Infrastructure: Can We Get More Women into Engineering?* <https://www.unops.org/news-and-stories/insights/gender-and-infrastructure-can-we-get-more-women-into-engineering>

64 Y. Sawada. 2019. Infrastructure Investments, Technologies, and Jobs in Asia. *International Journal of Training Research* 17 (1), pp. 12–25.

Box 10: Infrastructure and Women's Markets

Infrastructure is part of the solution in UN Women's Markets for Change initiative across a few countries including Vanuatu. The initiative ensures marketplaces in rural and urban areas are safe, inclusive, and non-discriminatory, promoting gender equality and women's empowerment. In Vanuatu, for example, two market houses were recently opened in Emua and Beverly Hills. These facilities offer thousands of market women a safe space to serve their communities while earning income to benefit their families' well-being.

Source: UN Women Asia-Pacific. 2020. *Emua and Beverly Hills Celebrate Their New Market Infrastructure*. <https://asiapacific.unwomen.org/en/news-and-events/stories/2020/10/emua-and-beverly-hills-celebrate-their-new-market-infrastructure>



Benefit from built infrastructure is often lacking for women and other communities who have not been involved in consultation and design, including employment, and access to and use of infrastructure. Issues such as weak governance and investment decisions result in a situation where the benefits of infrastructure expansion are not necessarily equally shared, as demonstrated by empirical studies globally.⁶⁵ Advances realized in GESI in the Pacific are weaker in infrastructure development than in some other sectors such as tourism and agriculture. For example, in Fiji, men are more likely than women to work in construction, transportation, storage, public administration, and defense, while women are more likely than men to be employed in manufacturing, education, accommodation and food services, and health and social work;⁶⁶ in Samoa, tourism-related experience has allowed women to "position themselves as tourism entrepreneurs, and to use the income from tourism to empower themselves and their extended families;"⁶⁷ and in agriculture, high numbers of women work informally and on a subsistence basis,⁶⁸ but women can play key roles in certain agriculture sub-sectors such as fresh and marine aquaculture and SMEs (see Table 1).⁶⁹

Table 1: Access to Infrastructure in Pacific Island Countries - Selected Indicators

Country	Population ^a	Land Area # of Islands ^{b, c}	GNI per Capita USD ^d	% Population below NPL ^e	% Population with access to key infrastructure ^f		
					ITC	WASH	Electricity
Cook Islands	17,500	236 sq. km 15 islands	18,538	NA	100	99	100
Federated States of Micronesia	112,600	702 sq. km 607 islands	3,400	41.2	?	84	81
Fiji	884,900	18,274 sq. km 322 islands	5,860	29.9	98	96	96
Kiribati	115,000	811 sq. km ^g 33 atolls	3,140	NA	71	71	99
Nauru	13,000	21 sq. km 1 atoll	12,060	NA	98	84	100
Niue	1591	260 sq. km 1 island	20,000	NA	100	98.4	100

65 S. Bajar. 2015. The Impact of Infrastructure Provisioning on Inequality. <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/07/1-2.pdf>

66 Asian Development Bank (ADB). 2016. Fiji: Country Gender Assessment 2015. Manila: Asian Development Bank. https://spccfpstore1.blob.core.windows.net/digitalibrary-docs/files/84/849d2fd8b0191ae05b501c92cecd8e98.pdf?sv=2015-12-11&sr=b&sig=kAKnberG6pbpcFw6lwitZWy30%2Fxi4pj%2FD05rIh%2FqGA%3D&se=2022-11-03T13%3A37%3A43Z&sp=r&rscc=public%2C%20max-age%3D864000%2C%20max-stale%3D86400&rscd=application%2Fpdf&rscd=inline%3B%20filename%3D%22Fiji_2015_Gender_Assessment_ADB.pdf%22

67 K. Persson, K. Zampoukos and I. Ljunggren. 2021. No (wo)man Is an Island – Socio-cultural Context and Women's Empowerment in Samoa. *Gender, Place & Culture* 29(4), pp. 482–502.

68 The Asia Foundation. 2021. The Future of Work for Women in the Pacific Islands. <https://asiafoundation.org/wp-content/uploads/2021/02/The-Future-of-Work-for-Women-in-the-Pacific-Islands.updateMarch1.pdf>

69 Food and Agricultural Organization of the United Nations (FAO). 2017. Towards Gender-Equitable Small-scale Fisheries Governance and Development. <https://www.fao.org/documents/card/en/c/fee037d6-944f-4d65-89ba-b438c7d41834>

Table 1: Access to Infrastructure in Pacific Island Countries - Selected Indicators (continued)

Country	Population ^a	Land Area # of Islands ^{b, c}	GNI per Capita USD ^d	% Population below NPL ^e	% Population with access to key infrastructure ^f		
					ITC	WASH	Electricity
Palau	21,700	459 sq. km 340 islands ^h	17,280	24.9	98	99.6	100
Papua New Guinea	8,800,000	462,840 sq. km 600 islands	2,570	37	89	27.1	55
Marshall Islands	53,000	181 sq. km 5 islands/29 atolls	4,860	NA	65	86.7	95
Samoa	192,000	2,831 sq. km 4 inhabited / other small	4,020	20.3	97	75.5	97
Solomon Islands	599,500	28,986 sq. km 1,000 islands/ 9 groupings	2,020	12.7	95	59	63
Tonga	106,000	747 sq. km 176 islands / 36 inhabited	4,300	22.5	98	96	98
Tuvalu	11,000	26 sq. km 4 islands / 5 atolls	5,430	26.3	48	72	100
Vanuatu	299,900	12,189 sq. km 83 islands	3,130		98	56	63

Notes:

a. DFAT. 2021. *Country Briefs* – population sources vary by source and year. <https://www.dfat.gov.au/geo/countries-economies-and-regions> (Palau information from CIA. 2022. CIA World Factbook <https://www.cia.gov/the-world-factbook/countries/palau>)

b. CIA. 2021. *World Fact Book*. <https://www.cia.gov/the-world-factbook/countries>

c. DFAT. 2021. *Country Briefs*. <https://www.dfat.gov.au/geo/countries-economies-and-regions>

d. PRIF. 2020. *Country Profiles*. <https://www.theprif.org/where-we-work>

e. CIA. 2021. *World Fact Book*. <https://www.cia.gov/the-world-factbook/countries> – Note that some of the statistics are dated but same info available from ADB's most recent stats.

f. PRIF. 2020. *Country Profiles*. <https://www.theprif.org/where-we-work>; ITC % for the most basic service (2G); WASH averaged across the four services listed; Electricity rounded up.

g. Note that Kiribati is spread over 3.5 million square kilometers of ocean; an area larger than India. WB. 2021. <https://www.worldbank.org/en/country/pacificislands/overview>

h. Britannica. 2021. *Palau*. <https://www.britannica.com/place/Palau>

Source: Author's compilation.

Transportation

Challenges: Transportation needs are impacted by GESI considerations in access, usage, and security. When women and other groups have input into decision-making and improved access to appropriate forms of transport, they are empowered to manage their time and activities effectively, and therefore make greater contributions to families, communities, and economies.

Women's travel patterns are typically different from and more complex than men's, as women may work outside the home as well as having a range of domestic responsibilities that include a need for transportation e.g., household shopping and child rearing. Moreover, in the Asia-Pacific region, women have a greater need for public transportation as they have lower access to motor vehicles.⁷⁰ For women and LGBTQ+, there are security issues around use of public transportation as they are susceptible to GBV in public places.⁷¹

70 UNOPS/UN Women. 2019. *Guide on Integrating Gender into Infrastructure Development in Asia and the Pacific: Transport and Roads*. https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Publications/2019/03/ap-BLS19062_TR_WEB.pdf

71 Ibid

It is not only women that face challenges in relation to transportation. For people living in poverty, including out-of-work youth, the cost of transportation can be prohibitive, while, for those in informal settlements or remote communities, public transportation systems may be non-existent. People with disability are especially challenged by barriers and lack of supports in accessing land, sea and air transport in the Pacific.⁷² The head of the PNG Assembly of Persons with Disabilities stated that “In Port Moresby, people with disability cannot move around because.... there are no ramps, tactiles and signages to help people with different disabilities.”⁷³

Example Interventions: The ADB/WB Transport Infrastructure Investment Project (TIIP) in Fiji aimed to improve the resilience and safety of land and maritime transport initiatives for users of roads, bridges, rural jetties, and wharves.⁷⁴ Designed with a gender lens, community consultations required a 50% participation rate of women, and were designed to encourage their participation (e.g., women-only meetings, facilitation in the local language). Implementation involved locating bridges in line with women’s needs, and constructing them to eliminate physical barriers for women and children. As part of TIIP, the WB and Government of Fiji installed 4,000 streetlights and several bus shelters and pedestrian crossings to benefit women.⁷⁵ In PNG, UN Women’s Meri Seif buses offer transportation to women and schoolgirls, responding to a finding in 2014 that over 90% of women and girls experienced some form of violence when accessing public transportation including verbal, physical and sexual harassment, and abuse.⁷⁶ The dedicated buses have not only provided safe transport to thousands of women and girls, but have also enabled women to transport product to markets or to travel to their place of employment.⁷⁷ Moreover, the program has hired and trained 50 women drivers.⁷⁸

DFAT partners with the Pacific Disability Forum to advocate for and advance disability rights. The forum works with governments, civil society, and other stakeholders to develop policies and actions that take disability into consideration and ensure that people with disabilities are included in national and regional plans and policies.⁷⁹

Although maritime transportation is the primary means of transportation in the Pacific, it is the least developed mode of transportation in terms of accessibility. That is, passenger terminals and vessels are not accessible, and most countries do not have guidelines on constructing accessible buildings. Samoa stands out with an inter-island ferry terminal that has many accessible features including counters and seats, but wheelchair users are not able to access the pedestrian bridge and must enter where vehicles are driven onboard.⁸⁰

Energy

Challenges: Women’s roles in production, utilization, and distribution of energy differs from that of men, with women often left out of technical jobs, not consulted or mainstreamed in decision making processes, bearing the brunt of fuel collection, and ultimately not benefiting from energy outcomes. Access to clean energy can improve women’s quality of life, reducing unpaid household work, improving indoor air quality and limiting violence against women in the public sphere due to improved lighting or fewer trips collecting water and fuel.⁸¹ In terms of employment in the energy sector, the 2020 Pacific Energy and Gender Network Report indicates that across public and private energy companies and supply chain suppliers, women’s employment is low as compared to men’s, with much smaller percentages in senior roles.⁸²

72 PRIF. 2016. *Improving Accessibility in Transport: Infrastructure Projects in the Pacific Islands*. https://www.theprif.org/sites/default/files/documents/prif_transport_report_web.pdf

73 The National. 2019. *Persons with Disabilities Need Better Access to Transportation*. <https://www.thenational.com.pg/pwds-need-better-access-to-transportation/>.

74 ADB. 2014c. *Transport Infrastructure Investment Project*. <https://www.adb.org/projects/48141-001/main>

75 World Bank. 2015. *Fiji Transport Infrastructure Project. Implementation Status & Results Report*. <https://documents1.worldbank.org/curated/en/844151559191998730/text/Dislosable-Version-of-the-ISR-Fiji-Transport-Infrastructure-Investment-Project-P150028-Sequence-No-09.txt>.

76 UN Women. 2016. *Making Public Transport Safe for Women and Girls in Papua New Guinea*. <https://www.unwomen.org/en/news/stories/2016/11/making-public-transport-safe-for-women-and-girls-in-papua-new-guinea>

77 UN Women. 2019b. *UN Women Regional Director Rides in their Seats on Meri Seif Buses*. <https://asiapacific.unwomen.org/en/news-and-events/stories/2019/10/un-women-regional-director-rides-in-their-seats-on-meri-seif-buses>

78 WNRUN. 2020. *Papua New Guinea – “Meri Seif” Women & Girls Safe Bus Transport System*. <https://wunrn.com/2019/12/118532/>

79 DFAT. n.d. *Disability Inclusive Development*. <https://www.dfat.gov.au/development/topics/development-issues/disability-inclusive-development/pillar-2-stability#inclusion>

80 PRIF. 2016b. *Improving Accessibility in Transport: Infrastructure Projects in the Pacific Islands*. https://www.theprif.org/sites/default/files/documents/prif_transport_report_web.pdf

81 Pacific Community/UN Women/Women Count. 2021. *Gender Equality and Sustainable Energy: Lessons from Pacific Island Countries and Territories*. https://data.unwomen.org/sites/default/files/documents/Publications/Gender_Equality_and_Sustainable_Energy_Pacific.pdf

82 Pacific Community/CTIF. 2020. *Gender-Based Assessment Part I: Clean Energy Sector Analysis*. https://prdrse4all.spc.int/sites/default/files/6279_ctif_pegasap_gba_report_part_i_clean_energy_sector_analysis_final_200908.pdf

Remote communities, urban settlements and poor households are also challenged to access affordable energy for improved well-being or the growth of their businesses. Access to electricity is relatively high across the Pacific, with lower levels in PNG (54.4%), Vanuatu (62.8%), and Solomon Islands (62.9%). Nonetheless, there is still a significant reliance on local fuels (especially wood) and imported fossil fuels, which is particularly challenging for remote islands, increasing costs of goods including energy (often diesel) with delays causing shortages of fuel for household and economic activities.⁸³

Example Interventions: In Kiribati, Tuvalu, and the Marshall Islands, the Secretariat of Pacific Region Environment Programme (SPREP) promotes the Cooking for Life approach in partnership with government, non-governmental organizations (NGOs), women's groups, and the private sector. Its goal is a cleaner environment for cooking, that will reduce health risks to women and children, while promoting lower cost and less-polluting fuels.⁸⁴

Since 2013, ADB has partnered with Tonga's state-owned power utility, Tonga Power Limited, through its support of four energy projects: the Outer Island Renewable Energy Project, Cyclone Ian Recovery Project, Cyclone Gita Recovery Project, and Tonga Energy Renewable Project. The projects have encouraged women to become more involved in the maintenance of energy infrastructure. For example, women like Laura Lolohea have been trained as Line Mechanics, climbing electricity poles to connect power lines to houses, doing repairs, and installing meters. Since being hired almost 10 years ago, Laura has hired more female technical staff, who now account for about 10% of the workforce. At the community level, the Tonga Renewable Energy Project plans to include the installation of 2,800 household solar electrification systems using the Barefoot Approach to community owned and managed renewable energy. All technology is fabricated, installed, and maintained by older rural women, based on the success of previous projects across Fiji, Vanuatu, and Papua New Guinea.⁸⁵

Water, Sanitation, and Hygiene (WASH)

Challenge: Socially marginalized and vulnerable groups have different needs and patterns of access to WASH services and facilities, because of their different social and domestic roles and responsibilities, but their needs are often not considered, their views not sought, and their voices not heard.⁸⁶ For women and girls, a lack of clean water and appropriate toilet facilities negatively impacts their health and social outcomes. In the Pacific, gender intersects with climate change in the WASH subsector, impacting outcomes around income, time poverty, and gender-based violence. For example, women in the Marshall Islands and PNG reported that water shortages can lead to increased GBV when women are unable to cook food at prescribed times or do laundry because of droughts.⁸⁷

Children and people with disability are especially vulnerable to poor WASH facilities.⁸⁸ UNICEF reports that for children under 5 years old, WASH-related diseases are a leading cause of death across the Pacific where good sanitation is not available to one-third of children and one-tenth lack access to potable water.⁸⁹ In the case of girls and menstruation, and children with mobility issues, access to school toilet facilities is a significant and dehumanizing challenge. Research has shown that if WASH initiatives are not relevant or appropriate to the local context and the needs of girls and children with disability, the outcomes can be negative or unsustainable, e.g., of WASH projects revisited in PNG, Solomon Islands, and Vanuatu, only one was sustained or improved.⁹⁰

83 International Science Council. 2021. *The Drivers of a Clean Energy Transition in Pacific Island Countries*. <https://council.science/current/blog/the-drivers-of-a-clean-energy-transition-in-pacific-island-countries>

84 Clean Cooking Alliance. n.d. *Cooking for Life*. <https://cleancookingalliance.org/sector-directory/secretariat-of-the-pacific-community>

85 Green Climate Fund. 2019. *Tonga Renewable Energy Project under the Pacific Islands Renewable Energy Investment Program: Gender Assessment*. <https://www.greenclimate.fund/sites/default/files/document/gender-assessment-fp090-adb-tonga.pdf>

86 ADB. 2021c. *Pacific WASH Webinars*. <https://events.development.asia/system/files/materials/2021/08/202108-material-practical-tools-and-tips-mainstreaming-gender-water-utilities.pdf>

87 E. McLeod, et al. 2018. Raising the Voices of Pacific Island Women to Inform Climate Adaptation Policies. *Marine Policy* 93, pp. 178–185.

88 M. Redman-Maclaren, et al. 2018. Water, Sanitation and Hygiene Systems in Pacific Island Schools to Promote the Health and Education of Girls and Children with Disability: A Systematic Scoping Review. *Journal for Water, Sanitation and Hygiene for Development* 8 (3), pp. 386–401.

89 UNICEF. n.d. *Water, Sanitation, and Hygiene*. <https://www.unicef.org/pacificislands/what-we-do/water-sanitation-hygiene>

90 M. Redman-Maclaren, et al. 2018. Water, Sanitation and Hygiene Systems in Pacific Island Schools to Promote the Health and Education of Girls and Children with Disability: A Systematic Scoping Review. *Journal for Water, Sanitation and Hygiene for Development* 8 (3), pp. 386–401

Example Interventions: The Solomon Water initiative is proactive in employing women and providing leadership opportunities (30 women in technical roles), supporting women's participation in community events, and monthly WASH awareness raising events through women's groups, youth groups and schools. Activities include pre-awareness notices delivered to communities, attendance registers that require identification of participants' gender, planned training for women on basic plumbing in the household, and menstrual hygiene products provided to women and girls attending training.⁹¹

Kiribati Education Improvement Program Phase III has reported on and prepared guidance for schools on providing adequate facilities for menstruating girls, offering multi-faceted advice that includes but does not rely on improved WASH infrastructure alone.⁹² School leaders are encouraged to: ensure the school toilets are safe, secure, private and hygienic; encourage teachers to talk about menstruation and female health with students; act as role models; ensure easy access for girls to sanitary pads and pain relief; discipline bad behaviors; and start a conversation about behavioral restrictions for menstruating girls.

UNICEF provides extensive resources on WASH for the PICs, such as the *Pacific WASH Resilience Guidelines*. The guidelines offer support to professionals from government, NGOs, and civil society organizations to improve WASH services for communities across the Pacific. It shares experiences, approaches, and guidance including both conceptual and practical resources.⁹³

Urban Development

Challenge: Rapid urbanization is especially challenging for women, and particularly for those living in informal settlements who are often employed in casual or hazardous work, have lost community and care networks after migrating from rural communities, and suffer from greater insecurity in crowded and poorly lit communities. In addition, UN Women identifies the lack of durable housing, insecure tenure, and fear of eviction as key challenges.⁹⁴

Cities and towns offer opportunities to communities otherwise excluded by poverty, geography, ethnicity, and disability, e.g., new jobs, release from social obligations, needed services, etc. However, rapid urban development and limited urban planning can also lead to a range of issues such as increased health challenges, higher crime rates and inter-community tensions which have heightened during the COVID-19 pandemic. The Pacific is coming closer to the global average where half of the world's population live in urban areas.⁹⁵

Accessibility is a key concern for people with physical disabilities. The ISO Guide 71 for addressing accessibility in standards states that: "Addressing user accessibility needs earlier rather than later in the design process enables producers, possibly at little or no extra cost, to design and produce systems that are accessible."⁹⁶ UNESCAP echoes this point, having found that upfront investments in accessibility are less costly than retrofitting once a structure is completed.⁹⁷ It is critical to ensure that the risk of not adhering to universal design and building codes is monitored throughout the project life cycle.



91 ADB. 2021c. *Pacific WASH Webinars*. <https://events.development.asia/system/files/materials/2021/08/202108-material-practical-tools-and-tips-mainstreaming-gender-water-utilities.pdf>

92 Kiribati Education Improvement Program Phase II. n.d. *Menstrual Hygiene Management in Kiribati Schools*. <https://pacificwomen.org/wp-content/uploads/2018/10/MHM-in-Kiribati-Schools-10pt-1.pdf>

93 UNICEF. 2018. *Pacific WASH Resilience Guidelines*. <https://www.unicef.org/pacificislands/media/736/file/WASH-Resilience-Guidelines.pdf>

94 UN Women. 2020. *Harsh Realities: Marginalized Women in Cities of the Developing World*. <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/harsh-realities-marginalized-women-in-cities-of-the-developing-world-en.pdf?la=en&vs=747>

95 J. Connell. 2017. The Urban Pacific: A Tale of New Cities. *The Development Bulletin*. 78. <https://pacific-data.sprep.org/system/files/Development%20Bulletin%2078%20Web%20Version.pdf>

96 ISO. 2014. *Guide 71: Guide for Addressing Accessibility in Standards*. 2nd ed. p.4 https://isotc.iso.org/livelink/livelink/fetch/2000/2122/4230450/8389141/ISO_IEC_Guide_71_2014%28E%29_Guide_for_addressing_accessibility_in_standards.pdf?nodeid=8387461&vernum=2

97 UNESCAP. 2019. *Investing in Accessibility in Asia and the Pacific*. <https://www.unescap.org/sites/default/files/publications/SDD-DAG-2019.pdf>

Example Interventions: Secure livelihoods are a critical ingredient to breaking the cycle of poverty in urban settlements. The International Finance Corporation is supporting businesses to pioneer new approaches for improved jobs for women in PNG, Fiji, and the Solomon Islands. For example, 15 of the largest companies in Solomon Islands representing 6,000 employees are introducing policies to support respectful workplaces, free from bullying and harassment. Initially, 33% of employees reported not being comfortable or feeling safe at work, but after 2 years of the program, this fell to 10%. In addition, there has been a 14% increase in the number of employees (from 63% to 77%) who state that there are sufficient mechanisms in place to address worker grievances.⁹⁸

Overcrowding in houses and communities, inadequate WASH facilities and limited government intervention have made informal settlement dwellers more vulnerable to COVID-19 infection. Despite the challenges, informal social protection systems provide some level of relief as families help with childcare, make room for relatives to stay, share food, and offer financial support.⁹⁹ Affordable/social housing is rare in the Pacific but organizations like Habitat for Humanity have made some progress. For example, Habitat has worked in Fiji for over 30 years, providing support to 100,000 people through repairs and temporary housing after disasters, new or improved water, and projects for people with disabilities.¹⁰⁰ ADB is offering technical assistance to PICs to improve urban development planning by supporting governments in preparing their strategic urban development plans and capital investment frameworks for major cities and key urban centers.¹⁰¹

Information and Communication Technologies (ICTs)

Challenges: Women experience barriers in contributing to ICT development as well as accessing it for their own use. In the Pacific, as globally, women and girls are less likely to follow technical careers,¹⁰² while access to technologies (including mobile phones) can be too costly and out of reach for many women. In recent years, there has been a rapid uptake of mobile phones by Pacific women, from Tonga at 90% of women with access to the lowest rate in Kiribati where 30% of women have such access.¹⁰³ There is also an urban-rural divide where provision of services is constrained by significant gaps in funding, skills and infrastructure.¹⁰⁴

Excluded communities can benefit enormously from access to ICTs through overcoming access barriers for people with disability, cutting costs for low-income and remote communities, and providing new opportunities to youth. But excluded communities are often the last to benefit from the latest technologies due to access issues, high connectivity charges and remote locations.

Box 11: Vodafone in the Pacific

Vodafone reports having initial success in Fiji with its QR code payment solution for merchants. Digicel, Vodafone, and other mobile operators are currently investing in expanding mobile money services to Vanuatu, Samoa, Solomon Islands, and Tonga. Banks like BSP and ANZ are actively looking to redesign their digital strategies and are now ready to embrace a partnership approach to market development. Further, e-ticketing on the public transport systems in Fiji and a pilot using airtime to make deposits into the Solomon Islands National Provident Fund are showing promise.

A recommended read!

Source: UNCDF. 2021. Ibid. P.4. <https://www.uncdf.org/article/6527/viability-of-mass-market-digital-finance-in-the-pacific>



98 Pacific Women. 2020. *Safe and Secure at Work*. <https://pacificwomen.org/stories-of-change/safe-and-secure-at-work>

99 P. Jones. 2020. COVID-19, Human Security and the Plight of Informal Settlements. *Development Bulletin*. #82. <https://crawford.anu.edu.au/rmap/devnet/devnet/DB82-final-manuscript-23-02-21.pdf>

100 Habitat for Humanity. 2021. *Habitat for Humanity in Fiji*. <https://www.habitat.org/where-we-build/fiji>

101 ADB. 2020a. *Pacific Urban Update 2020*. <https://www.adb.org/sites/default/files/institutional-document/619621/pacific-urban-update-2020.pdf>

102 Asia Foundation. 2021. *The Future of Work for Women in the Pacific Islands*. <https://asiafoundation.org/wp-content/uploads/2021/02/The-Future-of-Work-for-Women-in-the-Pacific-Islands.updateMarch1.pdf>

103 ADB. 2018b. *Women and Business in the Pacific*. <https://www.adb.org/sites/default/files/publication/445821/women-business-pacific.pdf>

104 GSMA. 2019. *The Mobile Economy: Pacific Islands 2019*. https://www.gsma.com/mobileeconomy/wp-content/uploads/2020/03/GSMA_MobileEconomy2020_Pacific_Islands.pdf

Example Interventions: The UNDP Accelerator Lab, and Pacific Financial Inclusion Program experts, worked to strengthen the “PacFarmer App” digital agriculture and financial services delivery platform. They followed Human-Centered Design principles to overcome female farmers’ digital challenges in rural environments and boost the usage of the application. The process involved co-designing solutions with users to ensure relevancy to context, thereby addressing the challenges and barriers women face in accessing digital agriculture and financial services. Visiting field sites and observing women in agricultural communities and in marketplaces as well as interviewing women farmers on specific crops enhanced appropriate design of gender-responsive digital finance tools. In Fiji, the project is especially focused upon the use of digital financial services such as the PacFarmer App to improve women’s access to different ways of doing business, by enabling women’s access to digital financial services along with other information.¹⁰⁵

Through the REACH initiative, remote rural and maritime communities in Tonga gained improved access to a range of services: youth programming, registration for labor mobility and seasonal workers schemes, women’s microenterprise development, community development grants, national ID cards, family protection, legal aid, police services, and more.¹⁰⁶ This suddenly came to a halt on 15 January 2022 with a massive volcanic eruption that ripped apart the undersea cable that provides Tonga’s connectivity to the rest of the world. After five weeks, a 50-mile stretch of the cable had been repaired and services were quickly being restored.¹⁰⁷

Development Partner Commitments

International Agreements and Conventions

Development partners have made commitments to GESI in international agreements and conventions and are also guided by their individual countries’ international development agencies. Key agreements and conventions are outlined here to illustrate the overarching obligations that drive development partners’ priorities and approaches regarding GESI. The section explores the Sustainable Development Goals (SDGs), which are a primary global commitment for inclusion.

- The Universal Declaration of Human Rights, adopted by the UN General Assembly on 10 December 1948, recognized that all people are equal and entitled to the same rights. The declaration clearly states that this benefit accrues to all people regardless of sex.¹⁰⁸
- In 2012, Pacific leaders renewed their commitment to gender equality and the Convention for the Elimination of All Forms of Discrimination against Women, which upholds the equality and rights of women.¹⁰⁹
- The International Covenant on Economic, Social and Cultural Rights, together with the International Covenant on Civil and Political Rights, were adopted by the United Nations General Assembly on 16 December 1966 by consensus. The former entered into force in general on 3 January 1976 and the latter on 24 March 1976. Both covenants enshrine equality and non-discrimination.¹¹⁰
- The Convention on the Rights of Persons with Disabilities was adopted on 13 December 2006 and entered into force on 3 May 2008. Development partners and PIC governments are signatories to the Convention that obligates them to promote, protect, and ensure full enjoyment of human rights and equality under the law.¹¹¹

105 UNCDF. 2020. <https://www.uncdf.org/article/5790/empowering-women-with-technology-lessons-learnt-from-a-talanoa-dialogue>

106 UN Women. 2019a. More Access to Social Services through the REACH Mobile Service Delivery. <https://asiapacific.unwomen.org/en/news-and-events/stories/2019/02/more-access-to-social-services-through-the-reach-mobile-service-delivery>

107 CBS News. 2022. Tonga Gets Internet Service Back Five Weeks After Volcano’s Eruption Mangled Undersea Cable Linking It to Rest of World. February 22. <https://www.cbsnews.com/news/tonga-internet-service-restoration-five-weeks-after-volcanos-eruption-undersea-cable>

108 UN. 1948. Universal Declaration of Human Rights. <https://www.un.org/en/about-us/universal-declaration-of-human-rights>

109 Pacific Forum. 2012. Pacific Leaders Gender Equality Declaration 30 August 2012, Rarotonga, Cook Islands. <https://www.forumsec.org/2012/08/30/pacific-leaders-gender-equality-declaration>

110 UN. 1966. International Covenant on Economic, Social and Cultural Rights. New York, 16 December 1966 <https://legal.un.org/avl/ha/icescr/icescr.html>

111 UN. 2006. Convention on the Rights of Persons with Disabilities. <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html>

- The International Convention on the Elimination of All Forms of Racial Discrimination was adopted in the 1965 and entered into force in 1969. It remains the principal international human rights instrument defining and prohibiting racial discrimination in all sectors of private and public life.¹¹²
- The OECD sets out parameters for public sector investment projects that, regardless of the level of private investment, must ensure that “the social, environmental and economic benefits justify the use of public funds,”¹¹³ if they are as an international aid contribution.
- All member countries of the United Nations, including the development partners and PICs, made a commitment to the achievement of the SDGs by 2030. Gender equality is prioritized in the SDGs, and social inclusion contributes to all 17 SDGs. As a comprehensive international commitment, the SDGs are the focus of this section.

Sustainable Development Goals

The SDGs were adopted in 2015 and ratified by all countries worldwide as targets for global development. Therefore, both development partners and PIC government stakeholders are committed to the SDGs. The region is likely to meet the 2030 targets for 15% of the SDG indicators with sufficient data. Notably, one-third of these indicators are under good health and wellbeing (Goal 3). Nevertheless, some regression is anticipated on 20% of measured indicators in the Asia-Pacific region (half of which are environmental indicators) and so a course correction is urgently needed to achieve the 2030 Agenda.¹¹⁴ While industry, innovation and infrastructure, and clean energy are somewhat more on track than other SDGs, there are serious areas of concern for other areas relevant to Inclusive Infrastructure development: sustainable cities, gender equality, no poverty, life below water, partnerships.¹¹⁵

Inclusive Infrastructure is referenced both directly (see SDG 9 below) and indirectly through other SDGs.¹¹⁶ PRIF development partners have responded to these commitments with varying degrees of success. Several PRIF respondents indicated that GESI policies are second place to the physical objectives of a given infrastructure project; others require inclusion of specific groups (most commonly women); and a few have extensive guidance and clear expectations on GESI across excluded groups. In most cases, there seems to be a stronger emphasis on “do no harm” social safeguarding than on “leave no one behind” social inclusion.

Table 2 explains SDGs that are especially relevant to the development imperative of Inclusive Infrastructure.

Table 2: Sustainable Development Goals Relating to GESI

SDG 5 Achieve gender equality and empower all women and girls



Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous, and sustainable world. Providing women and girls with equal access to education, health care, decent work, and representation in political and economic decision-making processes will fuel sustainable economies and benefit societies and humanity at large.

SDG 6 Ensure access to water and sanitation for all



Clean water is a basic human need, and one that should be easily accessible to all. There is sufficient fresh water on the planet to achieve this. However, due to poor infrastructure, investment and planning, every year millions of people—most of them children—die from diseases associated with inadequate water supply, sanitation, and hygiene.

112 UN. 1965. International Convention on the Elimination of All Forms of Racial Discrimination. <https://legal.un.org/avl/ha/cerd/cerd.html>

113 OECD. 2015. Fostering Investment in Infrastructure: Lessons learned from OECD Investment Policy Reviews. <https://www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf>

114 UNESCAP. 2021. Asia and the Pacific SDG Progress Report. https://www.unescap.org/sites/default/d8files/2021-03/Highlights_Brochure_ESCAP_Asia_and_the_Pacific_SDG_Progress_Report_2021.pdf

115 UN Regional Commissions. 2019. Who Is at Risk of Being Left Behind? https://www.cepal.org/sites/default/files/static/files/190708_alicia_barcelona_who_is_at_risk_of_being_left_behind_web_0.pdf

116 SDG Tracker. <https://sdg-tracker.org/infrastructure-industrialization> (accessed 28 May 2021).

Table 2: Sustainable Development Goals Relating to GESI (continued)

SDG 7 Ensure access to affordable, reliable, sustainable, and modern energy for all	
	Energy is central to nearly every major challenge and opportunity the world faces today. Be it for jobs, security, climate change, food production or increasing incomes, access to energy for all is essential. Transitioning the global economy towards clean and sustainable sources of energy is one of our greatest challenges in the coming decades. Sustainable energy is an opportunity—it transforms lives, economies, and the planet.
SDG 9 Build resilient infrastructure, promote sustainable industrialization and foster innovation	
	Investments in infrastructure—transport, irrigation, energy and information and communication technology—are crucial to achieving sustainable development and empowering communities in many countries. It has long been recognized that growth in productivity and incomes, and improvements in health and education outcomes require investment in infrastructure.
SDG 10 Reduce inequality within and among countries	
	The international community has made significant strides towards lifting people out of poverty. The most vulnerable nations—the least developed countries, the landlocked developing countries and the small island developing states—continue to make inroads into poverty reduction. However, inequality persists, and large disparities remain in access to health and education services and other assets.
SDG 11 Make cities inclusive, safe, resilient, and sustainable	
	The challenges cities face can be overcome in ways that allow them to continue to thrive and grow, while improving resource use and reducing pollution and poverty. The future we want includes cities of opportunities for all, with access to basic services, energy, housing, transportation and more.
SDG 17 Revitalize the global partnership for sustainable development	
	A successful sustainable development agenda requires partnerships between governments, the private sector, and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the center, are needed at the global, regional, national, and local level.

Source: UN. *Take Action for the Sustainable Development Goals*. <https://www.un.org/sustainabledevelopment/sustainable-development-goals>

Policies and Frameworks

In addition to international agreements and conventions, development partners often have multiple policies, strategies, and frameworks around gender equality and social inclusion (usually treated separately). The following summarizes development partners' policies and plans regarding GESI, illustrating that gender equality is more advanced than social inclusion in some of the agencies, while others have a broader view of inclusion.

Asian Development Bank (ADB)

In its Strategy 2030,¹¹⁷ ADB's first two priorities are 1) to address poverty and reduce inequalities with an emphasis on human development and social inclusion. Projects should address the non-income dimensions of poverty, and facilitate quality job creation, including by small and medium-sized enterprises and inclusive businesses; and 2) to accelerate progress in gender equality, supporting both targeted operations that empower women and girls and gender mainstreaming that directly narrows gender gaps. Operations should also include gender elements that incorporate gender-equality actions in the design and implementation of ADB projects and programs.

¹¹⁷ ADB. 2018a. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. <https://www.adb.org/sites/default/files/institutional-document/435391/strategy-2030-main-document.pdf>

ADB plans to launch a *Road Map for Strengthening Disability Inclusive Development, 2021–2025*, which recognizes the interrelationship between poverty and disability and connects disability inclusion to the commitments made in the Strategy 2030. Specifically, the disability road map will highlight ADB's commitments in its three-pronged strategy to invest in human capital and social protection, facilitate access to quality jobs, and reduce inequality of opportunity (which includes barriers in accessing infrastructure and service).¹¹⁸

ADB promotes its commitments through tools such as project-specific gender action plans (GAPs) to ensure gender mainstreaming is tangible and explicitly visible in project design and implementation. GAPs include clear targets, quotas, gender design features, and quantifiable performance indicators to ensure women's participation and benefits. For example, Tonga's GAP for renewable energy includes targets for consultation, employment, and access.¹¹⁹

Department of Foreign Affairs and Trade, Australia

DFAT's 2016 gender equality policy prioritizes three objectives: enhancing women's voices in decision-making, leadership, and peace building; promoting women's economic empowerment; and ending violence against women and girls.¹²⁰ This commitment is exemplified in projects such as the Gender Equality Fund, Investing in Women and Pacific Women. But even when these three priorities are not the focus, DFAT will still contribute to gender equality and women's empowerment, ensuring at a minimum that women and men benefit from interventions so that gender inequalities are not deepened.

In 2020, DFAT developed a dedicated COVID-19 response strategy that placed renewed emphasis on gender equality and social inclusion, with a clear mandate to combat GBV, which the pandemic both brought to light and exacerbated.¹²¹ DFAT's COVID-19 response strategy also doubles down on its support to the most vulnerable including People with disability. DFAT's approach to disability inclusion takes a "twin track", supporting disability-specific investments, as well as including people with disability as participants and beneficiaries of development efforts across all sectors and in line with the SDGs.¹²²

Finally, DFAT's approach to delivering infrastructure programs does not solely focus on physical infrastructure, but rather recognizes that the effective development of infrastructure requires appropriate action to safeguard communities and infrastructure investments from environmental and displacement/resettlement risks.¹²³

European Investment Bank Group

The European Investment Bank (EIB) Group launched a public consultation on its Environmental and Social Sustainability Framework in June 2021.¹²⁴ The EIB Group is currently reviewing responses and will publish the comments in 2021 before finalizing this document. The draft Framework builds on existing guidance and states that the EIB Group values the principles of non-discrimination and equality for all and recognizes that in certain contexts some individuals or groups may be subject to changes in land and marine use, overexploitation, climate change, pollution, and invasive alien species.

The EIB Group notes that structural and/or systematic discrimination based on socio-economic characteristics are compounded by critical events, such as natural disasters or public health crises. EIB therefore aims to reduce or eliminate, wherever possible, any prevailing patterns of discrimination and related

118 ADB. 2021a. *Disability and Social Protection in Asia*. ADB Brief No. 203. <https://www.adb.org/sites/default/files/publication/760671/adb-brief-203-disability-social-protection-asia.pdf>

119 ADB. 2020b. *Tonga Renewable Energy 49450 Gender Action Plan*. https://www.adb.org/sites/default/files/project-documents/49450/49450-012-gap-en_0.pdf

120 DFAT. 2016b. *Gender Equality and Women's Empowerment Strategy*. <https://www.dfat.gov.au/sites/default/files/gender-equality-and-womens-empowerment-strategy.pdf>

121 DFAT. 2020. *Partnerships for Recovery: Australia's Covid-19 Development Response*. <https://www.dfat.gov.au/sites/default/files/gender-equality-and-womens-empowerment-strategy.pdf>

122 DFAT. 2021. *Disability, Development Cooperation Fact Sheet*. <https://www.dfat.gov.au/sites/default/files/development-cooperation-fact-sheet-disability.pdf>

123 DFAT. n.d. *Australia's Assistance for Infrastructure*. <https://www.dfat.gov.au/aid/topics/investment-priorities/infrastructure-trade-facilitation-international-competitiveness/infrastructure>

124 EIB. 2021. *DRAFT - Environmental and Social Sustainability Framework: The EIB Group Environmental and Social Policy*. https://consult.eib.org/consultation/essf-2021-en/user_uploads/policy.pdf

exclusion through its activities. The EIB Group aims to take action to promote non-discrimination and social inclusion, and to reduce vulnerabilities that impede certain groups, people, or communities from accessing the benefits generated by its activities.

The EIB Group recognizes that inequality between women and men remains a stark reality, and that women and girls are disproportionately more exposed to economic and/or social inequality, including gender-based discrimination, risks, and violence, while acknowledging the relevance of other socio-economic characteristics that may accentuate such risks. The EIB Group therefore seeks to prevent gender-based violence and harassment, promote zero tolerance of any form of abuse, and provide for safe and trusted environments in its activities. The EIB Group also promotes gender equality and seeks to enable equal access, regardless of gender, to the benefits, services and employment opportunities generated by its operations and, where possible, to support the economic empowerment of women.

European Union

Together with its member countries, the European Union (EU) adopted the European Consensus on Development in 2017, as part of its response to the UN 2030 Agenda for Sustainable Development and the SDGs. The Consensus defines a shared vision and action framework for development cooperation, reaffirms poverty eradication as a primary development objective, and integrates the economic, social, and environmental dimensions of sustainable development.

The Consensus underlines the links between development and other European policies, including peace and security and humanitarian aid. The text of the framework showcases important cross-cutting elements, such as youth, gender equality, mobility and migration, sustainable energy and climate change, investment and trade, good governance, democracy, the rule of law and human rights, innovative engagement with more advanced developing countries, and mobilizing domestic resources.¹²⁵

To eliminate all forms of violence against women and girls including harmful practices, a global partnership known as the Spotlight Initiative was launched by the EU and the UN in 2017. The Spotlight Initiative's Pacific Regional Programme was launched on 13 October 2020 in Suva, Fiji. In the Pacific, the Initiative focuses on addressing domestic violence and intimate partner violence, which takes many forms including violence against women during pregnancy, reproductive coercion, violence against women with disabilities, violence against adolescent girls, sexual harassment, and early marriage.¹²⁶

Japan International Cooperation Agency

Japan International Cooperation Agency (JICA) offers extensive guidance both on gender mainstreaming¹²⁷ in its projects as well as environmental and social considerations.¹²⁸ JICA promotes gender equality in social, political, and economic structures that often place women in subordinate positions. Major areas of concern are strengthening national machinery, reforming public institutions, supporting information management, and establishing monitoring and evaluation systems from a gender perspective. JICA promotes women's empowerment as part of an effort to advance gender mainstreaming. JICA also pays close attention to gender-based violence issues such as trafficking in persons and domestic violence.

JICA promotes integration of gender perspectives and components in planning, implementation, monitoring and evaluation of programs and projects which do not have gender equality and women's empowerment as their main and explicit objectives, but require measures to be taken to correct existing gender biases in their planning and implementation stages.¹²⁹

125 European Commission. 2017. *The New European Consensus on Development*. https://ec.europa.eu/international-partnerships/system/files/european-consensus-on-development-final-20170626_en.pdf

126 Spotlight Initiative. 2020. *Spotlight Initiative Pacific Regional Programme Launched*. <https://www.spotlightinitiative.org/press/spotlight-initiative-pacific-regional-programme-launched>

127 JICA. 2016. *Guidelines for Gender Mainstreaming in JICA Projects*. https://www.jica.go.jp/english/our_work/thematic_issues/gender/c8h0vm0000f3jnj6-att/gender_mainstreaming_05.pdf

128 JICA. 2010. *Guidelines for Environmental and Social Considerations*. https://www.jica.go.jp/english/our_work/social_environmental/guideline/pdf/guideline100326.pdf

129 JICA. 2011. *Gender Mainstreaming: Inclusive and Dynamic Development*. https://www.jica.go.jp/english/publications/brochures/pdf/gender_EN.pdf

In the case of social inclusion, JICA tends to take a safeguarding lens to the work, but inclusion activities may also be supported and encouraged. For example, JICA's guidance outlines responsibilities, procedures, and requirements for project proponents in areas such as utilization of land and local resources, local decision-making institutions, livelihoods, existing social infrastructures, vulnerable groups, working conditions, etc. Items to be addressed in any specific project are determined through the scoping process.

New Zealand Ministry of Foreign Affairs and Trade

New Zealand Ministry of Foreign Affairs and Trade's (NZMFAT) investment priorities emphasize private sector-led growth that supports sustainable development. The priorities focus on improving well-being and reducing poverty, hardship, and vulnerability through access to economic opportunities and high-quality public services. Priorities also support resilience to climate change, natural disasters, and external economic events.

NZMFAT launched a Gender Action Plan 2021–2025 in March 2021. It aims to increase New Zealand's gender investments to 4% of Official Development Assistance and gender-significant investment to 60% by targeting and mainstreaming gender equality and women's empowerment across their aid program. The Plan's goal is to achieve transformative change of those formal and informal customs, norms, practices, and laws in society that create or perpetuate gender inequality and social exclusion based on gender identity.¹³⁰

NZMFAT's Human Rights Strategic Action Plan 2021–25¹³¹ emphasizes the rights of People with disability and LGBTQ+, taking a "Leave No One Behind" approach, targeting activities that promote equality and inclusion, supporting civil society, and enhancing voice and visibility of priority populations. The Child and Youth Well-being Strategic Action Plan 2021–25 adopts a holistic approach with four key priorities: systems for children and youth; child and youth influence (e.g., leadership and access to services); healthy, safe and supported learning; and realizing youth potential.¹³² NZMFAT's Strategic Intentions document also prioritizes employment of youth and references poverty reduction as an overarching theme in its plans for the Pacific.¹³³

United States Agency for International Development

The *Gender Equality and Women's Empowerment 2020 Policy*¹³⁴ affirms United States Agency for International Development's (USAID) vision of a prosperous and peaceful world in which women, girls, men, and boys enjoy equal economic, social, cultural, civil, and political rights and are equally empowered to secure better lives for themselves, their families, their communities, and their countries. The policy presents five strategic objectives for gender equality and women's empowerment: reduce disparities between women and men in access to, control over, and benefit from resources; economic, social, political, educational, and cultural resources, as well as wealth, opportunities, and services; strive to eliminate GBV and mitigate its harmful effects; increase the capability of women and girls to exercise their legal rights, determine life outcomes, assume leadership roles, and influence decision-making; support strategies and activities that secure private-property rights and land tenure for women; and, improve the access of women and girls to education, including opportunities for higher education and workforce development.

USAID promotes the rights and inclusion of marginalized and under-represented populations and has specific policies or guidance documents around the needs of children in adversity and youth, People with disability, Indigenous communities, those with mental health challenges and LGBTQ+.¹³⁵ This includes guidance on integrating inclusive development across the program life cycle.¹³⁶

130 NZMFAT. 2021c. *Our Investment Priorities*. <https://www.mfat.govt.nz/en/aid-and-development/our-approach-to-aid/our-priorities>

131 NZMFAT. 2021a. Aotearoa New Zealand's Human Rights Strategic Action Plan for International Development Cooperation 2021–2025. <https://www.mfat.govt.nz/assets/Aid/Aid-General/Aotearoa-New-Zealands-Human-Rights-Strategic-Action-Plan-for-International-Development-Cooperation-2021-2025-FINAL.pdf>

132 NZMFAT. 2021b. *Child and Youth Well-being Strategic Action Plan 2021–25*. https://www.mfat.govt.nz/assets/Aid-Prog-docs/Child_Youth-Well-being-Strategic-Action-Plan.pdf

133 NZMFAT. 2016. *Strategic Intentions*. <https://www.theprif.org/sites/default/files/documents/MFAT-Strategic-Intentions-2019-2023.pdf>

134 USAID. 2020a. *2020 Gender Equality and Women's Empowerment Policy*. <https://www.usaid.gov/GenderEqualityandWomensEmpowermentPolicy>

135 USAID. 2021. *Inclusive Development*. <https://www.usaid.gov/inclusivedevelopment>

136 USAID. 2018. *Suggested Approaches for Integrating Inclusive Development Across the Program Cycle and in Mission Operations*. https://usaidlearninglab.org/sites/default/files/resource/files/additional_help_for_ads_201_inclusive_development_180726_final_r.pdf

The World Bank (WB) Group's *Gender Strategy (2016–2023): Gender Equality, Poverty Reduction, and Inclusive Growth*¹³⁷ focuses on three objectives: improving human endowments, such as education, health and social protection; increasing economic opportunities by focusing on removing constraints to more and better jobs and ownership of and control over assets; and enhancing women's voice and agency and engaging men and boys. The strategy identifies structural barriers such as sexual and reproductive health, violence against women, women's political participation, and the burden of unpaid care work. It also promotes a country-driven approach that emphasizes the value of collecting sex-disaggregated data, disseminating evidence, and developing a more robust monitoring system. The strategy has recently undergone a mid-term review, which found that it has been translated into progress with good practices in implementation across groups and geographies and improvements in project design. However, the report also found that implementation actions do not match the intended level of commitment in terms of closing gender gaps.

The WB Group's work in social inclusion builds on its 2013 publication *Inclusion Matters: The Foundation for Shared Prosperity*.¹³⁸ The 2013 report expands on previous analytical work, especially by the World Bank, on themes that touch upon social inclusion, including multidimensional poverty, inequality, equity, social cohesion, and empowerment. There are seven main messages in this report: (1) excluded groups exist in all countries; (2) excluded groups are consistently denied opportunities; (3) intense global transitions are leading to social transformations that create new opportunities for inclusion as well as exacerbating existing forms of exclusion; (4) people take part in society through markets, services, and spaces; (5) social and economic transformations affect the attitudes and perceptions of people (noting that since people act on the basis of how they feel, it is important to pay attention to their attitudes and perceptions); (6) exclusion is not immutable, and abundant evidence demonstrates that social inclusion can be planned and achieved; and (7) moving ahead will require a broader and deeper knowledge of exclusion and its impacts as well as taking concerted action.¹³⁹ The World Bank bases its inclusion work on these principles and offers a host of good guidance notes, practice notes, and templates and checklists for social inclusion and sustainability including gender equality.¹⁴⁰

137 WB Group. 2016. *Gender Strategy (2016–2023): Gender Equality, Poverty Reduction, and Inclusive Growth*. <https://documents1.worldbank.org/curated/en/820851467992505410/pdf/102114-REVISED-PUBLIC-WBG-Gender-Strategy.pdf>

138 World Bank. 2021c. *Social Inclusion*. <https://www.worldbank.org/en/topic/social-inclusion>

139 World Bank. 2013. *Why Inclusion Matters: The Foundation for Shared Prosperity*. <https://openknowledge.worldbank.org/handle/10986/16195>

140 World Bank. n.d. *Environmental and Social Framework Resources*. <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-framework-resources>



CASE STUDY 1: DFAT

Infrastructure, Gender and People with Disability



The Australian Infrastructure Financing Facility for the Pacific (AIFFP) works with Pacific governments to plan, assess, and finance significant projects, leveraging an A\$1.5 billion loan financing fund and an A\$500 million grant pool. Each project is rigorously assessed and the AIFFP works closely with project proponents to ensure they comply with DFAT's values and guidelines, including policies and approaches regarding GESI. This approach to promoting GESI entails taking specific actions throughout project development to identify and address constraints for women to participate and benefit equally with men. The Policy Actions for GESI include:¹⁴¹

- responding to women's infrastructure needs, in particular to reduce women's time poverty and unpaid work burden;
- strengthening women's leadership and participation in infrastructure decision-making, in affected communities, in partner organizations, and in project delivery teams;
- promoting women's economic empowerment, in particular equal access to procurement opportunities, entrepreneurship, and decent employment; and
- ending all forms of violence against women and girls, through jobs and services that are free from sexual harassment.

The policies are complemented by procedural processes that ensure compliance from contractors on GESI expectations.¹⁴² Note that even though the term GESI is used, the focus is largely on gender equality.

Gender Equality Project Spotlight:

In 2020–21, AIFFP signed a series of agreements with Palau and the Belau Submarine Cable Corporation to provide financing for the construction of an undersea fiber optic cable which will connect to a US-Singapore trunk cable. As part of the investment, AIFFP commissioned a rapid assessment to understand and address the opportunities and barriers in women and men's equal participation in the information society and to identify interventions to close gaps. The context for the study included surveys undertaken by Pacific Women which identified bullying (including cyberbullying) as a major challenge for Pacific girls. This produced evidence and awareness about the need to develop and put in place the policy, legal and regulatory foundations for enactment of an inclusive cybersecurity policy, with a specific focus on harmful digital communication.

The Palau study presents a practical GESI framework to inform Australia's future investments in digital infrastructure and is already informing discussions and practical work-planning with NZMFAT and US International Development Finance Corporation. Strong interest from these partners indicates the study has contributed to upholding Australia's international reputation as a leader on gender equality and women's empowerment.

Disability Inclusion:

AIFFP have a number of large projects under preparation and implementation with specific measures, to strengthen opportunities for households with people living with disability through connection targets and usage subsidies and/or low interest-no collateral credit schemes; protocols for engagement on disability with local communities and associated training and reporting processes; and universal design principles.

Source: Australian Infrastructure Financing Facility <https://www.aiffp.gov.au>

¹⁴¹ AIFFP. 2021. <https://www.aiffp.gov.au/how-we-work>

¹⁴² AIFFP. n.d. *Financing AIFFP*. <https://www.aiffp.gov.au/gender-equality-and-social-inclusion>

CASE STUDY 2: WORLD BANK/ADB/GOVERNMENT OF FIJI

Road Access for Remote Communities



The Transport Infrastructure Investment Project / Transport Infrastructure Investment Sector Project (TIISP) involves the World Bank, ADB, and the Government of Fiji (GoF).¹⁴³ The initiative was launched in 2015 with a total value of \$166.7 million.

The objectives of the initiative are to improve existing road and maritime sector assets and to offer technical assistance for construction supervision, design, standards, and audits.

Activities involved the rehabilitation and upgrading of selected roads, bridges, and jetties in coordination with GoF with the aim of supporting the development of Fiji's key economic sectors, including tourism, the sugar industry and agriculture, and to link mainly subsistence villages to essential services.

The TIISP project seeks to prioritize investments in high poverty areas, including the poorer northern islands of Vanua Levu and Taveuni. This prioritization is being realized by including poverty factors in the analysis used for the selection of sub-projects. Although not mentioned in official reports, this appears to have been at least partly successful although newspaper reports offer different perspectives that are not all positive.¹⁴⁴ The one gender target that appeared in official World Bank reports, "Community assets constructed that benefit women" planned to be dropped during a restructuring, "as it has proved irrelevant or has been poorly worded, and hence, difficult to measure."¹⁴⁵

The advances realized in GESI in the Pacific are weaker in infrastructure development than in some other sectors such as tourism and agriculture. For example, women now make up 25% of managerial or technical jobs in the tourism sector across the Pacific.¹⁴⁶ In Samoa, for example, tourism-related experience has allowed women to "position themselves as tourism entrepreneurs, and to use the income from tourism to empower themselves and their extended families."¹⁴⁷

In agriculture, high numbers of women work informally and on a subsistence basis,¹⁴⁸ but women can play key roles in certain sub-sectors such as fresh and marine aquaculture and SMEs.¹⁴⁹

Source: PRIF. 2020. Country Profiles. <https://www.theprif.org/where-we-work>

143 World Bank. 2020a. *Integrated Safeguards Data Sheet Restructuring Stage*. <https://documents1.worldbank.org/curated/en/914441591573785125/pdf/Restructuring-Integrated-Safeguards-Data-Sheet-Fiji-Transport-Infrastructure-Investment-Project-P150028.pdf>

144 For example, see <https://www.fijitimes.com/no-more-horse-rides-for-droca-community-members/> and <https://www.fijitimes.com/was-the-fra-a-big-mistake>

145 World Bank. 2021d. *Implementation Status & Results Report: Fiji Transport Infrastructure Investment Project (P150028)*. <https://documents1.worldbank.org/curated/en/507031609829782191/text/Dislosable-Version-of-the-ISR-Fiji-Transport-Infrastructure-Investment-Project-P150028-Sequence-No-13.txt>

146 The Asia Foundation. 2021. *The Future of Work for Women in the Pacific Islands*. <https://asiafoundation.org/wp-content/uploads/2021/02/The-Future-of-Work-for-Women-in-the-Pacific-Islands.updateMarch1.pdf>

147 K. Persson, K. Zampoukos and I. Ljunggren. 2021. No (wo)man Is an Island – Socio-Cultural Context and Women's Empowerment in Samoa. *Gender, Place & Culture*, 29(4), pp. 482–502.

148 The Asia Foundation. 2021. *The Future of Work for Women in the Pacific Islands*. <https://asiafoundation.org/wp-content/uploads/2021/02/The-Future-of-Work-for-Women-in-the-Pacific-Islands.updateMarch1.pdf>

149 Food and Agricultural Organization of the United Nations (FAO). 2017. *Towards Gender-Equitable Small-scale Fisheries Governance and Development*. <https://www.fao.org/documents/card/en/c/fee037d6-944f-4d65-89ba-b438c7d41834>

CASE STUDY 3: JICA/CIVIL SOCIETY ORGANIZATIONS

Community-Focused Social Inclusion in Solid Waste Management, Samoa

With the support of JICA, PICs have made major advances in the sustainable management of solid waste over the past two decades. From 2000 to 2010, expert trainings, a demonstration landfill project in Samoa, and several bilateral technical cooperation projects were carried out in various PICs. From 2010, the J-PRISM and PRISM-II projects expanded JICA's cooperation and increasingly adopted a regional perspective, culminating in the launch of the Pacific Regional Waste and Pollution Management Strategy 2016–2025 (Cleaner Pacific 2025).¹⁵⁰

PICs and solid waste challenges:

Several characteristics of being SIDs contribute to solid waste management issues: limited land, separation by sea, distance from international markets, weak economies, excess of imports over exports, modernization of lifestyles, and fragile coastal areas.¹⁵¹ These characteristics lead to significant challenges for solid waste management:¹⁵²

- Increase and diversification of waste due to modernization of lifestyles
- Retention of waste on islands and difficulty of land acquisition for waste-disposal sites
- Insufficient recycling facilities resulting in more waste
- Environmental damage to rich fauna and flora due to inappropriate waste treatment
- Environmental pollution due to inappropriate management of landfill sites

The Samoa experience:

This case study focuses on the experience in Samoa, describing social inclusion aspects of JICA's solid waste management infrastructure development over two decades in Samoa.¹⁵³ Samoa's National Waste Management Strategy 2019–2023 identifies improvement of the country's waste management as a vital environmental issue, recognized in earlier documents and plans, and solidified in the Waste Management Act 2010. From the start, JICA supported Samoa's concerns for environmental protection. For example, the green land visible in the photo below was previously a landfill site but was rehabilitated with the introduction of the Fukoka Method, a low-cost technology that promotes decomposition and utilizes water drainage pipes and gas vents to counteract the potential for pollution and carbon emissions.¹⁵⁴

Outreach to smaller-scale economies:

Early work in Samoa resulted in the development of a cadre of Samoan senior specialists who have worked both in Samoa and in other PICs, contributing to development and livelihoods beyond their own borders. An approach that has been shared widely in Pacific Island countries (PICs) with small-scale economies that lack recycling facilities is the 3R+Return (reduce, reuse, recycle, return) which JICA's partner, the Secretariat of Pacific Region Environment Programme (SPREP), is leading.¹⁵⁵ This effort has been extended to nine Pacific countries since “as PICs are Japan's southern neighbors, it's crucial to learn from and cooperate with each other”; however, this has not been without challenges due to outmigration issues so “tenacity is needed to foster human resources.”¹⁵⁶ For example, Federated States of Micronesia (FSM) participants in a training session in Samoa recognized the issue of solid waste management in Kosrae, a district of FSM.

150 SPREP. 2016. *Cleaner Pacific 2025: Pacific Regional Waste and Pollution Management Strategy 2016–2025*. https://sustainabledevelopment.un.org/content/documents/commitments/1326_7636_commitment_cleaner-pacific-strategy-2025.pdf

151 JICA. n.d. *Our Islands, Our Waste, Our Future*. https://www.jica.go.jp/english/publications/jica_archive/brochures/pdf/solidwaste.pdf

152 Ibid

153 Samoa Ministry of Natural Resources and Environment. 2019. *National Waste Management Strategy 2019–2023*. <https://www.sprep.org/attachments/VirLib/Samoa/national-waste-management-strategy-2019-2023.pdf>

154 JICA. 2021. The Ninth Pacific Islands Leaders Meeting (PALM9) Approaches: JICA Expert MIMURA Satoru Gives the Latest Update from Samoa on the Solid Waste Management Project. https://www.jica.go.jp/english/news/field/2021/20210701_01.html

155 SPREP. n.d. *PRISM II*. <https://www.sprep.org/j-prism-2/home>

156 JICA. 2021. The Ninth Pacific Islands Leaders Meeting (PALM9) Approaches: JICA Expert MIMURA Satoru Gives the Latest Update from Samoa on the Solid Waste Management Project. https://www.jica.go.jp/english/news/field/2021/20210701_01.html

The training led to the development of a landfill improvement plan supported by SPREP and implemented with grassroots funding.¹⁵⁷

Grassroots and youth participation:

The involvement of local people in decision-making and resourcing—including local communities, nongovernment organizations (NGOs), and private companies—has been a cornerstone of JICA's approach, contributing to strong community engagement. For example, JICA supported the launch and development of the Samoa Recycling and Waste Management Association (SRWMA).

In 2021, SRWMA celebrated its 3rd anniversary organizing three main activities for the engagement of youth in recycling:¹⁵⁸ Recycling Collection – River Clean Up – interested environmental organizations and youth groups collaborated to clean and collect recyclable materials from river channels; Competition for Primary Schools – Recycling Competition – schools were invited to participate in a fun recycling competition and to become “3R Warriors” by collecting the most recyclables; Family Fun Day – Garage Sale – interested parties could de-clutter their homes and participate in a garage sale-style market day to promote recycling, in a park that included food vendors, and other organizations. SRWMA received an award under Japan's Grant Assistance for Grass-Roots Human Security Projects by the Embassy of Japan in 2020 and will construct a facility to accelerate recycling plastics and glass locally with the cooperation of the J-PRISM project, the US Embassy and UNDP.

Disability Inclusion:

The project's partnership with SRWMA includes community mobilization and the training of people with hearing impairments to be employed at the recycling facility.¹⁵⁹ The training and hiring of People with disability to work at the recycling facility is a significant contribution to Inclusive Infrastructure development.

Sources:

SPREP. 2016. *Cleaner Pacific 2025: Pacific Regional Waste and Pollution Management Strategy 2016–2025*. https://sustainabledevelopment.un.org/content/documents/commitments/1326_7636_commitment_cleaner-pacific-strategy-2025.pdf

JICA. n.d. *Our Islands, Our Waste, Our Future*. https://www.jica.go.jp/english/publications/jica_archive/brochures/pdf/solidwaste.pdf

Samoa Ministry of Natural Resources and Environment. 2019. *National Waste Management Strategy 2019–2023*. <https://www.sprep.org/attachments/VirLib/Samoa/national-waste-management-strategy-2019-2023.pdf>

JICA. 2021. The Ninth Pacific Islands Leaders Meeting (PALM9) Approaches: JICA Expert MIMURA Satoru Gives the Latest Update from Samoa on the Solid Waste Management Project. https://www.jica.go.jp/english/news/field/2021/20210701_01.html

SPREP. n.d. *PRISM II*. <https://www.sprep.org/j-prism-2/home>

JICA. 2021. The Ninth Pacific Islands Leaders Meeting (PALM9) Approaches: JICA Expert MIMURA Satoru Gives the Latest Update from Samoa on the Solid Waste Management Project. https://www.jica.go.jp/english/news/field/2021/20210701_01.html

SPREP. *PRISM-II Newsletter. Issue 9*. https://www.sprep.org/sites/default/files/documents/publications/JPRISM%20Newsletter%20Issue%209_0.pdf https://www.jica.go.jp/english/news/field/2021/20210701_01.html

157 JICA. n.d. *Our Islands, Our Waste, Our Future*. https://www.jica.go.jp/english/publications/jica_archive/brochures/pdf/solidwaste.pdf

158 SPREP. *PRISM-II Newsletter. Issue 9*. https://www.sprep.org/sites/default/files/documents/publications/JPRISM%20Newsletter%20Issue%209_0.pdf

159 JICA. 2021. *The Ninth Pacific Islands Leaders Meeting (PALM9) Approaches: JICA Expert MIMURA Satoru Gives the Latest Update from Samoa on the Solid Waste Management Project*. https://www.jica.go.jp/english/news/field/2021/20210701_01.html

Case Study Learnings

Advances are being made in Inclusive Infrastructure in the Pacific. Development partners bring their expertise to promote both infrastructure and GESI. For example, DFAT is providing leadership in mainstreaming gender equality in infrastructure programming in the Pacific, going beyond social safeguarding to proactively engage women and vulnerable populations across the project life cycle. With considerations of underlying issues such as time poverty and gender-based violence, DFAT is incorporating analysis that can lead to transformative change over time.

JICA has been a leader in waste management in the Pacific for decades and has been successful in working with local partners to advance community waste management and social inclusion on a targeted and ad hoc basis. Although the JICA-Samoa waste management initiative does not systematically mainstream GESI, this case study nevertheless illustrates approaches for the implementation of community-led inclusive infrastructure. It highlights the value of local partners who can take initiatives in new directions to integrate target groups such as youth and people with disabilities, demonstrating that civil society organization (CSO) partnerships can be critical in overcoming social exclusion challenges.

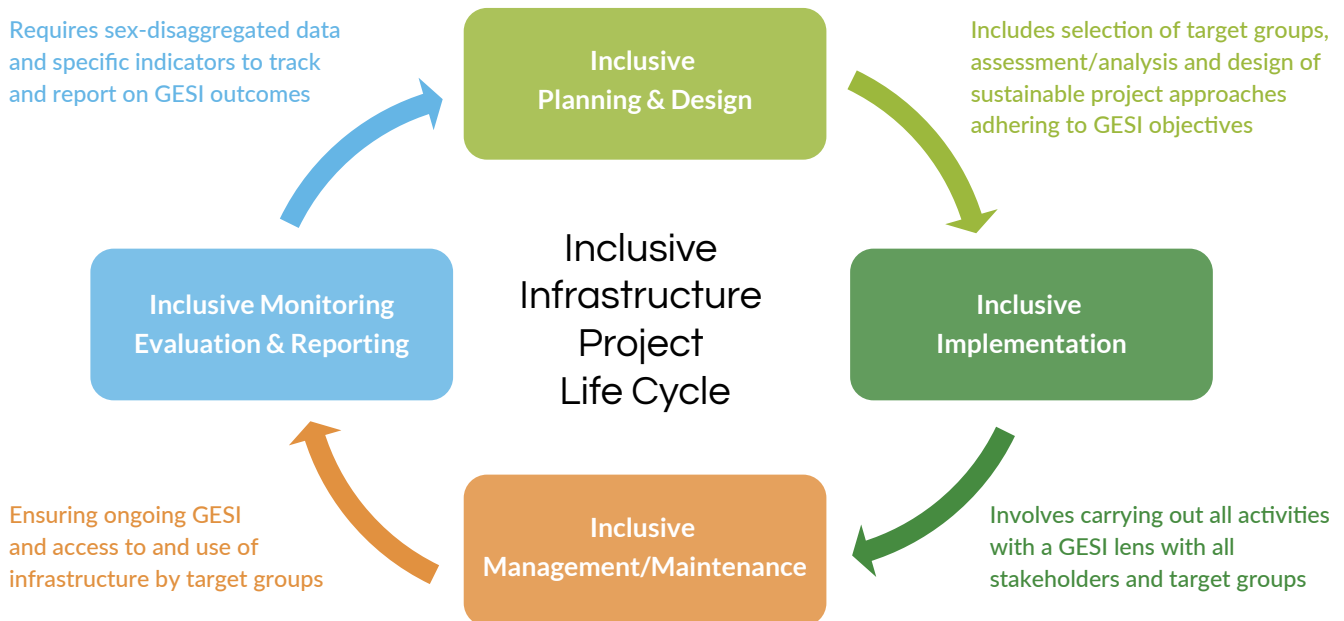
In infrastructure sub-sectors, GESI has often fallen by the wayside, even when great attention had been paid to GESI during upfront design, due to time and budget constraints, as well as lack of capacity and commitment. We see a growing focus and systematic response to GESI that is poised to accelerate in coming years.



3. Findings

Drawing on the situational analysis above, consultation with development partners and other stakeholders, and additional secondary research, this section presents key study findings. In particular, consultations with PRIF development partners identified critical bottlenecks that affect the uptake of GESI good practice in infrastructure development. This section discusses the challenges within a project life cycle framework, noting that the first two phases are especially critical for GESI mainstreaming (see Figure 2 below).

Figure 2: Inclusive Infrastructure Project Life cycle



Source: Author.

Inclusive Planning and Design

The design of infrastructure initiatives is often carried out by development partners (typically senior and often based at headquarters). As such, they have awareness of the development commitments of their agencies along with the available expertise, policies, guidance, and frameworks to support planning and design including the assessment and selection of target groups. This means that GESI is often well represented in design. However, even with the best designs, key stakeholders (community groups, government, private sector contractors and suppliers) may have low awareness of GESI or limited expertise and capacity, and translating GESI inclusion into planning and implementation can be challenging.

Development partners conduct community consultations and have processes for government engagement at the planning and design stage. This promotes alignment with community concerns as well as regional and national policies and frameworks which is critical for development efficiency and effectiveness. It is also an opportunity for development partners to strengthen design and commitments to GESI outcomes.

All development partners have processes for ensuring that environmental and social safeguarding is built into due diligence and design and signed off by board and management, becoming part of a loan/grant covenant. As described above, inclusion goes beyond safeguarding to proactively engage target groups in infrastructure projects and to ensure social and economic benefits from use of built infrastructure.

Implementation

GESI barriers can arise during the implementation stage due to challenges in delivery of outcomes, contractual clarity, time/budget allowances, and technical capacity and support.

During implementation, buy-in and delivery of GESI outcomes by project teams and private sector contractors is critical. GESI clauses in contracts may be weak or absent, and could be used to promote compliance. Even when contracts are clear, there is mixed success when agreements are not enforced/enforceable or if needed support and resources are not available, particularly when awareness and capacity are low.

Pressures of completing projects on time and on budget means that perceived add-ons like GESI might be set aside. Private sector contractors do not usually have the awareness, knowledge, skills, time, and budget allowance to change this pattern. Without the right expertise, technical support and contractual obligations, the situation is unlikely to change (see Finding on partner alignment and capacity building).

Technical capacity and support for GESI is sometimes provided by project staff or community groups / civil society organizations. Their varying roles, capacity levels, objectives, and investments are essential to inclusive results and could be bolstered (e.g., budget allowances for GESI). Still, GESI expertise is a challenge across the project life cycle. There have been advances in recent years: for example, the development of gender experts as a specific role, and the establishment of gender focal points and networks across stakeholder groups (UN bodies, International Labour Organization, regional networks, government agencies, international organizations, etc.) has been growing over the past two decades. As early as 2003, the Asia Pacific Economic Cooperation had established a gender focal point network to serve the gender expertise needs of member countries.¹⁶⁰ Today, this work is being furthered by the Pacific Women program whose work is delivered at the country level through DFAT Posts and their designated gender focal points, with individual country plans developed in close consultation with women and men, their organizations, and national governments.¹⁶¹ Nevertheless, the need still remains for increased gender expertise among all stakeholders.

Working with National Governments: Development partners report deep engagement with national governments on infrastructure projects. Development partners may provide funds to government, work with them on design of projects, and then review and approve government contracts with private contractors and suppliers. In other cases, development partners directly contract with private suppliers, while governments review and approve them.

Although the PIC governments and approaches are not homogenous, they have all endorsed the inclusive Paris Declaration and Accra Agenda for Action and about half have a National Infrastructure Plan (NIP) uploaded to the PRIF website (Cook Islands, Nauru, Niue, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu). Moreover, all PICs have national gender policies, processes, and women's machinery. These national-level policies and strategies offer guidance on key issues confronting PICs and commitments to these, and also an entry point for dialogue with development partners.

Private Sector Contractors and Suppliers: Private sector contractors and suppliers are the dominant provider of infrastructure worldwide. Asia-Pacific is a large and growing area for private sector investment in infrastructure development, outstripping other regions, but very little of current or proposed investment capital is committed to PICs.¹⁶² The Pacific Private Sector Development Initiative has identified significant challenges in the Pacific for the private sector where regulatory reforms lag behind other regions with many outdated laws, regulations, and contracting arrangements.¹⁶³ The private sector faces other issues such as land acquisition, difficulties of remoteness, and lack of economies of scale, as noted elsewhere in this

160 APEC. 2008. *Independent Assessment of the ECOTECH Implementation of APEC Working Groups and SOM Taskforces: Gender Focal Point Network*. https://www.apec.org/docs/default-source/Publications/2008/4/Independent-Assessment-of-the-Senior-Officials-Meetings-SOM-Steering-Committee-on-Economic-and-Techn/08_sce_gfpn_review.pdf

161 Pacific Women. 2021. *Our Approach*. <https://pacificwomen.org/about-us/our-approach>

162 White & Case. 2021. *Asia-Pacific Infrastructure 2021 Survey*. https://www.whitecase.com/sites/default/files/2021-03/white-case-asia-pacific-infrastructure-2021-survey-dataset-eng_0.pdf

163 ADB. 2014b. *Technical Assistance Report. Pacific Private Sector Development Initiative, Phase IV*. <https://www.adb.org/sites/default/files/project-documents/53072/53072-001-tar-en.pdf>

document.¹⁶⁴ In addition, there are significant barriers for women's involvement in the private sector, wasting a key economic resource.¹⁶⁵ As a result, public funding will be the dominant form of investment in the Pacific for the foreseeable future requiring strong partnerships among public, private, and civil society organizations.

Convincing the private sector of value in GESI mainstreaming requires awareness raising around the business case during planning and design, contractual arrangements tied to outcomes, provision of targeted funding, and capacity building for gender focal points and other service providers. With much of infrastructure funding in the Pacific coming from development partners, there is an opportunity to actively promote GESI, as illustrated by the Australian Infrastructure Financing Facility for the Pacific (AIFFP) described above.

The introduction of novel approaches, such as the alignment of social return with return on investment, encourages adoption of GESI by businesses in developing countries. USAID and the Feed the Future Program have proposed an early framework for measuring social inclusion (with an emphasis on gender but recognizing other excluded groups).¹⁶⁶ The framework identifies social inclusion factors that are already being measured by many firms as part of their return on investment reporting, and therefore can form the basis for assessing business success in social inclusion.

Box 12: Civil Society in Infrastructure Decision-Making

The Research for Development Impact Network has conducted extensive research on the role of civil society in the Pacific. A key finding of the research is that traditional forms of governance and faith-based organizations are important for decision-making including in infrastructure development. The influence and expertise of these structures can deliver needed knowledge and legitimacy to infrastructure investments. Additionally, civil society often represent specific excluded groups, e.g., women, youth, People with disability, minority groups, etc., with valuable insights for the successful support for and uptake of new infrastructure. The Research for Development Impact Network suggests seven principles for collaborating with civil society, summarized here, consolidating, and reflecting points made throughout this report:

1. Civil society is a key partner for decision-making around projects and their design as well as the delivery of quality Inclusive Infrastructure.
2. Built infrastructure and "soft infrastructure" go hand in hand—capacity building, institutional and policy reform, and robust regulatory frameworks.
3. Infrastructure can stimulate inclusive economic growth if inclusion in employment, enterprise, and capacity building are extended to a wide range of society.
4. Community-driven infrastructure and smaller-scale projects are necessary for sparse rural populations and remote islands due to the limitations of infrastructure outside of main cities.
5. Given the challenges of COVID-19, climate change and natural disasters, new infrastructure must consider enhanced resilience of communities, economies, and ecosystems.
6. Infrastructure can offer an inclusive and accessible environment for People with disability if consultations consider input from representative civil society.
7. Investments in infrastructure in the Pacific should be designed to address gender inequality.

Source: Research for Development Impact Network. 2020. Building Together: Seven Principles for Engaging Civil Society to Deliver Resilient, Inclusive, and Sustainable Infrastructure in the Pacific Islands. https://rdinetwork.org.au/wp-content/uploads/2016/12/RDINetwork_2020_BuildingTogether_S.pdf?_cf_chl_jschl_tk__=pmd_670be061e11057feed378fa414f1f0b081b8271c-1627902306-0-gqNtZGzNAmKjcnBszQii

164 Lowy Institute. 2018. *Stepping Up on Pacific Infrastructure*. <https://www.lowyinstitute.org/the-interpreter/stepping-pacific-infrastructure>

165 Pacific Private Sector Development Initiative. 2016. *PSDI Brochure*. <https://www.adb.org/sites/default/files/publication/223801/psdi-brochure.pdf>

166 USAID/Feed the Future. 2021. *How the Private Sector Measures Social Inclusion and Its Return on Investment: A Framework to Inform Future Research*. https://www.agrilinks.org/sites/default/files/media/file/ROI%20for%20SI_Initial%20Research_MSP%20Brief.pdf

There is a perceived conflict between time/budget and integration of GESI activities in infrastructure implementation as referenced by development partners. If projects become stressed due to tight budgets and looming deadlines, then GESI considerations may lapse. This often occurs when GESI activities are viewed as an add-on after the fact rather than integrated into the design of infrastructure upfront, starting with GESI analysis. To reduce the risk of exclusion, development partners are either already working to upgrade policies and guidance, and/or are interested in new approaches that will contribute to greater inclusion.

Engaging Civil Society Organizations: During consultations for this study and an examination of the literature, the critical role of support organizations for capacity building and sustainable outcomes became evident. Local CSOs play an important role at the community level: acting as intermediaries between community members and other stakeholders; raising awareness around social and cultural factors including gender norms; facilitating successful infrastructure consultations; building capacity; advocating for community needs and preferences; delivering social and economic services; and supporting infrastructure implementation including resettlement. Civil society can raise awareness around GESI challenges and opportunities, advocate for change in policies and services, and build capacity of other stakeholders (especially private sector contractors and suppliers).

At the regional level, there are multiple civil society forums dealing with pressing issues such as climate change, resilience, the blue economy, gender, people with disability, and youth engagement. These forums identify priorities, develop common frameworks, initiate actions, and provide funding for initiatives. They are critical for development in the Pacific, offering insights, guidance, and approaches on partnerships and capacity building. A few examples of GESI frameworks developed by Pacific partners are: Pacific Youth Development Framework,¹⁶⁷ Pacific Handbook for Gender Equity and Social Inclusion in Coastal Fisheries and Aquaculture,¹⁶⁸ The Pacific Gender and Climate Change Toolkit: Tools for Practitioners,¹⁶⁹ Framework for Resilient Development in the Pacific 2017-2030,¹⁷⁰ and Cultural Etiquette in the Pacific: Guidelines for Staff Working in Pacific Communities.¹⁷¹

Management and Maintenance

The management and maintenance of built infrastructure is a complex process requiring specialized expertise and investment of funds. The build-neglect-rebuild cycle has been recognized as a challenge in the Pacific for many years.¹⁷² Development partners have been working with national governments to develop national infrastructure investment plans, implement asset management frameworks, improve public financial management and support finance ministries on process and system requirements.¹⁷³

As with design and implementation project life cycle stages, maintenance and management can actively involve women and other groups to promote employment opportunities, benefit from their contributions as community members, and ensure continued access and use. For example, in built infrastructure from bus stops to clinics and public buildings, if external lighting is not operational, this can create insecurity for women and girls, and hazardous conditions for people with disability and the elderly.

167 Pacific Community (Secretariat of the Pacific Community – SPC). 2016. *The Pacific Youth Development Framework*. https://www.spc.int/sites/default/files/resources/2018-05/Pacific_Youth_Development_Framework.pdf

168 Pacific Community (Secretariat of the Pacific Community – SPC). 2019. *Pacific Handbook for Gender Equity and Social Inclusion in Coastal Fisheries and Aquaculture*. <https://library.wcs.org/doi/ctl/view/mid/33065/pubid/DMX4075900000.aspx>

169 Pacific Community (Secretariat of the Pacific Community – SPC). 2017. *The Pacific Gender and Climate Change Toolkit: Tools for Practitioners*. https://www.weadapt.org/sites/weadapt.org/files/2017/june/pacific_gender_toolkit_full_version.pdf

170 Pacific Community (Secretariat of the Pacific Community – SPC), Secretariat of the Pacific Regional Environment Programme (SPREP), Pacific Islands Forum Secretariat (PIFS), United Nations Development Programme (UNDP), United Nations Office for Disaster Risk Reduction (UNISDR) and University of the South Pacific (USP). n.d. *Framework for Resilient Development in the Pacific 2017-2030*. http://tep-a.org/wp-content/uploads/2017/05/FRDP_2016_finalResilient_Dev_pacific.pdf

171 Pacific Community (Secretariat of the Pacific Community – SPC). 2020. *Cultural Etiquette in the Pacific: Guidelines for Staff Working in Pacific Communities*. https://hrsd.spc.int/sites/default/files/2021-07/Cultural_Etiquette_in_the_Pacific_Islands_0.pdf

172 PRIF. 2013. *Infrastructure Maintenance in the Pacific: Challenging the Build-Neglect-Rebuild Paradigm*. <https://www.kmcgovern.com/wp-content/uploads/2020/04/Infrastructure-Maintenance-in-the-Pacific.pdf>

173 IMF. 2017. *Sustainable Infrastructure Development in the Pacific Islands*. <https://blog-pfm.imf.org/pfmblog/2017/06/sustainable-infrastructure-management-in-the-pacific-islands.html>

Monitoring and Reporting

Monitoring and reporting of GESI results appear to be variable across PRIF partners: while some have fixed contractual obligations around government and suppliers' monitoring and reporting of GESI results, others are more flexible which can lead to reduced prioritization when initiative timelines come under pressure. However, monitoring and reporting is important for several reasons:

- i) Monitoring the progress of GESI activities, outputs, and results
- ii) Using the learning from monitoring to adapt approaches that are not working up to expectations, or when new, more productive, approaches emerge
- iii) Assessing the completion of tasks and ultimate impact of GESI activities
- iv) Analyzing and offering evidence on how the existence of infrastructure in and of itself is beneficial to a broad swath of society¹⁷⁴
- v) Enriching the available data and evidence on GESI in infrastructure, contributing to adaptive management and new approaches

Development partners also receive reports allowing them to track not only deliverables, budgets, and deadlines, but also GESI activities/outcomes. However, development partners including local staff do not always have the capacity and incentives to advance and monitor GESI. And even those who prioritize GESI do not necessarily do so with a mainstreaming lens from conception to reporting but may still view GESI as something that should be added on to an infrastructure initiative design. This leads to less pressure on projects and suppliers to deliver on GESI outcomes.

¹⁷⁴ ILO. n.d. *Infrastructure, Poverty Reduction and Jobs*. https://www.ilo.org/global/docs/WCMS_099513/lang--en/index.htm

4. Discussion and Recommendations

Toward a Strategy for Inclusive Infrastructure in the Pacific

In order to achieve the mainstreaming of GESI in infrastructure programming across the Pacific, a paradigm shift is required where all stakeholders place clients (users) at the center of planning and design and throughout the project life cycle.

Table 3 outlines key elements of each strategic area and suggests actions for Inclusive Infrastructure in the Pacific. This strategy can be applied at the national, sector/sub-sector or program level, and reflects the situational analysis, sub-sector review and findings in the previous sections. This strategy outline also informs the recommendations below and sets the stage for the toolkit in Annex One.

Table 3: Toward a Strategy for Inclusive Infrastructure in the Pacific

Strategic Areas	Key Elements	Suggested Action
Guiding Principles Guiding principles describe values that inform good practice, technical needs and monitoring and reporting at sectoral or organizational levels	Leadership	Leadership (national governments, funders, program leads) embodies a long-term vision for GESI (1) and prioritizes inclusivity in infrastructure programming.
	Commitment to Equality and Inclusion	Commitment to equality and inclusion is embedded in plans, policies, budgets, processes, and contractual arrangements.
	Client-centricity	Prioritizing the needs and aspirations across user groups (women, people with disability, youth, remote communities, etc.) informs built infrastructure planning and budgets.
	Sustainable Outcomes	A long-term perspective on a target community's use, maintenance and upgrading of infrastructure facilities is understood and prioritized as essential to sustainable outcomes.
Good Practice Approaches Good practice approaches are recommended lenses or ways of working that are relevant across contexts and specific technical areas	Project Life Cycle Planning	Projects are planned according to life cycle stages—planning and design, implementation, management and maintenance, and monitoring and reporting.
	Inclusive Systems Analysis	Upfront assessments of specific infrastructure initiatives analyze GESI within the target sub-sector system while also taking local contexts into consideration.
	Multi-Stakeholder Partnerships and Alignment	Partnering among funders, national governments, civil society and implementers contributes to coordination and success of GESI-responsive infrastructure development.
PIC Technical Needs Pacific Island Country (PIC) technical needs reflect the weaknesses and systems bottlenecks that have been identified and require attention to achieve GESI mainstreaming in a specific context	GESI Expertise	Increased availability of GESI expertise throughout the project life cycle supports the full realization of inclusion in Pacific infrastructure initiatives.
	Strengthened Civil Society	Emerging civil society supported and engaged for the successful integration of GESI in infrastructure initiatives.
	Private Sector Engagement	Private sector contractors and suppliers give increased priority to GESI, and incentives are in place to motivate this shift.
	Practical Tools and Checklists	Concrete and practical tools are available to support inclusive infrastructure initiatives throughout the project life cycle and facilitate GESI outcomes.
Risk Analysis, Measurement and Reporting Risk analysis and measurement and reporting provide valuable data and information for design, tracking and learning	Risk Analysis	GESI risk analysis offers an in-depth understanding of challenges to GESI mainstreaming that can be prioritized, summarized, and integrated into the main risk register.
	Measurement and Reporting	Measurement and reporting (and the associated contractual obligations) informed by robust qualitative and quantitative data that capture GESI outcomes.

Notes: 1. GESI – Gender Equality and Social Inclusion

Source: Author.

Guiding Principles

The recommended guiding principles result from a review of strategies around gender and social inclusion, selecting those that seem most relevant to the context (donor, region, sector, focus on inclusion) based on the findings of this report. These principles are flexible and can be adapted to meet the needs of a specific policy, strategy, or program.

Leadership

In order for GESI to be integrated into infrastructure programs, leadership responsible for funding and programming—national governments, funders, program designers, and implementers—must have a long-term vision for inclusivity. GESI requires prioritization throughout the project life cycle as other issues arise, such as time, budgets, and lack of expertise, and leadership must remain steadfast in their primary commitment to Leaving No One Behind.

Commitment to Equality and Inclusion

Commitments to equality and inclusion, while critical at the conceptual level, must be demonstrated through concrete actions such as inclusive policies, processes, and contractual arrangements. Without policies and contracts that have consequences for non-performance, GESI commitments can falter. Development partners need to incorporate not only clear objectives in their designs but also expectations for implementation and reporting in contracts with implementers. Further, from a practical perspective, budget allocations for GESI need to be available and itemized: for example, funding to access GESI expertise, capacity building for implementing staff, and launching new activities may be necessary to ensure GESI outcomes are achieved. Recommendations and companion tools for engaging with national governments, civil society organizations, and private sector contractors and suppliers are outlined in the following sections.

Client-centricity

Infrastructure is ultimately for the benefit of users. Although “bricks and mortar” are critical building blocks of infrastructure, the needs and aspirations across user groups (women, People with disability, youth, remote communities, etc.) must be given precedence so that intended benefits will be realized resulting in infrastructure not for some but for all: buildings that are accessible, transportation that is fit for purpose, communication that is affordable, and so on.

Sustainable Outcomes

For sustainable use, upkeep, and benefit over the long term, the needs, capacities, and desires of target communities need to be considered. Viability over time must be a critical component of design and implementation; for example, from maintenance plans that are technically feasible to accessibility and affordability for various user groups.

Good Practice Approaches

Good practice approaches are recommended lenses or ways of working that are relevant across contexts and technical areas. The three recommended good practice approaches elaborated here can be applied in other contexts and sectors but are particularly suited to the complexity of inclusive infrastructure in the PICs.

Project Life Cycle Approach

Analysis of the challenges and opportunities for GESI at each stage of the project life cycle—planning and design, implementation, management and maintenance, and monitoring and reporting—supports the mainstreaming of selected target groups. By assessing needs, barriers, and entry points, options for change can be identified. Importantly, GESI must be integrated from the start in consultations, assessments, design,

and projections for both efficiency and effectiveness. If added late in the process, not only will the success be lower, but time and cost issues will arise.

Inclusive Systems Analysis

A systems approach facilitates methodical and thorough analysis of system elements including stakeholders, supporting functions, formal and informal rules and norms, and project life cycle stages. A systems approach can be applied to each stage of a project life cycle and in reference to one or more target groups (e.g., women, People with disability, youth). To apply a systems approach in a streamlined and comprehensive manner, this report recommends building on a proven systems framework, such as the Making Markets Work for the Poor (M4P) Framework¹⁷⁵ or the Women's Empowerment and Market Systems Framework.¹⁷⁶

Multi-Stakeholder Partnerships and Alignment

Partnering and alignment of development partners with government stakeholders, civil society, and private sector implementers contributes to coordination and success of user-responsive infrastructure development. National governments and regional forums offer policies, strategies, and guidance on GESI issues confronting PICs. These same policy and guidance documents can also be leveraged as commitments that government stakeholder counterparts and contractors/suppliers need to deliver on. Since not all PIC governments have equal levels of capacity around GESI, technical assistance may be necessary to advance capacity along with alignment (and the capacity-building tools in this toolkit can also apply to government staff). As part of this effort, it is incumbent that the Ministry of Women and women's organizations including gender experts be engaged in the process.

PIC Technical Needs

PIC technical needs are the specific weaknesses and systems bottlenecks that have been identified and require attention to achieve GESI mainstreaming (or transformation) in a given context.

GESI Expertise

Limited availability of GESI expertise throughout the project life cycle and across the Pacific hinders the full realization of inclusion in Pacific infrastructure initiatives.

Development partners have policies, frameworks, and tools for GESI that are often not well understood by the designers of initiatives. Project staff (international and local) do not always have the needed level of expertise to promote GESI mainstreaming by partners as designed. Similarly, government departments, private sector partners and civil society would all benefit from capacity building so there is a common understanding of GESI and the approaches and tools available. Each of these stakeholders is discussed further in following sections.

Strengthened Civil Society

For GESI to be sustainable, excluded groups must have the capacity to advocate and participate in enabling environment processes. Local, national, and regional CSOs are ideally situated to provide long-term sustainable support for inclusion in infrastructure. Local and national CSOs play an important role in-country, acting as intermediaries between community members and other stakeholders, raising awareness around social and cultural factors including gender norms, facilitating successful consultations, advocating for community needs and preferences, supporting implementation including resettlement, building capacity and more. Regional CSOs and networks are also important forums for strategic development, policy influence, networking, capacity building, and sharing of learning.

¹⁷⁵ The Springfield Centre. 2015. *The Operational Guide for the Making Markets Work for The Poor (M4p) Approach*. <https://www.enterprise-development.org/wp-content/uploads/m4pguide2015.pdf>

¹⁷⁶ L. Jones. 2016. *Women's Empowerment and Market Systems (WEAMS) Framework*. The BEAM Exchange. https://beamexchange.org/uploads/filer_public/0d/50/0d5009be-faea-4b8c-b191-c40c6bde5394/weams_framework.pdf

Budget allocations should be set aside for such inclusion activities, as endorsed by the OECD.¹⁷⁷ With a view to affordable, context-sensitive, and sustainable approaches to Inclusive Infrastructure, it seems reasonable that development agencies ringfence funds to build expertise in the region. Such technical assistance can ideally be provided to CSOs by development partners (including through GESI consultants).

Motivating the Private Sector

Once implementation has begun, usually by private sector contractors working for national governments or development partners, motivations need to be understood. While development partners, CSOs, and national governments are motivated by their commitments to development outcomes, private sector partners are driven by the bottom line, and therefore the objectives to stay on time and on budget come to the fore. Development partners can utilize a range of approaches to gender-responsive procurement that motivates / requires change, such as explicit GESI targets in contractual arrangements, partnerships with supporting CSOs, increased budgetary allowances for GESI mainstreaming, and procurement of GESI expertise.

Practical and Relevant Tools and Checklists

There is a lack of practical tools and checklists that are relevant to inclusive infrastructure in the Pacific. The toolkit included here aims to fill this gap for development partners engaged in Pacific infrastructure development.

Risk Analysis, Measurement, and Reporting

Risk Analysis

Identifying GESI risks upfront will allow an initiative to anticipate and plan for potential challenges. Detailed GESI assessment should be conducted during the design phase of a project to gain an in-depth understanding of challenges. These findings can then be prioritized, summarized, and integrated into the project risk register and included in reports. The risks may vary according to the excluded group, country context and infrastructure sub-sector, and thus proposed mitigation strategies will differ accordingly. For example, a significant risk for people with disability is adherence to universal design and relevant building codes. This needs to be identified upfront and carried through the project life cycle.

Monitoring and Reporting

There is a need to upgrade monitoring and reporting on GESI results and indicators. GESI results cut across multiple activities at the institutional, community, and individual levels, including the availability of GESI expertise among the various stakeholders, employment of women and other excluded groups in infrastructure initiatives, consultations involving a range of stakeholders and community groups, inclusivity of access by target groups, and enhanced agency of women (decision-making and time management).

177 OECD, 2015. *Fostering Investment in Infrastructure: Lessons Learned from OECD Investment Policy Reviews*. <https://www.oecd.org/daf/inv/investment-policy/Fostering-Investment-in-Infrastructure.pdf>

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5. Annex – Toolkit

Toolkit Introduction

Toolkit Purpose: This toolkit aims to support the mainstreaming of gender equality and social inclusion (GESI) in infrastructure initiatives in the Pacific region. It is a companion toolkit to the Inclusive Infrastructure in the Pacific report.

Toolkit Structure: The toolkit is structured around a basic infrastructure life cycle—planning and design, implementation, management and maintenance, and monitoring, evaluation and reporting—and content is organized accordingly.

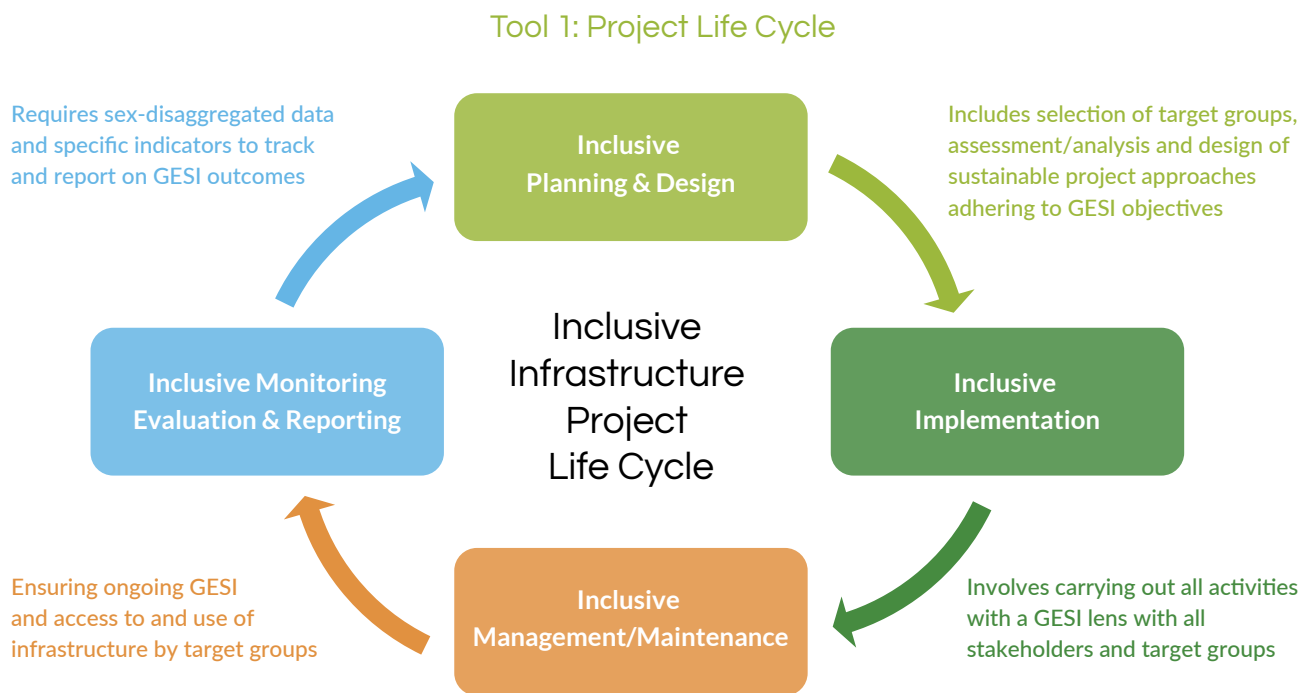
Toolkit Users: The toolkit is intended to support a range of infrastructure stakeholders, i.e., donors, government, businesses, investors, GESI focal points and advisors, community organizations and service providers, to mainstream GESI in infrastructure initiatives.

Tool Format: The tools are designed to be user-friendly, offering straightforward GESI support to infrastructure stakeholders. The format of the tools varies based on the specific objective, and take the form of checklists, process diagrams, tables and narrative explanations.

Selecting Tools: The tools can be used together or selected for specific objectives or stages in the life cycle according to the needs of the user. Some tools are simpler and others more complex to meet the needs of various users and skillsets.

Project Life Cycle Approach

The following diagram illustrates the stages of an inclusive infrastructure project life cycle and the four sections of the toolkit: planning and design, implementation, management and maintenance, and monitoring, evaluation, and reporting. The stages are briefly described in the diagram, and are expanded upon in the following tool descriptions.



Source: Author.

Project Life Cycle Assessment Tool

The Project Life Cycle Assessment Tool, building on the World Bank's Social Inclusion Assessment tool, offers a simple methodology that guides users through the entire life cycle with basic questions that help assess how GESI can be addressed at each stage. Although not specifically for infrastructure, it includes key elements of an inclusive approach: identification of excluded groups, analysis of the targeted groups, implementation actions that can be taken, and monitoring (and reporting) on progress. This simple tool is useful for all stakeholders in infrastructure, i.e., development partners, government departments, gender experts, private sector contractors and suppliers regional, national, and local civil society, especially at startup before more detailed analysis has taken place.

Tool 2: Overview Tool for Social Inclusion Assessment

IDENTIFICATION	ANALYSIS	IMPLEMENTATION	MONITORING
Are excluded groups identified?	Is there existing analysis on social inclusion?	Are there actions intended to advance social inclusion?	Are there indicators to monitor social inclusion?
Who is excluded?	How and why is a specific group (or groups) excluded?	Social Inclusion is not always about doing more: it is often about doing things differently.	How would we know if we have made progress?
Are some groups less likely to benefit from an infrastructure initiative because of their identity?	What drives the exclusion in the infrastructure sector (given the context and sub-sector)?	What actions are built into an initiative?	Is a results framework available that contains indicators on inclusion?

Source: Tool created from information in World Bank. n.d. *The Social Inclusion Assessment Tool*. <https://thedocs.worldbank.org/en/doc/478071540591164260-0200022018/original/SiATSocialInclusionAssessmentTool.pdf>

Project Life Cycle Tools Reference Guide

Tools for each stage of the project life cycle are presented in the toolkit as outlined in the following table. Note that planning and design is a critical stage with more levels of assessment and analysis.

Table 4: Project Life Cycle Tools Reference Guide

Project Life Cycle Stage	Function of Tools	Tool
Planning & Design	- Target group selection - Assessment/Analysis - Design of approaches	- Target group identification survey - GESI socioeconomic analysis - Market systems analysis - Alignment with regional and national priorities - Design for challenges and opportunities - Risk mitigation
Implementation	- Stakeholder engagement - Capacity building - Activity Checklists	- Implementation Checklist - Making the Business Case for GESI - Engaging Civil Society
Maintenance & Management	GESI review – employment, access and use/benefit	GESI Checklist
Monitoring, Evaluation & Reporting	- Disaggregating data - Specific GESI indicators	- Disaggregation Approach - Sampler of Indicators

Source: Author.

Planning and Design Tools

The planning and design stage of the infrastructure project life cycle is critical for selecting the target group(s), assessing and analyzing the challenges and opportunities for the selected group(s), and in designing interventions for GESI throughout the project.

The planning and design tools support users to:

- ✓ Select the initiative target group(s) including women and other vulnerable/excluded groups
- ✓ Assessment/Analysis of GESI in the planning and design stage
- ✓ Design of approaches to mainstream GESI throughout the project life cycle

Target Group Selection

In every infrastructure project, it is important to establish the target groups that might be positively or negatively affected by the initiative. In all cases, women (and possibly girls) will be a primary target group as we strive for gender equality globally and in all aspects of women's lives. However, there may be other groups that are relevant to Pacific infrastructure such as youth, the elderly, rural and remote communities, ethnic minorities, people with disabilities, and residents of urban settlements.

The following questionnaire can be used to elicit helpful information from communities and other key informants with knowledge of possible target groups. It is important to speak directly to potential target groups to understand their lived experience, but community organizations, government agencies, and local service providers will also have valuable insights.

A rapid five-question target group identification survey can assist target group selection:

1. Which potential target groups are likely to be significantly affected by the infrastructure project (both during implementation and after project completion)?
2. How might these target groups be negatively affected by project implementation?
3. In what ways could they contribute to and benefit from project implementation?
4. How might these target groups be negatively impacted by the resulting infrastructure?
5. What benefits could they experience by accessing or using the infrastructure?

Example answers are provided in the following table. These are meant as illustration only and every sub-sector, location and target group will elicit different but relevant answers for the specific infrastructure projects. While the first four questions provide important information, the last question helps us understand the crucial benefit of inclusive and accessible infrastructure for target groups and the communities in which they live.

Tool 3: Target Group Selection

Target Group Selection Questions	Example Answers for an ICT Project	Example Answers for a Public Transit Project
Which potential target groups are likely to be significantly affected by the infrastructure project (both during implementation and after project completion)?	Women People in remote communities	Women People living with disability

Target Group Selection Questions	Example Answers for an ICT Project	Example Answers for a Public Transit Project
How might these target groups be negatively affected by project implementation?	Women and people in remote communities may be shut out of jobs or have no input into how the project might have positive or negative outcomes on them.	Women may be vulnerable to sexual harassment by work crews and needed household resources might be affected. People with disability may have their mobility disrupted (even more than usual) unless alternatives are put in place.
In what ways could they contribute to and benefit from project implementation?	Women and people in remote communities could be employed by the initiative in a range of roles (analysis needed) or as suppliers of goods and services.	Women and people in remote communities could be employed by the initiative in a range of roles (analysis needed) or as suppliers of goods and services.
How might these target groups be negatively impacted by the resulting infrastructure?	The resulting ICT infrastructure may not meet the needs / challenges of women and people in remote communities and therefore the digital gap could widen.	Public transit may be too expensive for women or not aligned with their schedules. People with disability may have challenges getting to pick-up and drop-off points, and in ascending and descending from vehicles.
What benefits could they experience by accessing or using the infrastructure?	Women and people in remote communities will have improved access to information, communication, remote education and online business opportunities.	Women and people with disability could benefit from access to job opportunities, health and education services, and time saved in conducting daily routines.

Source: Author.

GESI Analysis

GESI analysis expands on widely used gender analysis tools. Gender analysis offers a systematic approach to understanding the underlying and socially ascribed roles and norms that impact women, girls, and other vulnerable or socially excluded groups, resulting in biases and discrimination, associated challenges and opportunities, and power imbalances that affect access, agency, participation and benefits.

A 2019 UNOPS/UN Women guide provides a tool for socio-economic gender analysis to understand root causes that support or inhibit gender integration into infrastructure projects in the Pacific. The tool offers a succinct set of questions have been adapted here to not only include gender but other targeted groups.¹⁷⁸

Tool 4: GESI Analysis

Country-Level Questions – Gender - What is the general socioeconomic condition of women? - What is the legal and policy framework for gender equality and women's rights? - How do traditions and customs affect gender equality? - How do politics and security affect gender equality?	Project-Level Questions – Gender - What roles can/could women play at the project level? - Who holds power, and who doesn't, and in what ways, such as in decision-making? - Who may enjoy expected benefits and who loses out and to what measure?
Country-Level Questions – Social Inclusion - What is the general socioeconomic condition of selected target groups (e.g., youth or the elderly)? - What is the legal and policy framework for social inclusion (and conversely discrimination)? - How do traditions and customs affect social inclusion? - How do politics and security affect social inclusion?	Project-Level Questions – Social Inclusion - What roles can/could target groups play at the project level (e.g., remote communities, people with disability)? - Who holds power, and who doesn't, and in what ways, such as in decision-making? - Who may enjoy expected benefits and who loses out and to what measure?

Source: Author.

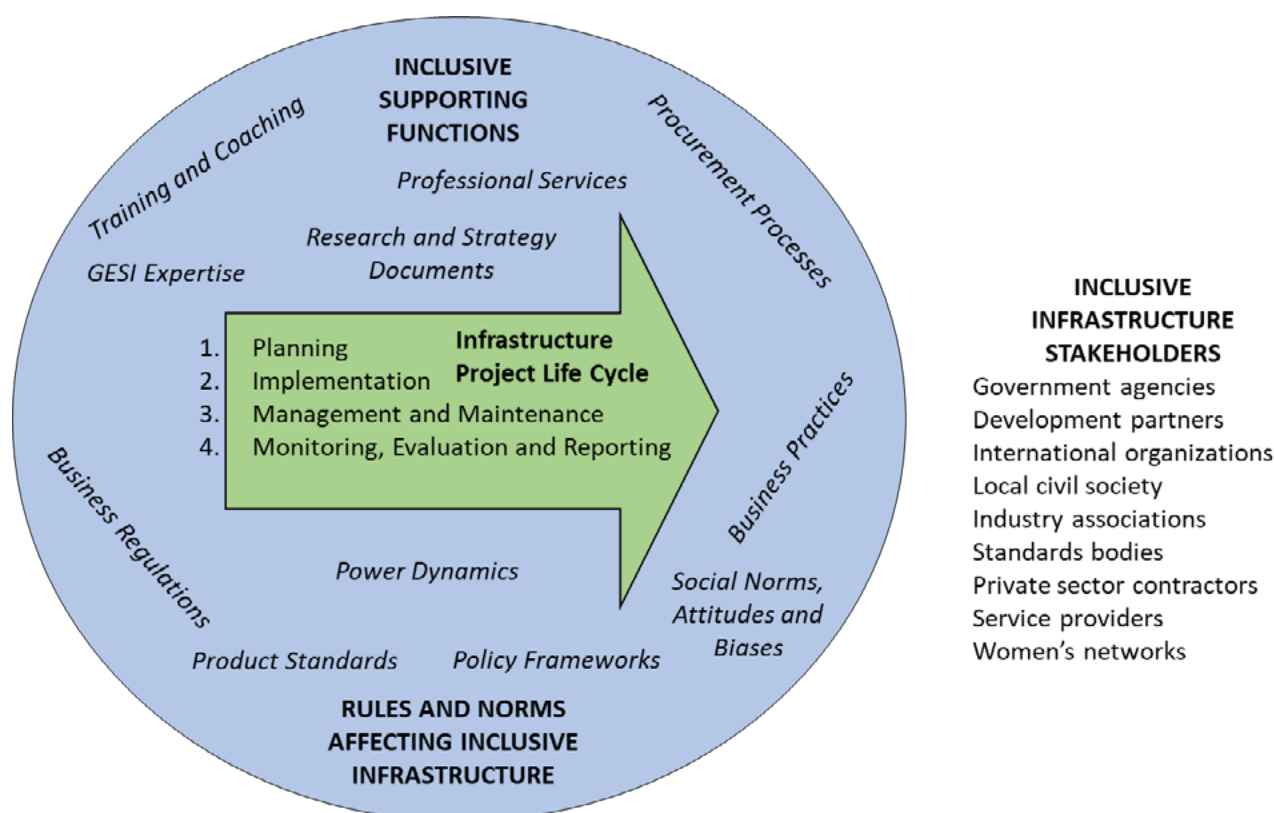
¹⁷⁸ UNOPS/UN Women. 2019. *Guide on Integrating Gender throughout Infrastructure Project Phases in Asia and the Pacific*. https://www.theprif.org/sites/default/files/documents/ap-bls19062_gpp_web.pdf

Market System Analysis

A comprehensive framework and accompanying set of tools offer more in-depth assessment and analysis that can further inform GESI mainstreaming across the infrastructure project life cycle. Application of a “market systems lens”¹⁷⁹ offers a structured process for rigorous investigation of the elements and dynamics that impact inclusive systems development:

- ✓ Stages of the project life cycle from planning through monitoring and evaluation
- ✓ Stakeholders covering a wide range of public, private and civil society actors
- ✓ Supporting functions that are needed for infrastructure development to take place
- ✓ Rules and norms that impact women and other vulnerable or socially excluded groups

Tool 5: Market Systems Analysis



Source: Inclusive Infrastructure Adaptation of The Springfield Centre. 2015. *The Operational Guide for The Making Markets Work for The Poor (M4P) Approach*. <https://www.enterprise-development.org/wp-content/uploads/m4pguide2015.pdf> (Page 3, Figure 1); Jones, L. 2012 and 2016 – *M4P WEE Framework and the WEAMS Framework*.

When assessing GESI in infrastructure projects, it is important to remember that issues may be different according to the life cycle phase. While many of these issues can be identified during the design phase, continuing assessment and learning is critical. The following table provides overview guidance on the analysis of the key components of the system and the information that is relevant to inclusive infrastructure.

¹⁷⁹ The Springfield Centre. 2015. *The Operational Guide for The Making Markets Work for The Poor (M4P) Approach*. <https://www.enterprise-development.org/wp-content/uploads/m4pguide2015.pdf>

Tool 6: Guidance on Market Systems Analysis

Analysis of Stakeholders, Functions, and Rules and Norms

Stakeholders: Who are the relevant stakeholders to the specific infrastructure project? In the case of infrastructure in the Pacific, this could include development partners, government departments, international organizations, local, national, and regional civil society organizations, private sector suppliers and contractors, and the communities and networks impacted by infrastructure initiatives. When assessing stakeholders with a GESI lens, we are concerned about interactions, attitudes, power balances, opportunities, and motivations. Key informant interviews, focus group discussions, and surveys provide information and data for analysis.

Supporting functions: Which products and services are available or needed for individuals and groups to participate in an infrastructure initiative as suppliers, employees, or consumers? For example, in the Pacific, for remote communities to take advantage of ICTs, connectivity is a crucial supporting function that is often absent. Reviewing supporting functions with a GESI lens involves determining the supports that are available and appropriate to a selected target group. Observation, stakeholder interviews, and focus group discussions offer insights into variable access and benefit.

Formal and informal rules and norms: Ranging from regulatory frameworks and business environments to social beliefs and attitudes, what rules and norms impact participation in the targeted initiative? While formal rules and standards are explicit in policies and other documents, GESI nuances are often implicit and require further exploration. Such informal rules and norms are often best understood from the selected target group's perspective. In the case of the Pacific, in addition to social exclusion, remoteness is also an issue that determines inclusion in infrastructure projects.

Source: Author.

Alignment with Regional and National Priorities

When planning an intervention, it is necessary for development partners to be knowledgeable about GESI expectations and approaches and to align with national policies and regional agreements. Each unique initiative will need to ensure that it is up to date on the latest relevant policies and guidance documents for the specific infrastructure sub-sector and the selected target groups.

Tool 7: Alignment with Regional and National Priorities

National Level Sources/Inputs	Questions to Ask:
• National government agencies • Laws and regulations • National development plans • National associations and networks • Strategies / Guidance notes • Context-specific best practice • Capacity building initiatives • Local customs and norms	
Regional Level Sources/Inputs	
• Regional forums • Agreements and conventions • Multi-country associations and networks • Frameworks / strategies • Strategies / Guidance notes	Has the project team: • Reviewed up-to-date national and regional legislation, policies, strategies, plans and frameworks? • Consulted with appropriate national and regional bodies including special interest groups (e.g., disability organizations)? • Taken regional and international conventions and agreements into consideration? • Understood the local customs and norms that inform and influence regional and national priorities?

Source: Author.

Design Checklist – challenges and opportunities

Design is a critical stage that impacts the whole project life cycle, mainstreaming GESI in plans, activities, and expected results. Design follows on identification of selected target groups and the assessment of priority areas for reducing constraints and taking advantage of opportunities.

For example, in urban development, low-income households may not be able to afford to live in new housing projects and to access the various services, and low-income migrant families may be at an even greater disadvantage due to ethnic, linguistic, and other socio-cultural factors. However, at the same time, there is an opportunity since low-income households would like to invest in home ownership and establish

themselves in a community. Government or donors can reduce poverty, stimulate growth, and improve well-being by supporting low-income buyers through affordable housing schemes, longer-term mortgages, and subsidized mortgage rates. At the same time, housing projects can contribute to employment (including job apprenticeships for youth), bolster community development, promote expansion of water and sanitation systems, and reduce crime which can be common in informal settlements.

Tool 8: Implementation Checklist

Design Checklist – Challenges and Opportunities

- ✓ Has upfront GESI analysis been carried out to identify the potential challenges and opportunities of selected target groups? (See tool above.) Have been local communities, civil society organizations and gender experts contributed to analysis and design?
- ✓ Does the design of the infrastructure initiative have the potential to promote employment or supply chain opportunities during implementation? E.g.,
 - Can women, youth or others access employment on the site or in the back office, or can they offer goods and services to the project?
- ✓ Is there a clear vision of how challenges will be mitigated for targeted groups over the long term? E.g.,
 - Removal of physical barriers for people with disability?
 - Reduced unpaid household and care work for women?
 - Better connections for remote communities?
- ✓ Is there a long-term sustainable vision how the selected target group will realize opportunities and benefit from the built infrastructure? E.g.,
 - Availability of new and better services for elderly community members?
 - Access to jobs opportunities through better transportation or communications?
- ✓ Does the initiative design consider the negative and positive impacts on assets such as housing, land, livestock, water, fish stocks, etc.?
- ✓ Have other supporting functions that might be helpful for the achievement of GESI outcomes been considered in design? E.g.,
 - Capacity level of local civil society to support target groups)?
 - Willingness of private sector contractors and suppliers to adopt mainstreaming and achieving scale for excluded groups?
 - Changes in laws, rules, standards and informal norms?
- ✓ Are there innovations/add-on projects that can promote greater mainstreaming, E.g.,
 - Skills programs that build women's capacity in non-traditional jobs?
- ✓ Is it likely that the designed intervention would impact women's agency? E.g.,
 - Decision-making authority?
 - Control over assets?
 - Reduced unpaid care work?
 - Improved negotiating skills?
 - More confidence and higher aspirations?

Source: Author.

While it is useful to consult with a broad range of stakeholders during the project design phase, excluded groups / communities are essential in offering input on how infrastructure can benefit them and be compatible with their needs and challenges: for example, details of infrastructure design that fit community needs and climate change challenges; time-saving measures that would be helpful (especially for women); employment opportunities that are best suited to capacities and interests; and specific socio-cultural barriers or advantages. Including excluded groups in all research and analysis is critical to overcoming their barriers and leveraging their opportunities.

GESI-Focused Risk Register

A risk register allows design teams to anticipate GESI risks, determine their level of likelihood, and devise a strategy to mitigate the risk. The most critical risks should be integrated into the overall project risk register, while this offers more granular analysis to anticipate implementation challenges.

Tool 9: Gender-Focused Risk Register

Dimension of GESI	Specific Risk – Description “There is a risk that...”	Risk Mitigation Strategy if Score of 3 on Either Axis	
		Likelihood of Risk (a)	Impact on Program (b)
Inclusion of women as employees, suppliers, and consumers of infrastructure.	Women and girls are viewed as vulnerable to infrastructure impacts rather than contributors to and equal beneficiaries of projects.		
Inclusion of other selected target groups as employees, suppliers, and consumers of infrastructure.	A social safeguarding rather than a proactive social inclusion approach is implemented.		
Understanding underlying root causes of exclusion in infrastructure initiatives.	Upfront assessment has not uncovered the underlying social and economic imbalances and biases that result in reduced benefit.		
Access of selected target group to the benefits of specific infrastructure sub-sectors.	The potential access benefits of the targeted infrastructure sub-sector are not fully realized: e.g., economic benefits to target groups with appropriate considerations for transport and ICTs.		
Agency of selected target group in contributing to and benefiting from specific infrastructure sub-sectors.	The specific agency benefits of the targeted infrastructure subsector are not achieved: e.g., women's time poverty, decision-making, control		

Notes: a) 1 – unlikely; 2 – low likelihood; 3 – somewhat likely; 4 – high likelihood. b) 1 – negligible; 2 – low impact; 3 – somewhat impactful; 4 – highly impactful.

Source: Content – Author; Tool – Adapted from Global Affairs Canada Risk Register https://www.international.gc.ca/world-monde/funding-financement/risk_management-gestion_risques.aspx?lang=eng

Implementation Tools

Implementation Checklist

A critical stage in implementation is selecting implementing partners and orienting them to GESI expectations. This may require training, coaching, and hiring of gender experts and will need to be incorporated into contractual, planning and reporting processes. The following checklist outlines key actions for GESI mainstreaming in the implementation of inclusive infrastructure initiatives.

Tool 10: Implementation Checklist

Implementation Checklist
✓ In selecting implementation partners, has their capacity and willingness to implement with a GESI lens been considered? Will senior management provide leadership within the organization on GESI?
✓ Are GESI experts engaged as advisors on relevant implementation activities?
✓ Have GESI outcomes been included as contractual deliverables? Have implementing partners been made aware of their reporting requirements?
✓ Has a quota for women and other targeted groups been set for employment, suppliers and community consultations?

Tool 10: Implementation Checklist (continued)

Implementation Checklist

- ✓ Is there a policy on diversity, equality and inclusion or clauses on the same in the HR policy or code of conduct including issues such as hiring, promotion, training, maternity leave and equal pay for equal work?
- ✓ Is there a HR policy or code of conduct that outlines the management of safety and security issues including transportation, housing, discrimination and harassment?
- ✓ Has training been planned for all employees (including senior managers) on policies related to GESI mainstreaming and safety and security issues?
- ✓ Are there clear, confidential and responsive grievance and redress mechanisms in place to ensure that policies are upheld?

GESI = Gender Equality and Social Inclusion.

Source: Author.

Engaging Contractors and Service Providers

Private sector contractors and service providers have different motivations than development agencies including donors and implementing agencies. As the private sector must be concerned with its bottom line, there needs to be a clear business case for shifting priorities and areas of focus, including those that require GESI mainstreaming.

Making the Business Case for GESI Mainstreaming

The following tool offers guidance on motivating private sector partners to be more inclusive in consultation, planning for benefit and engaging excluded groups as suppliers, employees, and consumers. For example, if the target excluded groups such as low-income women entrepreneurs offer a viable business opportunity, e.g., users of transportation that is appropriate to their needs, then this can be reinforced with the private sector partner to motivate change in perspective.

Tool 11: Making the Case for GESI Mainstreaming

Assessing Motivations for Partners to Work with the Selected Target Group(s)	Yes	No	Comments
Can the selected target group as users of the infrastructure offer insights into different aspects of the design /building thereby supporting on time and on budget delivery?			
Can members of the selected target group facilitate consultations and communications thereby helping a contractor meet their GESI targets?			
Does the selected target group represent a new market segment for partners? E.g., as a consumer of energy or water?			
Does the selected target group add skilled, semi-skilled and skilled workers to the labor force at a lower cost than imported workers?			
Are infrastructure contractors aware of the growing rates of women in business, including senior management in the Pacific?			
Would working with the selected target group lead to greater profitability for partners? E.g., as purchasers of products or reduced costs in labor.			
Could a partner realize increased efficiency by working with the selected target group? E.g., they have specialized knowledge or connections.			
Will a partner have access to higher volumes of raw materials if engaged with the selected target group? E.g., a needed input for infrastructure or for operations such as certain foodstuffs.			
Can partners expect to make significant gains over the long term by building capacity of the selected target group as employees or suppliers?			
Will working with the selected target group reduce the potential for conflict and promote harmonious relationships?			

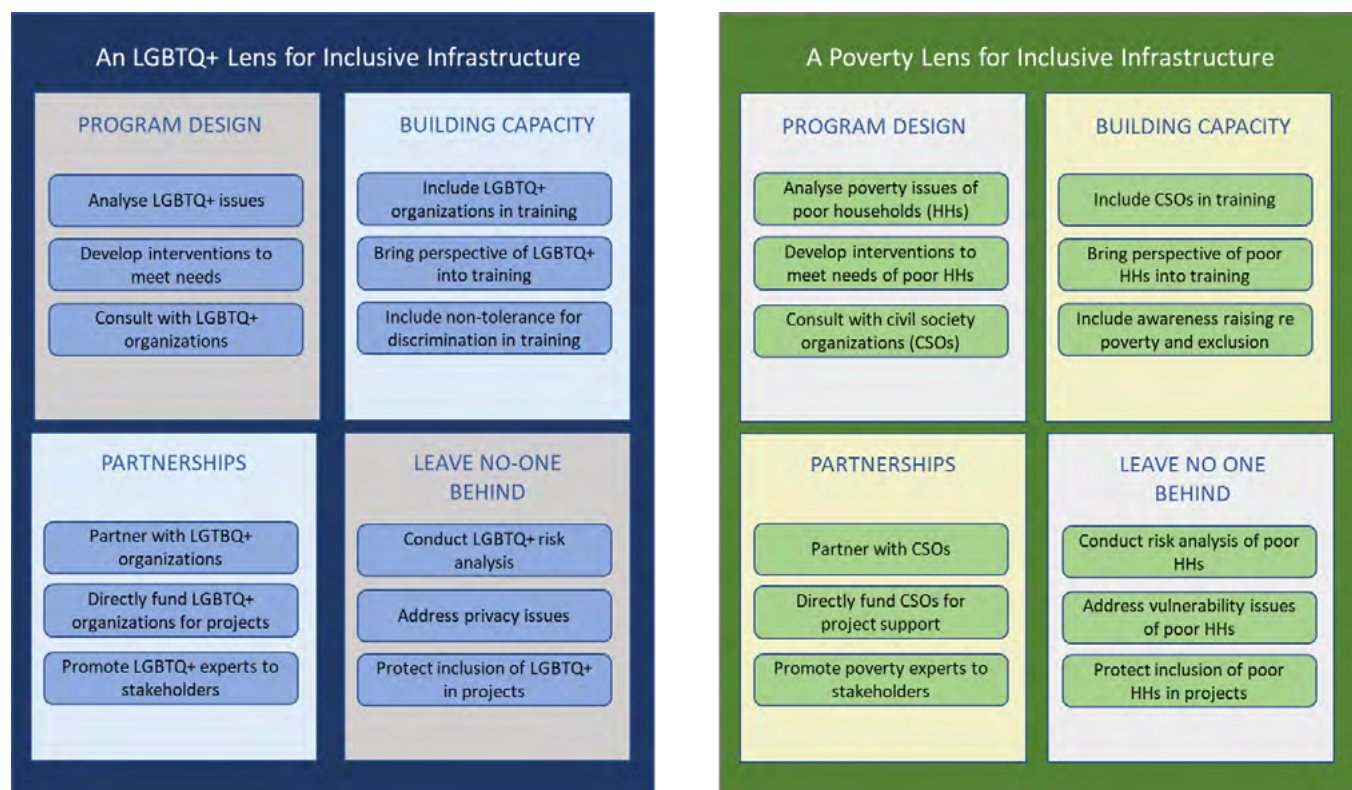
GESI = Gender Equality and Social Inclusion.

Source: Author.

Engaging Civil Society Organizations

CSOs can be strong partners for GESI mainstreaming in infrastructure initiatives in the Pacific; with disbursed populations and often low levels of GESI understanding, working through CSOs can fill this gap. However, CSOs themselves often need additional awareness, knowledge, and capacity to contribute to the desired outcomes. The two following tools illustrate how a similar process can be used to support CSOs in two areas: working with LGBTQ+ and low-income communities.

Tool 12: Applying Lenses for Civil Society Engagement



Notes:

1. LGBTQ+ - alternative gender identities (lesbian, gay, bisexual, trans, queer plus others)

2. HH – Households 3. CSOs – Civil Society Organizations.

Source: Adapted from ACDI-VOCA <https://www.acdivoca.org/2021/06/pride-month-blog-series-why-the-inclusion-of-lgbtq-populations-in-agriculture-and-market-systems-matters-part-2>

Management and Maintenance Tools

Management and Maintenance Checklist

Management and maintenance of infrastructure is critical for ongoing social, physical and economic benefits to community members, contributing to improved health, safety and livelihood opportunities. Management and maintenance needs and costs should be integrated into upfront planning, with provisions for GESI mainstreaming. Employment of women and other targeted groups requires the same consideration of human resource policies and practices described in the implementation checklist:

Tool 13: Management and Maintenance Checklist

Management and Maintenance Checklist	
✓	Understand the model for management and maintenance (community, government or private sector led)?
✓	Is the selected agency or business aware of GESI expectations?
✓	Has a quota for women and other targeted groups been set for employees and suppliers?
✓	Is there a policy on diversity, equality and inclusion or clauses on the same in the human resources policy or code of conduct including issues such as hiring, promotion, training, maternity leave and equal pay for equal work?
✓	Is there a human resources policy or code of conduct that outlines the management of safety and security issues including transportation, housing, discrimination and harassment?
✓	Has training been planned for all employees (including senior managers) on policies related to GESI mainstreaming and safety and security issues?
✓	Are there clear, confidential and responsive grievance and redress mechanisms in place to ensure that policies are upheld?
✓	Is ongoing consultation on access to and use of infrastructure planned? Is there a plan for GESI in consultations (representation of women and target groups, welcoming of diversity, access issues resolved, consideration of social norms around meetings and consultations, etc.)?

Source: Author.

Monitoring, Evaluation, and Reporting Tools

Adequate monitoring, evaluation, and reporting is critical for ensuring outcomes are being met, providing feedback loops for adaptive management, and understanding the factors and actions that impact women and other targeted groups. Effective information is captured through disaggregated data and GESI-specific indicators (both quantitative and qualitative).

Disaggregated Data

If disaggregated data are collected up front (e.g., as part of a baseline survey), this contributes to the selection of the target group. Disaggregated data are also important for understanding impacts and results, and to reporting on GESI mainstreaming.

Analysis of disaggregated data will be most beneficial when intersectionality (that exacerbate exclusion) can also be determined, i.e, not just women/men but other characteristics: women from dominant vs minority ethnic groups; young males from informal settlements; low-income and remote people with disability, etc.

This simply means that surveys and interviews need to be coded for gender, and other relevant social identifiers that have emerged in the design stage. Indicators to be assessed can then be stated in conventional statements such as # / % of people that x (disaggregated by gender, age, ethnic group).

Tool 14: Disaggregated Data Statements for Intersectional Analysis

Example Disaggregated Data Statements and Possible Intersectional Analysis	
Data Statement (annually collected)	Possible Intersectional Analysis
# of employees (disaggregated by sex, level in company, age, disability)	# of young women workers engaged in mid-level management % of women employees with a disability
# of community members participating in infrastructure consultations (disaggregated by sex, age, disability, ethnic background as relevant)	% of ethnic minority women and men participating in community consultations % of elderly women and men participating in community consultations
# of suppliers of services for infrastructure initiative (disaggregated by infrastructure stage, level in company, sex, age, disability)	% of senior management roles filled by women in implementation vs maintenance stages # of people with disability engaged in an infrastructure project in years 1, 2 and 3.

Source: Author.

GESI-Specific Indicators

In addition to disaggregating data by target group, understanding GESI often requires specific indicators that delve deeper into issues of participation, employment, use, and satisfaction.

Tool 15: Example Indicators

Examples of GESI Indicators for Infrastructure Project Outputs
Example Quantitative Indicators
Number/percentage of women and members of other targeted groups in “non-traditional” jobs (e.g., women technicians and engineers) (disaggregated by exclusion category)
Number of guidance and processes such as: diversity in hiring and retention, policies, training, reporting, GBV and sexual harassment complaint processes, discrimination, and human rights complaint processes, etc.
Number/percentage of individuals reporting reduced GBV and sexual harassment in infrastructure jobs and on infrastructure sites (disaggregated by exclusion category)
Number of individuals reporting enhanced agency as a result of improved decision-making, control over resources, time management, etc. (disaggregated by exclusion category)
Time and costs for women and members of other targeted groups in taking goods to the market (disaggregated by exclusion category)
Amount/percentage of increased income for women and members of other targeted groups
Number/percentage of women and members of other targeted groups participating in infrastructure management and maintenance (disaggregated by exclusion category)
Example Qualitative Indicators
Enhanced agency in household, community and business decision making
Greater control over resources such as land, water, income, and household assets
More equitable labor (time and income) with increased rest and leisure, and autonomy in decisions around use of time
Improved confidence, voice, and visibility of targeted group

Source: Author.

Monitoring, Evaluation, and Reporting Process

The following tool can be applied to improve the monitoring and reporting on GESI outputs and outcomes with results/indicators linked to performance clauses in contracts to encourage compliance / achievement of desired outcomes. The actual process and indicators will need to be aligned with the specific infrastructure initiative and not all these suggestions will be valid, while some alternative ones may make sense. Having GESI expertise involved is critical at this stage of infrastructure development.

Tool 16: Checklist for Establishing GESI Results and Indicators

Checklist: Questions for Establishing GESI Results and Indicators

- ✓ What is the monitoring and reporting process for infrastructure initiatives? Have GESI outcomes, outputs and indicators been incorporated into standard processes and forms?
- ✓ Who is developing the expected GESI performance indicators? Is GESI expertise available in making these decisions?
- ✓ Have local communities and CSOs been consulted on the appropriate outcomes and outputs, and the indicators to measure these?
- ✓ Are women and representatives of other target groups involved in the evaluation process as designers (indicators and questions), enumerators, and analysts?
- ✓ Are the development partner staff who are responsible for GESI engaged in the process of identifying indicators and how this information might be monitored and reported?
- ✓ Have national and regional organizations provided input as needed and as appropriate?
- ✓ Are GESI results and indicators aligned with national government strategies and frameworks? Have GESI experts from government departments been engaged?
- ✓ What are the indicators that have been identified along the project life cycle from implementation to management and maintenance? Are they appropriate for the selected target groups that will be included in the specific initiative?
- ✓ Are there indicators around access, agency, benefit, and contributions?
- ✓ Is there an adequate approach to attribution and to assessing wider change?

Source: Author.



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