



## KIAT Gender Equality, Disability and Social Inclusion (GEDSI) Strategy 2022 – 2026

February 2022

## Contact Information

Emer Purdon, Contractor Representative

Cardno

International Financial Centre (IFC)

Tower 2, Level 18

Jl. Jendral Sudirman Kav. 22-23

Jakarta 12920 Indonesia

Phone: +62 21 8086 9800

Email: emer.purdon@cardno.com

## Document History

Version	Effective Date	Description of Revision	Prepared by	Reviewed by
1	28 February 2022	Version for DFAT review	Felicity Pascoe / Paul Wright	KIAT SMT

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## About KIAT

Kemitraan Indonesia Australia untuk Infrastruktur (KIAT) is a partnership between the Government of Australia and Government of Indonesia (GOI) to support sustainable and inclusive economic growth through improved access to infrastructure for all people in Indonesia. KIAT works with government partners, multilateral development banks (MDBs) and civil society providing technical assistance to improve infrastructure policy, planning and delivery. KIAT also works with sub-national governments to improve the quality of infrastructure spending and planning.

Through its work with central and sub-national governments, KIAT is working towards three End-of-Facility Outcomes (EOFOs):

1. Improved policies and regulations for infrastructure development
2. High quality projects prepared for financing by GOI, MDBs or the private sector
3. High quality infrastructure delivery, management, and maintenance by GOI.

## Acronyms

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AIPTIS	Australia Indonesia Partnership Towards an Inclusive Society
APBN	<i>Anggaran Pendapatan dan Belanja Negara</i> (National Revenues and Expenditures Budget)
APBD	<i>Anggaran Pendapatan dan Belanja Daerah</i> (Regional Revenues and Expenditures Budget)
Bappenas	<i>Badan Pembangunan Nasional</i> (National Development and Planning Agency)
COVID-19	An acute disease in humans caused by a coronavirus identified in 2019 and which became pandemic in 2020-2022
CSE	Civil Society Engagement
CSO	Civil Society Organisation
CMEA	Central Coordinating Ministry for Economic Affairs
DFAT	Australian Department of Foreign Affairs and Trade
DPO	Disabled Peoples Organisation
EOFO	End of Facility Outcomes
FPI-PII	<i>Forum Perempuan Insinyur (FPI) Persatuan Insinyur Indonesia (PII)</i> (Forum for women engineers within the broader Association of Engineers)
GAP	Gender Equality, Disability and Social Inclusion Action Plan
GEDSI	Gender Equality, Disability and Social Inclusion
GESIT	Gender Equality and Social Inclusion in Infrastructure
GOI	Government of Indonesia
HAL	<i>Hibah Air Limbah</i> (Water Grant Program)
IMR	Interim Monitoring Report
KEQ	Key Evaluation Questions
KIAT	<i>Kemitraan Indonesia-Australia untuk Infrastruktur</i> (Indonesia-Australia Partnership for Infrastructure)
KPPIP	<i>Komite Percepatan Penyediaan Infrastruktur Prioritas</i> (Committee for Acceleration of Priority Infrastructure Delivery)
LCS	Limited Concession Schemes
LG	Local Government
LKPP	<i>Lembaga Kebijakan Pengadaan Barang</i> (National Public Procurement Agency)
MERL	Monitoring, Evaluation, Research and Learning
MPW&H	Ministry of Public Works and Housing
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
PAF	Performance Assessment Framework
PBG	Performance Based Grant
PDAM	Regional Water Utility Company
PerPres	<i>Peraturan Presiden</i> (Presidential Regulation)
PFID	<i>Pusat Fasilitas Infrastruktur Daerah</i> (Central Facilitation Regional Infrastructure Directorate) (division within the Ministry of Public Works and Housing responsible for sub-national roads)
PHJD	Program Hibah Jalan Daerah (Sub-national Road Grant Program)
PIC	Program Implementation Consultant
PPP	Public Private Partnership

PPRG	<i>Perencanaan &amp; Penganggaran Responsif Gender</i> (Gender Responsive Planning & Budgeting)
PRIM	Provincial Road Improvement and Maintenance Program
RTTF, or FLLAJ	Road Traffic and Transport Forum ( <i>Forum Lalu Lintas dan Angkutan Jalan</i> )
sAIIG	Australia Indonesia Infrastructure Grants for Municipal Sanitation
TA	Technical Advisory
TOC	Theory of Change
SWE	Society of Women Engineers in Indonesia
WatSan	Water and Sanitation

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# Definitions

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KIAT adopts the following definitions in this strategy:

**Agency** is the capacity to make decisions about one's own life and act on them to achieve a desired outcome, free of violence, retribution, or fear.<sup>1</sup>

**Civil Society Organisation (CSO)** is a non-state, not-for-profit, voluntary entity formed by people in a social sphere that are separate from the State and the market. CSOs represent a wide range of interests and ties. They can include community-based groups, as well as non-government organisations (NGOs).<sup>2</sup>

**Disability inclusion** is the meaningful participation of persons with disabilities in all their diversity when their rights are promoted, and when the disability-related concerns are addressed in compliance with the Convention on the Rights of People with Disability.

**Disability-inclusive development** promotes effective development by recognising that, like all members of a population, people with disabilities are both beneficiaries and agents of development. An inclusive approach seeks to identify and address barriers that prevent people with disabilities from participating in and benefiting from development. The explicit inclusion of people with disabilities as active participants in development processes leads to broader benefits for families and communities, reduces the impacts of poverty, and positively contributes to a country's economic growth.<sup>3</sup>

**Disabled People's Organisation (DPO)** is an organisation that is controlled by people with disabilities (at least 51% of people with disabilities at the board and membership levels). A DPO is different from other disability sector organisations because it is 'for us, by us'.<sup>4</sup>

**Gender** refers to the social, behavioural, and cultural attributes, expectations, and norms associated with being male and female.<sup>5</sup>

**Gender equality** refers to how gender factors determine how women and men relate to each other and the resulting differences in power between them.<sup>6</sup>

**Gender mainstreaming** entails bringing the perceptions, experience, knowledge, and interests of women and men, and the operation of gender norms, to bear on policymaking, planning, and decision making. It does not replace the need for targeted, women-specific policies and programs, and positive legislation; nor does it do away with the need for gender equality units or focal points.

**Disability inclusion** refers to the meaningful participation of persons with disabilities in all their diversity, when their rights are promoted, and when their disability-related concerns are addressed in compliance with the Convention on the Rights of People with Disability.

**People with disability** are defined as those who have a long-term physical, mental, intellectual, or sensory impairment that can, in interaction with various barriers, hinder their full and effective participation in society on an equal basis with others.

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<sup>1</sup> The World Bank Group Gender Strategy (2016-2023), *Gender Equality, Poverty Reduction and Inclusive Growth*

<sup>2</sup> UN (2017) United Nations Guiding Principles Reporting Framework ([Glossary : UN Guiding Principles Reporting Framework \(ungpreporting.org\)](https://ungpreporting.org/)) accessed August 2021).

<sup>3</sup> DFAT (2015) DFAT's *Development for All (2015-2020) Strategy for strengthening disability-inclusive development in Australia's aid program* extended to 2021 (accessed 12 December 2021: [Development for All 2015-2020: Strategy for strengthening disability-inclusive development in Australia's aid program \(extended to 2021\) | Australian Government Department of Foreign Affairs and Trade \(dfat.gov.au\)](https://dfat.gov.au/development-for-all/development-for-all-2015-2020-strategy-for-strengthening-disability-inclusive-development-in-australia-aid-program-extended-to-2021)).

<sup>4</sup> [Disabled People's Organisations \(DPOs\) – People with disabilities Australia \(pwd.org.au\)](https://pwd.org.au/) – accessed August 2021.

<sup>5</sup> The World Bank Group Gender Strategy (2016-2023), *Gender Equality, Poverty Reduction and Inclusive Growth*

<sup>6</sup> Ibid.



**Social inclusion** is first, the process of improving the terms for individuals and groups to participate equally/equitably in society, and second, is a process of improving the ability, opportunity, and dignity of people, disadvantaged based on their identity, to take part in society.<sup>7</sup>

## Executive Summary

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This Gender Equality, Disability and Social Inclusion (GEDSI) Strategy outlines KIAT's approach to addressing GEDSI in its infrastructure support to the Government of Indonesia (GOI) for Phase 2 (2022-2026). This document presents how KIAT's work will be delivered and performance managed towards achieving tangible GEDSI specific results, especially for women, people with disabilities, and wherever relevant, other vulnerable groups. This strategy is a refresh from KIAT's Gender Equality, Social Inclusion, and Civil Society Engagement (GESI-CSE) Strategy 2018-2022 and reflects the evolution of KIAT's approach to GEDSI during implementation to-date.

Key target beneficiaries of KIAT's GEDSI work continue to be women and people with disabilities. However, certain activities may identify and integrate a broader focus on vulnerable and poor groups relevant to the objectives of the activity.<sup>8</sup> KIAT understands intersectionality and how the various identities of an individual (age, sex, income, disability, religion, geographic and so on) can lead to multiple forms of deprivation that restrict access to services and opportunities. The intersection of these identities will be considered and addressed throughout KIAT's work.

This strategy builds on learning, practice, and partnerships that have been strengthened with central and local government and with civil society actors. It aligns with relevant Australian Government policies, specifically Australia's Department of Foreign Affairs and Trade's (DFAT's) *Indonesia COVID-19 Development Response Plan, Gender Equality and Women's Empowerment Strategy (2016)*, and *Development for All (2015-2020) Strategy*. This strategy is shaped by KIAT's ongoing internal review and reflection of its GEDSI performance, as well as DFAT's recommendations in its Mid-Term Review of KIAT (2021) to:

- Present a clear articulation of GEDSI in the Facility logic.
- Provide consistent reporting and performance tracking of KIAT's GEDSI work.
- Identify both mainstreaming and targeted activities that will contribute towards the achievement of KIAT's End of Facility Outcomes.

Several new elements are introduced in this document. The first is a GEDSI-focused End of Facility Outcome (EOFO4) which is articulated as *Infrastructure policies, design and delivery are more inclusive for women and people with disabilities*. This outcome frames ongoing work from Phase 1 and serves to elevate the importance of programming GEDSI in working towards KIAT's goal of '*Sustainable and inclusive economic growth through improved access to infrastructure for all people*'.

Four GEDSI Engagement Areas are introduced that describe KIAT's GEDSI work towards EOFO4 and these are: a) Policy, b) Infrastructure Design and Delivery, c) Leadership, Decision-making and Representation, and d) Employment and Training. Each Engagement Area has specific GEDSI Results (five in total) which both set the scope of KIAT's GEDSI focus and level of ambition. This strategy does not present GEDSI work by KIAT's sectoral focus (water and sanitation, transport and infrastructure funds and financing). This is because KIAT's GEDSI Engagement Areas and their Results are relevant to all three sectoral focus areas. This strategy presents the overarching framework for KIAT's GEDSI work which will guide each Sector team as they develop their activities.

Beyond building on learning and practice from Phase 1, this strategy introduces new areas of work. A strengthened focus on supporting women in leadership, decision-making, and representation in infrastructure (Engagement Area 3) will be explored building on early results of KIAT's support to water agencies to plan promotion pathways for female staff into middle management. Aligned with KIAT's Climate Change Strategy, to be developed for Phase 2,

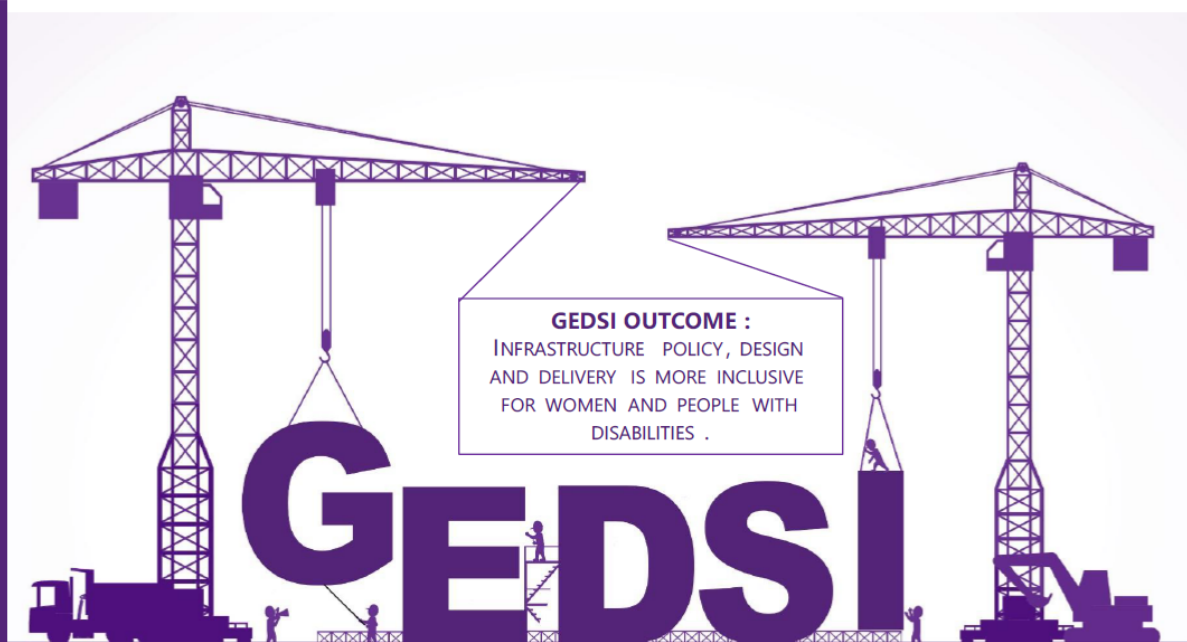
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<sup>7</sup> The World Bank Group (2013), *Social Inclusion Matters*.

<sup>8</sup> For example, recognising the poor and vulnerable will bear the main burden of negative impacts of climate change, activities in water and sanitation may have a specific and targeted focus on reducing potential impacts for vulnerable and poor groups.

this GEDSI Strategy considers contribution to climate change adaptation measures that can help to reduce potential negative impacts on women, people with disabilities, and other vulnerable groups. Opportunities to collaborate with DFAT programs are presented in this strategy where common results and objectives may connect to amplify results for both programs. Finally, increased resources and expertise within the KIAT team will support delivery of this Strategy during Phase 2. This includes reinstating the Deputy Director for GEDSI and recruiting a Senior Disability Inclusion Adviser.





#### GEDSI FOUR ENGAGEMENT AREAS:

demand-driven policy advice, evidence and technical support



#### POLICY

Result 1 | GOI is increasingly using evidence to improve its gender mainstreaming efforts in infrastructure policy and guidelines and its performance monitoring of these efforts



#### INFRASTRUCTURE DESIGN AND DELIVERY

Result 2 | Government and contractors ensure appropriate consideration of gender equality, disability and social inclusion in infrastructure project management

Result 3 | Communities, especially women and people with disabilities, are engaging in and increasingly influencing local infrastructure processes

demand-driven policy advice, evidence and technical support



#### LEADERSHIP, DECISION MAKING AND REPRESENTATION

Result 4 | Women are increasingly represented in infrastructure decision-making process – public and private



#### EMPLOYMENT AND TRAINING

Result 5 | Improved enabling environment for the employment of women and people with disabilities in the infrastructure sector

### SNAPSHOT : Gender, Disability and Social Inclusion in Indonesia

**10%**

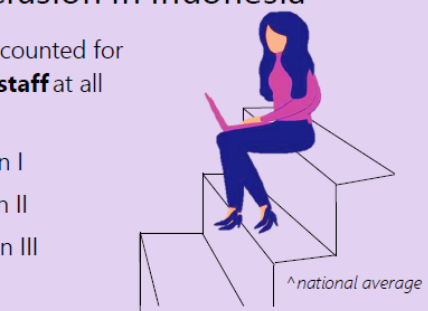
*of the population are living with a disability*

*Approximately 27 million people*



In 2020, women accounted for **less than 25% of staff** at all Echelon levels<sup>a</sup>

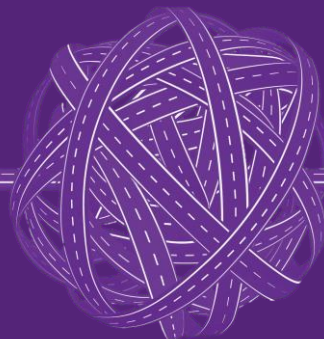
- 18% of Echelon I
- 13% at Echelon II
- 24% at Echelon III







Despite a robust central policy framework to promote **infrastructure for all**, challenges still persist:



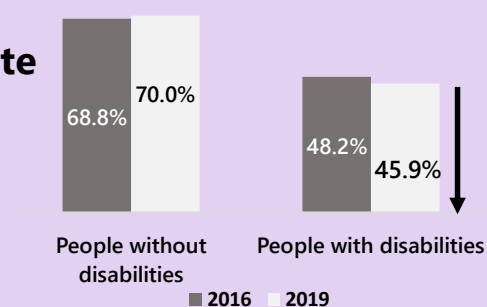
- **Weak translation of central infrastructure policies** into local policy and guidance
- **Ineffective targets to monitor**, assess and communicate their performance in **mainstreaming GEDSI into infrastructure delivery** by key GOI entities
- Insufficient consideration given to GEDSI during **project preparation, design and financing**, including during procurement
- **Need to strengthen community engagement**, particularly engagement of women and people with disabilities, during project delivery, management, and maintenance
- Lack of awareness of - and ability to apply - **Universal Design Principles** throughout the infrastructure management cycle
- Need for increased **representation of women in leadership and decision-making** forums in the infrastructure sector
- Women and people with disabilities are **underrepresented in employment and training** in infrastructure
- **Lack of integration of climate change adaptation measures** to mitigate negative impacts for women and people with disabilities



Women are only  
**6.8%** of Indonesia's construction sector

Between 2016 and 2019 :

**labour force participation rate fell for people with disabilities**



## 2 Introduction

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This Strategy will guide the implementation and performance monitoring of KIAT's gender equality, disability and social inclusion (GEDSI) over the period 2022-2026. This strategy aligns with the Government of Australia's and the Government of Indonesia's COVID-19 response and recovery strategies. It also responds to findings and recommendations from DFAT's Mid Term Review (MTR) of KIAT, completed in June 2021, as well as KIAT's internal review and reflection on GEDSI performance,<sup>9</sup> and activity-level learning and practice during Phase 1.

This Strategy does not present KIAT's GEDSI work by sector (water and sanitation, transport and infrastructure funding and financing). This is because the strategy presents KIAT's higher-level outcome, Engagement Areas of work, and Facility-level results which apply, in different ways, to all three sectors. The application of this strategy to KIAT's sectoral work is detailed in KIAT's individual Sector Engagement Strategies.

### 2.1 Background

During Phase 1, KIAT's strategic approach to gender equality, disability and social inclusion (GEDSI), and civil society engagement (CSE) evolved. Initially, KIAT's work was guided by its Gender Equality, Social Inclusion,<sup>10</sup> and Civil Society Engagement (GESI-CSE) Strategy (2018-2022) outlining a twin-track approach. The first track focused on specific measures to directly address barriers to achieving gender equality and social inclusion (GESI). The second track mainstreamed consideration of GESI through KIAT's activity cycle. Activities engaged civil society groups where their partnership helped to amplify infrastructure results related to gender equality and disability inclusion, for example in PRIM/PHJD (Provincial Road Improvement and Maintenance Program/ Sub-national Road Grant Program), to some extent sAIG (Australia Indonesia Infrastructure Grants for Municipal Sanitation)<sup>11</sup> and towards the end of Phase 1, PERINTIS<sup>12</sup>. Due to budget constraints, several GESI-focused planned activities moved to an over-programming list pending budget availability. KIAT shifted to focus on the second track - GESI mainstreaming within the existing budget and portfolio of activities under the transport, water and sanitation, and IFF directorates.

The release of the Australian Government's Indonesia COVID-19 Development Response Plan in October 2020 led to KIAT activities pivoting to support COVID-19 response efforts. Two GESI-focused activities on the over-programmed list namely, PERINTIS and GESIT,<sup>13</sup> were identified as supporting Indonesia's economic recovery from COVID-19 impacts. Preparation to update the activity designs to align with the Indonesia COVID-19 Development Response Plan for implementation of these two Activities in the second half of 2021 laid foundations for KIAT's return to a twin-track approach, as well as a greater focus on disability inclusion that is reflected in this strategy.

KIAT's GEDSI learning and adaptation during Phase 1 has influenced the direction of this strategy. Box 1 highlights key achievements recognised in the Mid-Term Review (MTR) and learning that has shaped the future direction of KIAT's GEDSI work.

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<sup>9</sup> In April 2020, KIAT commissioned a desk-based Gender Diversity Review of its human resource, procurement and workplace conditions as part of an ongoing effort to strengthen gender equality in its operations and workplace. In January 2021, KIAT conducted a review of its GESI Action Plans (GAPs) that guide GESI related activities of KIAT Activities. GEDSI is a key focus of KIAT's performance system which involves regular six-monthly performance planning and review cycles.

<sup>10</sup> In this strategy the term 'social inclusion' broadly referred to people with disabilities and other vulnerable and marginalised groups, and this was common practice at the time.

<sup>11</sup> sAIG aims to support local government to improve sanitation facilities through the implementation of public sanitation infrastructure and in doing so, being to give more priorities to the safe disposal of human waste.

<sup>12</sup> PERINTIS is an activity to trial the inclusion of women and people with disabilities in training and employment related to the sanitation sector.

<sup>13</sup> GESIT (*Gender Equality and Social Inclusion in Infrastructure*) partners with civil society organisations (CSOs) and disable persons' organisations (DPOs) to increase training and employment and influence of women and people with disabilities in infrastructure.

**Key Achievements:**

- Support to Regional Water Utility Companies (PDAMs) to integrate gender equality, disability, and social inclusion to improve water utility performance (under Performance Based Grants)
- Support to improve local road maintenance processes (under PRIM/PHJD (Provincial Road Improvement and Maintenance Program / *Program Hibah Jalan Daerah*)) including the adoption of Gender Responsive Planning and Budgeting to secure budget for GEDSI priorities when preparing road maintenance works.
- Development of long-term partnerships under PRIM/PHJD has led to sustained CSO partnerships with local government, particularly to address disability-inclusive transport in NTB.
- Technical support to MPW&H, including providing inputs to the development of the Gender Mainstreaming Roadmap and Guidelines launched in 2020 and 2021.
- Strengthening of program and performance management, introducing 7 GEDSI Action Plans (GAPs) to guide GESI related activities in KIAT Activities, as well as support to local governments to develop 68 GAPs.

**Phase 1 Learning:**

- Preparing GAPs at the beginning of a KIAT Activity helps to ensure better integration of GEDSI aspects into Activity implementation and better consideration of resourcing for GEDSI related work.
- Incentivising performance related to GEDSI (such as linking performance to payments) helps governments pay attention to integrating gender equality and disability inclusion in local infrastructure processes.
- It's important to engage champions (both government and non-government) help to drive success and increase the likelihood of sustaining results.

## 2.2 Alignment with Indonesia's Development Priorities

Indonesia has a strong policy framework for gender equality and disability inclusion, including in infrastructure development. A snapshot of this policy framework is overviewed in Diagram 1. Beneath this policy framework, Indonesia's National Medium-Term Development Plan (2020-2024) outlines commitments to women's economic empowerment, reducing inequalities and inclusive infrastructure development and economic growth. BAPPENAS provides overarching coordination and oversight for delivery of the RPJMN within the strategic plans of the various ministries.

For the Ministry of Public Works and Housing (MPW&H), high level commitments in the RPJMN are reflected both in strategic plan (RENSTRA) and the recently launched Gender Mainstreaming Roadmap and Guidelines. Other ministries KIAT engages with, such as the Ministry of Finance, reflect commitments towards inclusive infrastructure in its plans and programs related to infrastructure funding and financing.

Indonesia is a member of the G20<sup>14</sup> and will host the G20 Leaders' Summit in 2022. In 2019, the G20 Osaka Summit endorsed the *G20 Principles of Quality Infrastructure Investment* and Principle #5 on 'Integrating Social Considerations in Infrastructure Investment' promotes GEDSI in infrastructure. As a G20 country, Indonesia has committed to the implementation of this principle which involves ensuring open access to infrastructure services including through community consultations, equal opportunity for all workers to access infrastructure jobs, mainstreaming inclusion into the project cycle, and ensuring safe and healthy work environments at the infrastructure site and in the surrounding communities.

KIAT's GEDSI activities aim to contribute demonstration for evidence towards these GOI policy priorities and commitments at the for inclusive infrastructure for all.

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<sup>14</sup> Australia is also a member of the G20.

Diagram 1: Alignment of KIAT support with the Government of Indonesia's policy and programming priorities



## 2.3 Alignment with Australian Aid Priorities

The Australian Government's *Indonesia COVID-19 Development Response Plan* recognises the disproportionate impact of COVID-19 on women, girls, and people with a disability and places a strong focus on protecting the most vulnerable. Within this plan DFAT identifies Australia's infrastructure programs as important to Indonesia's growth-enabling agenda. The *Indonesia COVID-19 Development Response Plan*, which guides DFAT's country-level programming, directly aligns with Australia's COVID-19 Development Response Strategy, *Partnerships for Recovery* by:

1. Building civil society capacity to support communities to advocate for their needs and assist the government to improve accessibility.
2. Supporting economic empowerment for women and people with disabilities through supporting their increased employment in infrastructure.
3. Supporting local solutions for local issues and feeding this back to policy reform efforts for inclusive infrastructure.

This strategy also aligns with DFAT's *Gender Equality and Women's Empowerment Strategy (2016)* by enhancing women's voices in decision-making and by promoting women's economic empowerment. It also aligns with DFAT's *Development for All (2015-2020) Strategy for strengthening disability-inclusive development in Australia's aid program*<sup>15</sup> by providing technical advice and support to GOI to support effective, context-specific disability-inclusive development and delivers specific activities aimed at supporting people with disabilities to participate fully in economic and public life.

<sup>15</sup> DFAT (2015) DFAT's *Development for All (2015-2020) Strategy for strengthening disability-inclusive development in Australia's aid program* extended to 2021 ([Development for All 2015-2020: Strategy for strengthening disability-inclusive development in Australia's aid program \(extended to 2021\)](#) | Australian Government Department of Foreign Affairs and Trade ([dfat.gov.au](#)), accessed 12 December 2021).

## 2.4 Why inclusive infrastructure matters

Infrastructure is critical to social functioning and has a direct impact on social wellbeing, income, education, and health.<sup>16</sup> When infrastructure is inaccessible to any one group, that group becomes unable to participate fully in, contribute to, and benefit from society. Evidence shows that consideration of gender equality, disability, and social inclusion in infrastructure development can lead to better, more inclusive, infrastructure for all.<sup>17</sup>

Improved infrastructure can promote economic development which in turn can help to reduce poverty.<sup>18</sup> In the context of the 2030 Agenda and Sustainable Development Goals (SDGs), the link between investing in more sustainable infrastructure and promoting gender equality has emerged as two global priorities.<sup>19</sup> The 2030 Agenda has also helped to increase global attention on inclusive, or universal design, particularly to ensure the involvement of people with disabilities as vital aspects of this Agenda.<sup>20</sup>

### Box 2: A Gender Equality Perspective



*Infrastructure development is not simply a technocratic question. It requires combining supply-side issues of technical design specifications... with demand-side dimensions of who uses infrastructure, for what purposes, how it is paid for, and with what impacts on individuals, households, and communities. In this respect, infrastructure development is not gender-neutral.<sup>21</sup>*

Women and men have different access to the use of, control over, and gain different benefits from infrastructure facilities and services.<sup>22</sup> It is generally accepted that improvements to infrastructure service delivery can improve gender equality outcomes. For example, providing better water and sanitation services can reduce women and girls time fetching water and this can free up time to spend on economic or education pursuits.<sup>23</sup> In transport, it is well documented that women have more complex mobility patterns than men due to their gender roles (such as taking care of children). As women are often the most important users of and contributors to social infrastructure (health, education, childcare centres, and public recreation spaces) the design and maintenance of transportation infrastructure affects their economic and social welfare.<sup>24</sup>

Failure to address the needs and priorities of women as users of infrastructure services can reinforce pre-existing gendered inequalities that reduce women's access to and benefits from infrastructure. It also represents a missed opportunity for economic benefits for women, through work opportunities, that benefit the woman, her household, and broader economy both locally and globally. For example, better access to infrastructure helps women to participate in economic life. Globally, it is estimated that around USD 28 trillion could be added to the global GDP annually in 2025 by achieving equal participation of women and men in the economy.<sup>25</sup>

<sup>16</sup> Agarwal, A. and A. Steele (2016) *Disability considerations for infrastructure programmes*, Evidence on Demand, UK Department for International Development (DFID) ([EoD\\_HDYr3\\_21\\_40\\_March\\_2016\\_Disability\\_Infrastructure.pdf \(publishing.service.gov.uk\)](#) accessed 10 December 2021)

<sup>17</sup> World Bank Group (2012), *The World Report on Disability*; IFC (2019), *Gender Equality, Infrastructure and PPPs: A Primer*; World Bank Group (2012), *Making Infrastructure Work for Women and Men: A Review of World Bank Infrastructure Projects 2005-2009*

<sup>18</sup> IFC (2019), *Gender Equality, Infrastructure and PPPs: A Primer* ([\\*Gender-and-PPPs-Primer.pdf \(ifc.org\)](#) accessed 15 December 2021)

<sup>19</sup> At the UN Summit in September 2015, the 17 SDGs of the 2030 Agenda for Sustainable Development (SDGs) were adopted by world leaders. SDG number five is to achieve gender equality and empower all women and girls, and goals six, seven, nine and 11 directly refer to infrastructure development.

<sup>20</sup> Global Disability Innovation Hub website ([Home - Global Disability Innovation Hub](#) accessed 4 January 2022)

<sup>21</sup> World Bank Group (2012), *Making Infrastructure Work for Women and Men: A Review of World Bank Infrastructure Projects 2005-2009*

<sup>22</sup> OECD (7 March 2019) OECD Council on Sustainable Development Goals (SDGs): Side Event Issues Note: Gender Equality and Sustainable Infrastructure (accessed: [gender-equality-and-sustainable-infrastructure-7-march-2019.pdf \(oecd.org\)](#) 20 December 2021); PIDG (2018) Mainstreaming gender equality to improve infrastructure development impact, Independent Study (accessed: [PIDG-KIT-gender-report-final\\_published.pdf](#) accessed 20 December 2021).

<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

<sup>25</sup> UNOPS (2020) Infrastructure for gender equality and the empowerment of women ([https://content.unops.org/publications/UNOPS-Infrastructure-for-Gender-Equality-and-the-Empowerment-of-women.pdf?mtime=20200701120805](#) accessed 14 January 2022)





*Accessible infrastructure creates an inclusive environment for people with disabilities, allowing them to enjoy their civil, cultural, political, social, and economic rights and entitlements<sup>26</sup>. It is also a precondition for independent living and full and equal participation in society by children and adults with disabilities.<sup>27</sup>*

Globally, around 15% of the population (or 1 billion people) live with a disability.<sup>28</sup> In Indonesia, national data estimates that around 10 percent of the population (around 27 million people) are living with a disability<sup>29</sup> although the numbers vary depending on the measures used.<sup>30</sup> Mainstreaming accessibility into infrastructure development does not only benefit the small percentage of the general population living with a disability, it also has amplifying benefits for the household within which they live. This is because accessibility promotes independence both for the person with a disability and for those whom they rely upon to help in their daily life.<sup>31</sup>

Universal design is increasingly being adopted to remove barriers and promote accessibility in infrastructure, particularly transport, and built and open spaces. Universal design not only benefits those with a disability but also promotes accessibility for everyone, particularly the elderly and children. Effective infrastructure can also remove barriers which lead to disability<sup>32</sup>

As with addressing gender equality, failure to address the needs of people with disabilities in infrastructure development can arguably represent missed opportunities and potential economic loss where it limits the mobility of people and access to services that would otherwise enable them to fully participate in and contribute to social and economic life.

Infrastructure projects are increasingly adopting measures to ensure equality of benefits and economic empowerment from infrastructure development for women, men, and women and men with disabilities. There are multiple opportunities throughout the infrastructure project cycle where taking into account the different realities and needs of women and men, and women and men with disabilities, and providing opportunities to build skills, can lead to both better designed infrastructure and improved development outcomes. To contribute to better designed and more inclusive infrastructure, KIAT focuses on addressing targeted issues at the policy, design, and delivery levels. These issues are outlined in the next section.

## 2.5 Key issues for KIAT

In supporting GOI to address GEDSI in infrastructure development, KIAT seeks to address both the supply-side technical instruction and design aspects, and the demand-side dimensions related to users of infrastructure (the impacts and benefits for individuals, households, and communities). Building on good practice, learning, and partnerships to-date, KIAT will continue to deepen its focus on a common set of issues specific to GEDSI in the infrastructure sector, namely:

<sup>26</sup> Economic rights and entitlements that persons with disabilities may find harder to access include social protection insurance, pension, allowance, reimbursement, assistive devices, etc

<sup>27</sup> Agarwal, A. and A. Steele (2016) *Disability considerations for infrastructure programmes*, Evidence on Demand, UK Department for International Development (DFID) ([EoD\\_HDYr3\\_21\\_40\\_March\\_2016\\_Disability\\_Infrastructure.pdf \(publishing.service.gov.uk\)](#) accessed 10 December 2021).

<sup>28</sup> WHO (2021) *Disability and Health Fact Sheet* (accessed 3 Jan 2021: [Disability and health \(who.int\)](#) )

<sup>29</sup> BAPPENAS (2021) COVID-19 Impacts on People with Disabilities (Joint publication with Prospera, KOMPAK, AIPJ, PEDULI) ([2021 COVID-19 Impacts on People With Disabilities in Indonesia Bappenas MAHKOTA-KOMPAK.pdf](#) accessed 15 December 2021).

<sup>30</sup> Liu, E. L. Brown. (Feb 2015) *Disability data and the development agenda in Indonesia*, Inside Indonesia (source: [Inside Indonesia](#) accessed 18 December 2021).

<sup>31</sup> Agarwal, A. and A. Steele (2016) *Disability considerations for infrastructure programmes*, Evidence on Demand, UK Department for International Development (DFID) ([EoD\\_HDYr3\\_21\\_40\\_March\\_2016\\_Disability\\_Infrastructure.pdf \(publishing.service.gov.uk\)](#) accessed 10 December 2021).

<sup>32</sup> ICED (2018) *Disability Inclusion through Infrastructure and Cities Investment – Roadmap* ([Microsoft Word - ICED Disability Inclusion Briefing Note Final - Mar 18.docx \(icedfacility.org\)](#)

**Weak translation of central infrastructure policies into local policy and guidance often resulting in the poor implementation of these policies.** GOI has a robust policy and regulatory framework for promoting gender equality and disability inclusion in infrastructure (see Section 3.2). MPW&H has been a leading Ministry in gender mainstreaming through its policies, plans, and programs<sup>33</sup> and with KIAT support developed and launched in 2020 its *Gender Mainstreaming Roadmap* and *Technical Guidelines* for implementation and performance monitoring of gender mainstreaming in its policies and programs. MPW&H has received Presidential Awards for the past four years for its gender mainstreaming performance. However, effective translation of central policies into local policies and guidance remains weak. This is mainly due to lack of knowledge among government staff, poor socialisation of national regulations, limited political will and capacity, insufficient resources (including budget), staff turnover, and poor coordination, all of which can result in poor application of these policies at the local level.

**Key GOI entities<sup>34</sup> do not effectively set targets by which to then monitor, assess, communicate their performance in mainstreaming gender equality, disability, and social inclusion into infrastructure delivery.** Insufficient gender and disability disaggregated data on infrastructure needs and use, in addition to limited monitoring budget and capacity of GOI entities, makes it challenging to effectively monitor progress, communicate results and adjust programming for improvements. MPW&H's Gender Mainstreaming Roadmap provides clear guidance on monitoring going forward, however it is expected that there will be challenges to effectively monitor, assess and communicate performance related to the 16 gender mainstreaming programs in the roadmap. This includes potential challenges for Gender Focal Points assigned in MPW&H Directorates to effectively monitor and assess performance internally and externally (eg. to the Ministry of Women's Empowerment and Child Protection) due to capacity, skills and resourcing gaps. To effectively implement this roadmap, there also needs to be a process whereby GOI entities develop management responses, and then follow-up on findings from the monitoring process.

**Insufficient consideration is given to gender equality, disability, and social inclusion during project preparation, design, and budgets (for example in procurement documents and contracts).** There remains a general lack of capacity among GOI and private sector consultants to conduct and approve social and environmental impact assessments, situational analysis and consult with communities. This undermines a project's ability to identify appropriate activities, allocate appropriate budget and implement strategies throughout the infrastructure project cycle. This represents missed opportunities to reduce or mitigate negative impacts<sup>35</sup> and to ensure benefits of infrastructure reach women and people with disabilities, and they can access employment opportunities on infrastructure projects. KIAT has learned that including clauses in contracts and procurement documents that promote gender equality and disability inclusion can help to remove institutional barriers to opportunities for women and people with disabilities in infrastructure. Further, designing and delivering specific interventions to ensure representation and influence of communities, particularly women and people with disabilities, helps to ensure infrastructure is better designed, meets community needs, and is accessible for all.

**There is a need to strengthen community engagement (particularly engagement of women and people with disabilities) in project delivery, management, and maintenance.** Participation of community women and men, and men and women with disabilities in all levels of infrastructure development remains low. KIAT learning has found that this is often due to poor access to information about local infrastructure development, lack of capacity or incentive for local governments and contractors to engage communities, and in the case of people with disabilities, often due

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<sup>33</sup> For example, Guidelines for Gender Integration in Program and Budget Planning and Gender Review of the Standards, Norms of Procedures and Criteria (NSPK) for sub-sectors, Ministry of Public Works, Jakarta

<sup>34</sup> Entities here refers to directorates within MPW&H, BAPPENAS, local Transport Office and PDAMs as well as other potential local government agencies involved in monitoring performance of local infrastructure in transport and watsan sectors.

<sup>35</sup> Such as displacement and loss of livelihoods which often disproportionately affect women, people with disabilities, and other vulnerable groups.

to lack of networks and reasonable accommodation to encourage and enable their effective meaningful participation and engagement in local infrastructure delivery, management, and maintenance. KIAT has evidenced the important role played by civil society organisations (CSOs) and disabled persons organisations (DPOs) in effectively reaching and working with communities to build their awareness, skills and confidence to engage in infrastructure development processes.<sup>36</sup> However, local government agencies often regard infrastructure provision as the government's domain and/or there may be a lack of trust in working with CSOs. At the same time, most CSOs and community members are unaware of how infrastructure development takes place or how they can be involved, for example, contributing to social impact assessments, attending public hearings, or providing consumer feedback.

**The representation of women in leadership and decision-making forums in the infrastructure sector can be strengthened.** Women are significantly underrepresented in the infrastructure sector, in policy and decision-making. MPW&H staff composition in 2020 comprise 70% men and 30% women.<sup>37</sup> This figure is lower than the average proportion of women in the Indonesian public service in 2020, at 52%. Women within MPW&H represent only 3% at the Echelon I level and are mostly represented in Echelon III positions (37%) which is lower than the national average.<sup>38</sup> Further, women are underrepresented in STEM, and in 2015 represented only 31% of STEM researchers, compared to 69% who were men.<sup>39</sup> In general, more women are graduating from tertiary institutions (increasing from 16% in 1993 to 59% in 2018) leading to a growing pool of female talent. As well as being better educated in general, women in Indonesia are becoming more ambitious in their career aspirations.<sup>40</sup> However, women in Indonesia's public sector are not promoted as often as their male colleagues because they seek fewer opportunities for promotion. Women score lower on bidding processes for promotion and are less able to participate in training for higher echelon positions due to time constraints and responsibilities at home.<sup>41</sup>

**Lack of awareness of - and ability to apply - universal design principles throughout the infrastructure management cycle.** Progress in shifting mindsets to more inclusive infrastructure development based on universal design principles is challenging and few people within government and contractor companies have sufficient knowledge about universal design and how to apply the principles. This is exacerbated by a common view among planners that universal access is costly, even though it is often more cost-efficient to integrate accessibility at the design stage rather than trying to retrofit later.<sup>42</sup> There is a lack of practical guidance, in line with national standards, that help to guide contractors and guide governments to budget, design and oversee the application of universal design standards.

**Women and people with disabilities are underrepresented in employment in infrastructure (public and private sectors).** Women's participation as planners, engineers, and other technical specialists in the infrastructure field

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<sup>36</sup> As noted on page 6 of this strategy, KIAT defines CSOs as is a non-state, not-for-profit, voluntary entity formed by people in a social sphere that are separate from the State and the market. CSOs represent a wide range of interests and ties. They can include community-based groups, as well as non-government organisations (NGOs). KIAT defines DPOs is an organisation that is controlled by people with disabilities (at least 51% of people with disabilities at the board and membership levels). A DPO is different from other disability sector organisations because it is 'for us, by us'.

<sup>37</sup> Ministry of Public Work (2020) *Statistik Kepegawaian Kementerian MPW&H 2020-Status* periode 16 July 2020 <https://eppid.pu.go.id/assets/vendors/ckfinder/userfiles/files/DATA%20STATISTIK%20KEPEGAWAIAN%20KEMENTERIAN%20MPW&H%202020.pdf> data shows that of MPW&H's 21,889 staff in 2020, 15,382 (70%) men and 36,517 (30%) women

<sup>38</sup> Indonesia's national average in 2020 was 18% of the Echelon I staff are women, 13% at Echelon II and 24% at Echelon III

<sup>39</sup> UNICEF 2015 *A Complex Formula: Girls and Women in Science, Technology, Engineering and Mathematics in Asia*

<sup>40</sup> Referenced in ILO and Investing in Women *Research Brief Leading to Success in Indonesia: The Business case for women in business and management in Indonesia*, June 2020 ( [Leading to success: The business case for women in business and management in Indonesia \(ilo.org\)](#) accessed 14 November 2021)

<sup>41</sup> World Bank (June 2020) *Policy Research Working Paper: Inclusion in Indonesia's Education Sector: A Subnational Review of Gender Gaps and Children with Disabilities* ([World Bank Document](#) accessed 14 November 2021)

<sup>42</sup> World Bank (2010) *Making Infrastructure Work for Women and Men (1999-2009)*

remains limited (both in public and private sectors), which means the sector cannot benefit from a more diverse range of talents and perspectives. Women constitute only 0.3% (160, 419) of the total labour force in the construction sector, however it is not clear from data how many of these women are engineers (skilled workers).<sup>43</sup> In Indonesia, the infrastructure sector is still considered 'men's work' and only 6.28% of workers in the construction sector are women.<sup>44</sup> Gender stereotypes can make it difficult for women to apply or be selected for construction roles.<sup>45</sup> In addition long work hours, frequent travel to sites and unfriendly family work environments make it difficult for women to remain in infrastructure jobs.

While the labour force participation rate for people without disabilities in all sectors of work increased between 2016 and 2019 (from 68.8 percent to 70.0 percent), it fell for people with disabilities (from 48.2 percent to 45.9 percent) in the same period. Seventy-two percent of workers with a disability were in informal employment, compared to 53 percent for workers without disability.<sup>46</sup> While data on people with disabilities in infrastructure work is unavailable KIAT experience has shown limited participation in infrastructure work due to lack of access to information, lack of support services and lack of skills for people with disabilities to fill jobs advertised. There are increased Work Health and Safety (WHS) risks in construction work for people with disabilities and so any efforts to increase their work opportunities must be pursued with caution and attention to identifying and properly mitigating these risks.

**Lack of integration of climate change adaptation measures that would help to mitigate negative impacts for women and people with disabilities.** Climate change will impact already vulnerable communities, particularly in areas already facing water stress such as coastal and island communities and remote communities. Poor, marginalised communities and indigenous people carry the heaviest burden as their livelihoods rely on natural resources and their capacity to respond to external shocks is constrained. Poorly developed water and sanitation infrastructure disproportionately impacts women and girls due to local gender norms, often resulting in the marginalisation of women's views and preferences. Climate change will make the demand for water greater with attendant risks if water is not available or affordable to vulnerable people.<sup>47</sup>

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<sup>43</sup> Ministry of Labour (2021) Labour Force Data Edition 3, 2021 (*Ketenagakerjaan dalam Data edisi 3 2021*)

<sup>44</sup> BPS 2020, Sakernas 2020

<sup>45</sup> During research for this strategy, several jobs advertised for engineering roles in Indonesia had "male candidate" as their first criteria for selection.

<sup>46</sup> BAPPENAS (2021) *COVID-19 Impacts on People with Disabilities* (Joint publication with Prospera, KOMPAK, AIPJ, PEDULI) (accessed: [2021\\_COVID-19 Impacts on People With Disabilities in Indonesia Bappenas MAHKOTA-KOMPAK.pdf](#) 15 December 2021).

<sup>47</sup> MIT (2015) *Climate Change: Why the Tropical People Will Suffer Most* (<https://www.technologyreview.com/2015/06/17/167612/climate-change-why-the-tropical-poor-will-suffer-most/> accessed 3 January 2022)

## 3 The Strategy

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### 3.1 Purpose and Audience

This strategy guides KIAT teams and subcontractors on KIAT's GEDSI work by:

- Providing a framework for **GEDSI-focused outcomes** and **key results** that will contribute to the achievement of KIAT's **GEDSI-focused End of Facility Outcome (EOFO)** as detailed in the **KIAT M&E Framework**.<sup>48</sup>
- Overviewing delivery of KIAT's GEDSI-focused work through a twin-track approach including outlining **partnerships, resourcing, and roles and responsibilities** within KIAT.
- Describing the **performance management** of KIAT's GEDSI work within the broader Performance Framework to monitor and measure performance towards KIAT's GEDSI-focused End of Facility Outcome.

This strategy is also relevant for:

1. **DFAT** for whom it will act as a guide on the types of GEDSI work KIAT will focus on, the expected outcomes and results from this work, and how KIAT's GEDSI work will be performance managed.
2. **GOI partners** for whom it will act as a guide on KIAT's GEDSI support work to GOI priorities in integrating gender equality and disability inclusion into infrastructure development.

### 3.2 Target groups and Intersectionality

KIAT's GEDSI work primarily targets **women** and **people with disability**. However, it is expected that activities focusing on women and people with disabilities may also lead to benefits for other vulnerable groups that are not directly targeted. Where this is happening, KIAT will aim to capture, analyse and report on these broader benefits. In addition, while not a specific focus of KIAT, certain activities may identify and integrate a broader focus on vulnerable and poor groups relevant to the objectives of the activity. For example, recognising the poor and vulnerable will bear the main burden of negative impacts of climate change, activities in water and sanitation may have a specific and targeted focus on reducing potential impacts for vulnerable and poor groups.

Through analysis during project preparation, delivery, and iterative learning, KIAT aims to unpack, understand and respond to the intersectionality of gender, race, disability (and type of disability), age, and socio-economic status. Intersectionality is important because it recognises that women and people with disabilities are not homogenous groups. The different identities an individual carries and how these different identities interconnect will influence the needs, situation, barriers and/or types of deprivation an individual faces in the context of accessing and benefitting from infrastructure, and infrastructure development processes. For example, a young woman who is hearing impaired has different experiences and barriers to the use of local infrastructure compared to an elderly woman in a wheelchair. KIAT will ensure the design, delivery, and monitoring of activities capture information and evidence on the intersectionality of gender, disability, and disadvantage for different women and men in different contexts to inform appropriate strategies and approaches.

Definitions adopted by KIAT are presented in the Definitions section of this strategy (see page 6).

### 3.3 GEDSI Outcomes

KIAT's goal '*Sustainable and inclusive economic growth through improved access to infrastructure for all people*' has a clear commitment and gives centrality to inclusion and infrastructure for all.

KIAT's Facility logic will introduce a fourth EOFO that highlights the importance of addressing gender equality, disability and social inclusion to strengthen the delivery of KIAT activities making them more inclusive and responsive to users of infrastructure:

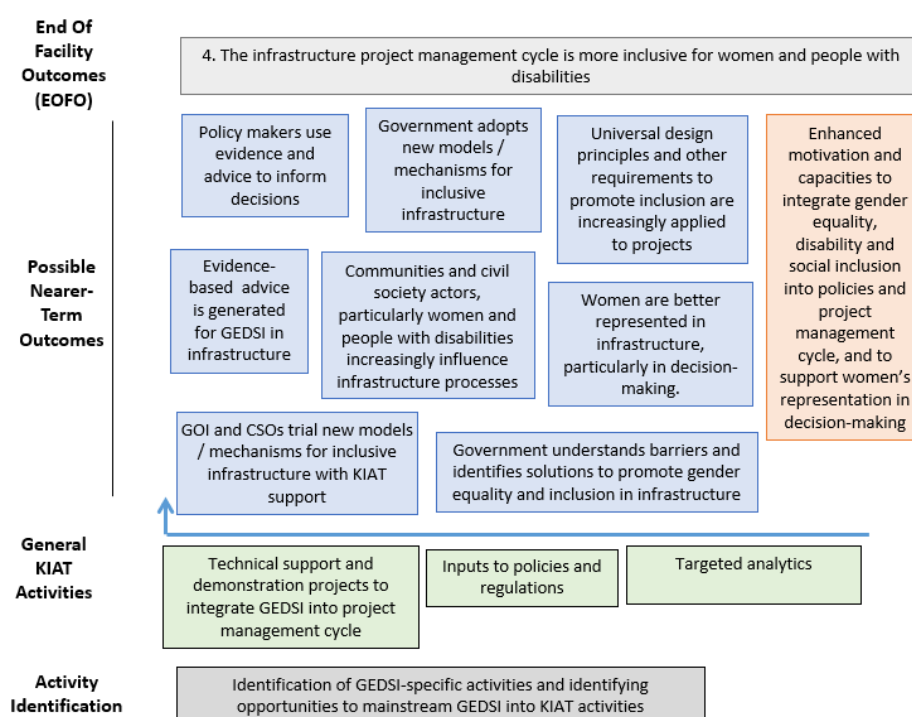
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<sup>48</sup> KIAT's MEL Framework is being updated for Phase 2 in conjunction with this and any required revisions to this Strategy to align with MEL Framework updates will be done accordingly.

#### EOFO4: Infrastructure policies, design and delivery are more inclusive for women and people with disabilities

Work under EOFO4 strengthen the delivery of KIAT activities working towards KIAT's goal:

Diagram 3: KIAT's End of Facility Outcome 4 Logic



This EOFO is concerned with working upstream at the policy level and downstream at the programming level to integrate gender equality, disability and social inclusion into infrastructure development. The aim is to contribute towards infrastructure that is better designed, more inclusive and supports the Government of Indonesia's efforts towards infrastructure for all.

#### Upstream: Data gathering and use for continuous policy improvements and guidance for infrastructure for all

This outcome aims to contribute to central and local government efforts to generate and use data and evidence to inform and continuously improve policy and policy guidance, at central and local levels, for gender responsive and inclusive infrastructure. This includes:

- The ability of government entities to effectively set targets to guide monitoring, assessment and reporting on performance in gender mainstreaming and disability inclusion to inform improvements to policy and programming.
- The ability of government to design and plan infrastructure projects that incorporate certain requirements, such as universal design principles and those that related to equal opportunities for women and people with disabilities in infrastructure employment.

#### Downstream: Strengthening capacity, skills and confidence of communities, especially women and people with disabilities

This outcome aims to strengthen the capacity, skills and confidence of communities, particularly women and people with disabilities, to effectively engage in and influence infrastructure development processes to ensure infrastructure is better designed and meet the needs of users. This includes:

- Support to civil society actors (CSOs and DPOs) to reach and engage communities so that they can become involved in and benefit from infrastructure (including job opportunities).
- Support to local government to better deliver projects that involve and respond to community needs and feedback.

- Support to local government to deliver infrastructure that incorporates design requirements such as the universal design principles and climate change adaptation measures that help to reduce vulnerabilities of women and people with disabilities, and other vulnerable groups.
- Strengthening partnerships between representative civil society groups (CSOs and DPOs), local government and private sector actors.

#### Individual: opportunities for women and people with disabilities to improve their economic wellbeing and leadership

This outcome is concerned with reducing barriers and improving opportunities for women and people with disabilities to improve their social and economic wellbeing and leadership. This includes helping to reduce barriers to women and people with disabilities in securing training and jobs in infrastructure. This also includes supporting government and private sector efforts to promote and support women into leadership and decision-making, as well as improving the representation of women and people with disabilities in infrastructure development.

This work under EOFO4 is not new to KIAT and represents a continuation of GEDSI programming. EOFO4 is cross-cutting in that it contributes results, learning and practice to help achieve KIAT's other EOFOs as shown in Diagram 3. In addition to continued focus on GEDSI work, EOFO4 also represents:

- A strengthened focus on disability inclusion.
- An enhanced focus on women and people with disabilities in leadership and decision-making.
- Consideration of climate change adaptations reflecting GEDSI contributions to KIAT's Climate Change Strategy.

Diagram 3: KIAT's End of Facility Outcomes



### 3.4 Engagement Areas and Results

KIAT's four Engagement Areas describe the types of work KIAT engages in to promote gender equality, disability, and social inclusion in infrastructure development, of which there are four: 1) policy, 2) infrastructure project

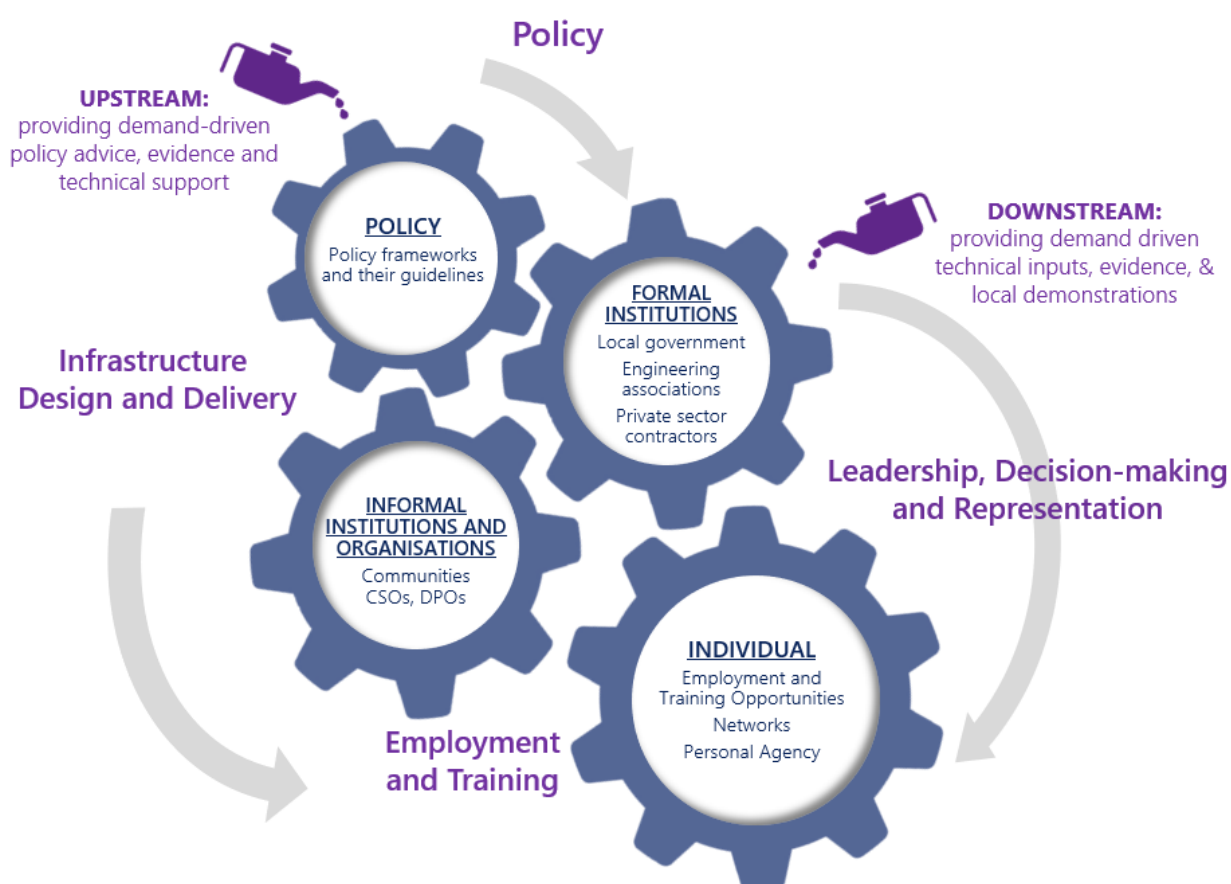


management, 3) leadership, decision-making and representation and 4) employment and training. Diagram 4 show the interconnection - upstream and downstream - of these Engagement Areas. A description of each Engagement Area and the results they will deliver are described below.

Given KIAT's relatively small budget and reach in comparison to the scope of MPW&H's and BAPPENAS' portfolios, KIAT has strategically selected these areas to support GOI priority plans and programs and demonstrate KIAT's comparative advantage. The depth of focus of KIAT sectors on each Engagement Area varies based on KIAT's positioning, relevance and MPW&H demand:

- In the **IFF sector**, KIAT's GEDSI work primarily focuses on policy upstream work and initial design and planning stages of infrastructure project management.
- In the **transport** and **watsan** sectors, KIAT's GEDSI support primarily focuses on infrastructure project management, as well as leadership, decision-making and representation through activities engaging at the community level. Here, KIAT's has a smaller focus on the link between national level policy guidance and local level policies.

Diagram 4: The interconnection between KIAT's Engagement Areas



## ENGAGEMENT AREA 1: POLICY

Technical advice and assistance to ensure policies, their frameworks and policy processes are informed by sex-disaggregated data and analysis on gender equality and disability inclusion in infrastructure

KIAT provides demand-driven policy analysis and advice to MPW&H, BAPPENAS, MOF (as well as other identified central ministries) and to local government partners to help improve existing policies (both national and subnational) to maximise inclusiveness and gender responsiveness. This includes the policy and budgetary decisions which support infrastructure access for women, girls and vulnerable groups. As noted in Section 2.2, GOI has a robust central policy framework on gender mainstreaming, disability inclusion and community engagement in infrastructure development. In addition, MPW&H launched its Gender Mainstreaming Roadmap and Guidelines in 2021 to guide programs and monitoring of gender mainstreaming across MPW&H activities. KIAT's policy engagement will focus on two areas:

1. **Policy inputs and technical advice:** KIAT will provide technical advice and assistance to ensure policies, their frameworks and policy processes are informed by evidence for gender equality and disability inclusion in infrastructure, and where possible, sex-disaggregated data. While there may be requests for national policy inputs, it is expected KIAT may primarily focus on support to local government in translating central guidance into local policies. This includes DKI Jakarta which is a prominent partner across all KIAT Activity Streams. This may include targeting infrastructure policy that specifically strengthens services and infrastructure for vulnerable groups. This may also include encouraging policy requirements and strategies to incorporate universal design, equal pay for equal work, opportunities for women and people with disabilities, facilities that support women in work and so on. A noted exception is likely to be KIAT's IFF Activity Stream and its work at a national policy level.
2. **Improvements in monitoring and reporting on gender mainstreaming.** Monitoring is one of the four pillars in the implementation of MPW&H's *Gender Mainstreaming Roadmap*. Where there is demand, KIAT will support MPW&H, through KIAT existing activities, to improve MPW&H's and local government to monitor GEDSI related work, improve the gathering and analysis of evidence, and to use evidence and learning to improve MPW&H GEDSI performance. This may include support to review performance and/or technical assistance to fulfill national reporting requirements, such as those to the Ministry of Women's Empowerment and Child Protection. In transport, this may include performance monitoring and reporting on MPW&H's gender responsive planning and budgeting (PPRG) pilot or inputs the government's development for sustainable urban mobility to ensure consideration of evidence and data on the specific needs of women, people with disabilities. In watsan, this may include support for MPW&H's performance monitoring of PDAMs, their GAP's and efforts to develop the careers of women in PDAMs. In IFF, this may include monitoring gender-responsive procurement for private sector participation in infrastructure.

Work under Engagement Area 1 will deliver the following result:

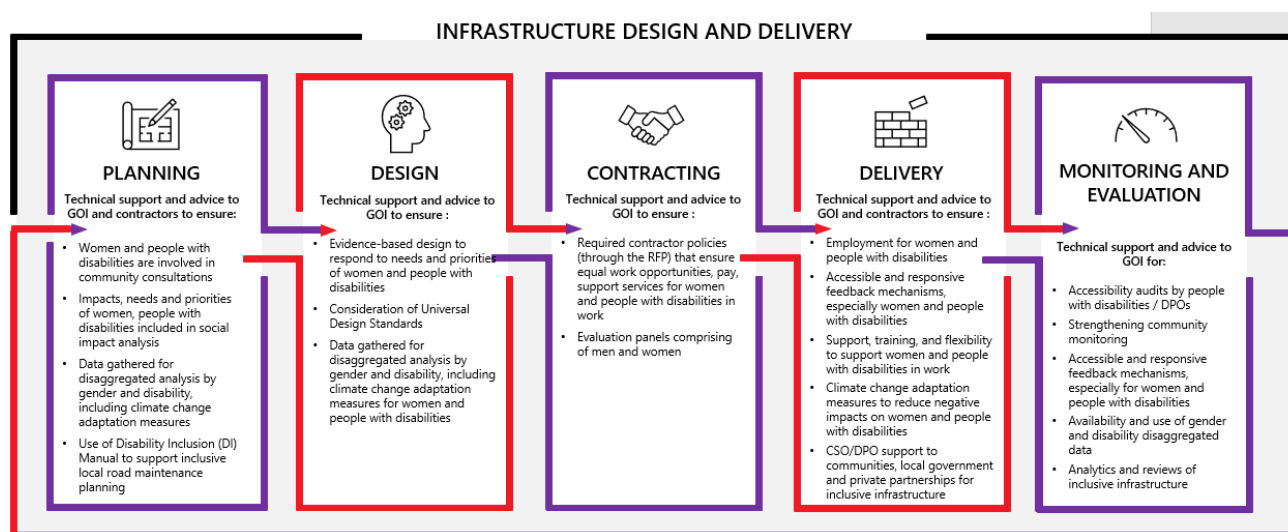
**Result 1:** GOI is increasingly using evidence to improve its gender mainstreaming efforts in infrastructure policy and guidelines and its performance monitoring of these efforts.

## ENGAGEMENT AREA 2: INFRASTRUCTURE DESIGN AND DELIVERY

Technical support, advice and sharing evidence to support the integration of gender equality, disability and social inclusion into design and delivery of infrastructure projects.

KIAT supports relevant GOI agencies to mainstreaming GEDSI considerations into project preparation of infrastructure projects (including planning, public consultations, design and contracting), and during delivery to improve the evidence-base to demonstrate the potential economic and non-economic benefits of infrastructure that is gender-responsive and disability inclusive. The types of inputs and technical support KIAT will provide throughout the infrastructure cycle in one or more of the sectors is shown pictorially in Diagram 5.

Diagram 5: Areas of KIAT support for Inclusive Infrastructure Design and Delivery



Generally, KIAT's GEDSI IFF sector activities under this Engagement Area focus on the planning and design stages of infrastructure for private sector investment. KIAT's GEDSI related work in the sectors of transport and water and sanitation are integrated into all stages of the project management cycle. This includes, for example technical assistance to the government to integrate GEDSI into contracts, designs, procurement processes, modules and manuals, training delivery, community engagement on infrastructure planning and delivery, and carrying out field demonstrations where proven models can be adapted and/or adapted by local or central government.

KIAT's Climate Change Strategy<sup>49</sup> guides the mainstreaming of climate change principles and actions in future IFF, transport and watsan activities. GEDSI work in both sectors will build on KIAT's current portfolio and partnerships to include activities that help build adaptive capacity in communities and institutions to protect those vulnerable to climate change impacts, particularly women and people with disabilities.<sup>50</sup>

Work under Engagement Area 2 will deliver the following results:

<sup>49</sup> To be developed for Phase 2.

<sup>50</sup> For example, urban mobility awareness-raising and training with community members, especially the most vulnerable (including women and people with disabilities), can bolster their resilience for facing increasing climate change impacts. Given most public transport users in urban settings are women and that they rely heavily on transport systems to connect them (often through multiple trips and modes of transport) to work and economic opportunities, the importance of their involvement in discussions, planning and the design of urban mobility solutions is reinforced. Physical solutions should provide safe and accessible facilities for all pedestrians and users and account for potential increases in extreme weather events such as flooding and storms which may reduce the ability of women and vulnerable groups to access public transport.

- **Result 2:** Government and contractors ensure appropriate consideration of gender equality, disability, and social inclusion in infrastructure design and delivery.
- **Result 3:** Communities, especially women and people with disabilities, are engaging in and increasingly influencing local infrastructure processes.

### ENGAGEMENT AREA 3: LEADERSHIP, DECISION-MAKING AND REPRESENTATION

Carrying out local demonstrations, building evidence, and profiling current and future leaders to encourage greater representation of women and people with disabilities in infrastructure sector (public and private).

KIAT will work with government, non-government actors, private sector and associations to improve the involvement of women in leadership, decision-making and representation in infrastructure. Where opportunities are presented to strengthen the leadership of people with disabilities in infrastructure, KIAT will aim to contribute through activities and enhancing networks and connections. It is expected that the focus of KIAT's work to support people with disabilities under this Engagement Area will focus on strengthening the representation (including voice and agency) of people with disabilities. This is based on learning to date on both opportunities that are present, and the strategic positioning of KIAT to contribute to enduring change within its timeframe. This engagement area is cross-cutting in KIAT's transport, watsan and IFF work at the national and local levels.

At the local level, KIAT will build on its existing portfolio of work in transport and watsan to support strengthening the capacity of communities, especially women and people with disabilities, to engage effectively in infrastructure processes and to influence projects based on their needs and priorities. This will be through strengthening the effective functioning of community forums<sup>51</sup> building on the Subnational Road Maintenance Program (PHJD) and Performance Based Grants (PBG). KIAT's GESIT Activity will also engage CSOs and DPOs to strengthen the technical capacity and networks (including with local government and private sector) of these organisations to connect communities to local infrastructure processes, improve their knowledge and skills, and build their confidence to engage.

At the national level, KIAT will explore three new areas of work. First, KIAT will identify opportunities to promote women in leadership and decision-making in public and private sector spaces. Opportunities have been identified to collaborate with *Forum Perempuan Insinyur - Persatuan Insinyur Indonesia* (Forum of Women Engineers – Indonesian Engineers Association, or FPI-PII) and the Society of Women Engineers (SWE) that are both active in promoting and profiling women in Indonesia's infrastructure sector. KIAT is well-placed to support their efforts to generate evidence and data on women in infrastructure in Indonesia, and to support FPI-PII and SWE efforts to profile and promote women leaders in infrastructure as part of advocacy to the private sector and government, including MPW&H.

Secondly, KIAT will also explore opportunities to link up efforts of private sector companies in the infrastructure sector keen to improve their workplace gender equality (WGE) (such as those connected to DFAT's Investing in Women program) with KIAT's efforts to improve policies, procedures, and procurement to ensure equal opportunities and equal work for women in infrastructure projects. Thirdly, KIAT will also explore with MPW&H opportunities to provide support to the career development of female MPW&H staff, working in collaboration with other DFAT programs providing opportunities for women to advance in leadership and decision-making (such as Australian Awards Indonesia and PROSPERA, see Section 4.2 on Partnerships for further detail). As the barriers to women in leadership and decision-making are often a result of stereotypes including the cultural or social perceptions about women as leaders and women in infrastructure, KIAT will work with champions and change agents (both male and female) in the government, private and non-government sectors. This will involve supporting

<sup>51</sup> Such as the Road Traffic and Transport Forums (RTTF) in transport and customer groups, or *forum pelanggan*, in watsan.

with technical assistance the agendas of those keen to make changes, and strengthening networks and connections, including across relevant DFAT programs.

Work under Engagement Area 3 will deliver the following results:

- **Result 4:** Women are increasingly represented in infrastructure decision-making processes (public and private).

#### ENGAGEMENT AREA 4: EMPLOYMENT AND TRAINING

Improve the enabling environment to increase opportunities for women and people with disabilities to access work and training in the infrastructure sector.

KIAT will contribute to reducing barriers experienced by women and people with disabilities to secure work opportunities in the infrastructure sector. This Engagement Area builds on KIAT's existing portfolio of activities and works at two levels.

First, under IFF and Transport at the central level, KIAT will continue to influence the base documents (contracts and bidding documents) to ensure there are equal opportunities for women and people with disabilities to secure work in infrastructure. As this work is continuing from IRAMS-DC, IPD and IFF, KIAT will also discuss with PUPR the value of KIAT conducting analysis to examine the extent to which including GEDSI-responsive clauses in contracts and Terms of Reference for infrastructure works (such as ensuring equal pay, including policies that support women in work, equal work opportunities etc) have resulted in tangible benefits and opportunities for women and people with disabilities.

In addition, under KIAT's transport work, KIAT will continue to provide technical assistance to the implementation of PHJD to encourage opportunities for women and people with disabilities in work through the Project Management Manual and its implementation.

Second, KIAT will provide support to increasing opportunities for work in local infrastructure projects it supports. Under watsan work, KIAT's PERINITIS Activity will support the skills development of women and people with disabilities at the community level to increase their prospects for work. Partnering with communities, local government, and local training providers, KIAT will provide skills training for women and people with disabilities in the operation and maintenance of household sanitation systems.

Under Transport work, KIAT's GESIT Activity will also engage CSOs and DPOs to connect with private sector providers and support women and people with disabilities, who are suitably qualified, to apply for work opportunities under local road maintenance. Given the challenges in attitudes and perceptions (including stereotypes about women's and men's work) working with champions and change agents both in the government, private sector and non-government sector will be key, where change agents are helping to work to influence and inspire others. KIAT progresses this work with caution noting that the Workplace Health and Safety (WHS) risks for people with disabilities on construction are potentially much higher than for those without disabilities. Exploring this work may also include identifying other technical roles for people with disabilities, including field application of the Disability Inclusion Manual produced by PIC-PHJD in late 2021 to support community audits.

Work under Engagement Area 3 will deliver the following results:

**Result 5:** Improved enabling environment for the employment of women and people with disabilities in infrastructure sector.

## 4 Delivering the Strategy

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### 4.1 A Twin Track Approach

In delivering activities under the four Engagement Areas (Section 3.4), KIAT adopts a twin-track approach, which is explained below.

#### Track 1: GEDSI Targeted Activities

KIAT's GEDSI Targeted Activities are designed with an explicit focus on delivering outcomes towards Infrastructure for All. They will address issues related to gender equality, disability and social inclusion that are cross-cutting across KIAT's sectoral issues. KIAT learning from Phase 1 has shown that the GEDSI barriers related to the technical supply-side (design and instruction) and the demand side (users of infrastructure) cannot be effectively addressed through a mainstreaming approach. A targeted approach through stand-alone activities that are designed with a specific focus on gender equality and disability inclusion enables deeper engagement and focused partnerships. Targeted Activities can amplify the results and benefits of other KIAT activities while also delivering their own results.

For example:

- GESIT partners with CSOs and DPOs to work with local government, private sector and communities to bring about specific benefits for women and people with disabilities of improved engagement in, and influence over, local infrastructure projects and processes. At the same time, these results contribute to broader achievement of PHJD objectives of quality local road maintenance under transport, and PBG objectives of improved PDAM services to communities under watsan.
- PERINTIS is designed to support PCSP delivery and focuses on demonstrations to develop skills for women and people with disabilities to increase economic opportunities for these groups. At the same time, these results contribute to PCSP objectives of community capabilities to manage household sanitation under watsan.

Features of KIAT GEDSI Targeted Activities:

- They are presented as an Activity (ACN) with their own budget.
- They are expected to make significant contributions to more than 1 of KIAT's GEDSI Results.

#### Track 2: GEDSI Mainstreamed Activities

KIAT will also mainstream GEDSI into all activities, regardless of their focus. Here, GEDSI results strengthen the delivery and quality of a KIAT Activity, although GEDSI is not the primary focus of the Activity. To support mainstreaming, KIAT provides minimum requirements (outlined in GEDSI Guidelines and GAPs, see Sections 4.3-4.4) that guide teams and provide technical support to ensure GEDSI is considered at the problem identification, design, implementation, and evaluation stages of Activities.

For example:

- Under IFF, GEDSI inputs are provided into draft Model Bidding Documents (MBDs) for Public Private Partnership (PPP) schemes to ensure that contracts for these schemes provide equal opportunities. The inputs may include clauses in draft contracts that require companies to contract women and people with disabilities, ensure equal pay for equal work. Clauses in contracts may also require contractors to gather and report on data by sex and disability and ensure appropriate support/facilities on the job for people with disabilities. These additions contribute to strengthening the activity and achievement towards the Activity objective related to quality infrastructure design and delivery.
- Under PBG, KIAT is supporting selected PDAMs that are committed to advancing female staff into middle management roles in the PDAMs. This technical support to women's leadership contributes results to strengthen the delivery of PBG's broader objective related to improved performance of PDAMs to deliver water services.

Features of KIAT Mainstreamed Activities:

- GEDSI activities are budgeted within the broader Activity's budget.
- They contribute contribution/s to 1 (perhaps more) of KIAT's GEDSI Results.

## 4.2 Partnerships

In delivering its GEDSI work, KIAT partners with government, non-government, the private sector and other donor funded (DFAT) programs. An overview of these partners and areas for collaboration is outlined in Table 1.

Table 1: KIAT Partners and Areas for Collaboration

### GOVERNMENT

PARTNER	NATURE OF COLLABORATION AND/OR PARTNERSHIP
MPW&H (including the Gender Secretariat)	MPW&H is KIAT's key government counterpart and building on technical support to-date, KIAT's GEDSI team will continue to demand driven policy and programming support to MPW&H priority programs and policy revisions or reviews. KIAT is well placed to support MPW&H with demonstrations that help to gather evidence and data on strategies to integrate GEDSI into infrastructure programming and the contribution of gender-responsive and inclusive infrastructure towards development outcomes.
BAPPENAS (Directorate for Urban Housing & Settlement / Directorate for Family, Women and Children, Youth & Sports / Directorate for Transportation)	As a key government partner, KIAT will continue to engage with BAPPENAS on its GEDSI work of primary interest to the Directorate for Urban Housing and Settlement and the Directorate for Family, Women and Children, Youth & Sports. BAPPENAS is interested in KIAT to facilitate ongoing sharing of learning and practice in strengthening the engagement of women and people with disabilities in infrastructure development. BAPPENAS is interested in building evidence and learning on how to strengthen community forums that engage in infrastructure service delivery. This includes drawing on learning from the RTTF model and regulatory framework that may be relevant to help strengthen community forums in water and sanitation (such as customer groups or <i>forum pelanggan</i> ).
LOCAL GOVERNMENT (in KIAT supported regions)	KIAT provides technical and advisory support to local governments in KIAT-supported regions to support their efforts to integrate GEDSI considerations into local policies and programming. DKI Jakarta is a prominent local government partner. This may include technical inputs to local regulations and guidance to ensure gender equality and disability inclusion (such as requirements for including women and people with disabilities in representative forums, community consultation for infrastructure projects, community monitoring). Partnership support may also include support for monitoring and review of GEDSI performance.
OTHER CENTRAL GOVERNMENT MINISTRIES	KIAT provides technical support to a range of other central ministries, encouraging the consideration of GEDSI in the design and implementation of infrastructure investments. This currently includes technical support to the National Public Procurement Agency (LKPP) to integrate clauses into Model Bidding Documents (MBDs) including related to equal pay for equal work, child protection issues, and to encourage contractors to employ women and people with disabilities. Similarly, KIAT provides technical support to Central Ministry for Economic Affairs (CMEA) and the Committee for Acceleration of Priority Infrastructure Delivery (KPPIP) to integrate similar clauses into Limited Concession Schemes (LCS). KIAT also encourages evaluation committees of procurement opportunities to include women on their panels and to consider assessment criteria that demonstrate the commitment of prospective bidders to pursue GEDSI in their organisations through formal policies (such as child protection, equal pay policies, effective redress mechanisms).

### NON-GOVERNMENT PARTNERS

Civil society organisations (CSOs) and Disabled Persons	Building on learning and partnerships to-date, and PRIM, KIAT will strengthen engagement with CSOs and DPOs in Phase 2 through Activities such as GESIT and PERINTIS. The focus of this collaboration is on how to strengthen community engagement, particularly women and people with disabilities, through partnerships with local representative groups. KIAT will also aim to collaborate with CSOs and DPOs for demonstrations and learning on how to build sustainable partnerships (including through leveraging local budgets, or APBD).
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Organisations (DPOs)	
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## DFAT PROGRAMS

PROSPERA (Australian Partnership for Economic Development)	In 2022, PROSPERA will pilot a leadership program for 120 Echelon 3 and 4 civil servant women from 14 government partner agencies. PROSPERA is partnering with Indonesia's National Institute for Public Administration ( <i>Lembaga Administrasi Negara</i> , or LAN) to deliver this training also engaging 16 Australian agencies. There may be potential to engage MPW&H should the pilot be continued and expanded by PROSPERA and based on demand from MPW&H. MPW&H is committed to gender mainstreaming yet their current representation of women in leadership positions is lower than the national average. KIAM will engage with PROSPERA on outcomes of the pilot and explore interest from MPW&H if the pilot is to be expanded.
Investing in Women	Investing in Women (IW) has supported the establishment and development of the Indonesia Business Coalition for Women's Equality (IBCWE). IBCWE provides support services to private sector companies to improve their workplace gender equality (WGE). There is some alignment between the WGE Actions IBCWE supports private sector companies to implement (such as improvements to human resourcing, recruitment, pay gaps) that align with the work of KIAM in improving contracts and procurement for equal opportunities, pay, and support for women work in infrastructure. There is scope for KIAM to explore collaboration between IBCWE with FPI-PII and SWE in advancing common goals towards supporting women's leadership in the infrastructure companies.
Australia Awards Indonesia (AAI)	Australia Awards Indonesia offers short courses and study opportunities targeting development sectors where women's tertiary skills and increased participation in policy development, decision-making, and technical implementation aspects of development are most needed in each country. With a strong focus on empowering women and inclusive education, particularly for people with disabilities there may be opportunities for KIAM to collaborate with AAI, for example, to support women engineers, women civil servants in MPW&H, and/or tailored professional short courses for champions and future leaders. Including people with disabilities (such as those from DPOs).
Australian Partnership for Justice 2 (AIPJ2)	AIPJ2 has carried out trials working with DPOs to audit local city infrastructure and public services to ensure that it is inclusive, trialled through the Asia Foundation in Maluku. KIAM is keen to engage with AIPJ2 on pilot learning and practice that may provide insight into GESIT activities, such as those with DPOs that may be engaging in facilitating accessibility audits of local road maintenance under PHJD. There may also be opportunities to link up activities, advocacy, or learning events, for example where AIPJ2 is working at the village level, and KIAM is engaging at the district and provincial level.
Australian Partnership Towards an Inclusive Society (AIPNIS)	AIPNIS builds on partnerships and results from DFAT's MAMPU program (focused on women's empowerment), and Peduli Program (focused on social inclusion). AIPNIS provides grants to national and local CSOs/DPOs to support women, children, and minority groups to benefit from Indonesia's social, economic, and political opportunities. There may be scope for collaboration with KIAM's activities to engage CSOs and DPOs (such as through GESIT and potentially Perintis), particularly where activities are co-located and engaging with the government on access to services and jobs. KIAM is interested to share learning and practice, on sustaining partnerships between CSOs/DPOs and local government through local financing under the law on procurement (PerPres 12/2021).
Multilateral Development Banks (MDBs)	Additional DFAT support for the infrastructure sector delivered through the World Bank and Asian Development Bank offers an opportunity to expand the focus on GESIT mainstreaming in the sector. The collective experience and lessons learned by KIAM and the MDBs can help inform approaches to GESIT mainstreaming with GOI and raise the profile of its importance with decision-makers. This includes requiring analysis from the outset on the different needs and conditions of women, people with disabilities and other vulnerable groups, as well as the identification and examination of possible negative and/or positive impacts of infrastructure investments on these groups.

## INDUSTRY ASSOCIATION PARTNERS

FPI – PII ( <i>Forum Perempuan Insinyur - Persatuan Insinyur</i> )	FPI-PII is a forum for women engineers (within the Indonesian Association of Engineers) to support career development, networking, and skills development of women engineers and to encourage
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<i>Indonesia, or Forum of Women Engineers – Indonesian Engineers Association)</i>	girls to study sciences, technology, engineering, and mathematics (STEM). <sup>52</sup> FPI-PII has 2,500 female members (PII has a total membership of 46,000 government, non-government, private sector members). FPI-PII seeks to influence PII members of the private sector and government to create space for women in engineering. KIAT and FPI-PII are interested to explore collaboration on research, evidence, and data building, and to profile current and future women leaders in engineering to contribute to FPI-PII's advocacy within PII. As noted above, there may also be potential for KIAT to connect FPI-PII with IW's IBCWE to connect their private sector work on WGE with FPI-PII's work on career advancement for women engineers in the private sector.
<b>SWE Indonesia (Society of Women Engineers, Indonesia)</b>	Society of Women Engineers Indonesia is a chapter of the global SWE <sup>53</sup> established in Indonesia in 2017 with around 100 members. SWE Indonesia was established to unite women engineers across Indonesia, and with global SWE networks, to raise awareness and support women in engineering to advance their careers. SWE has a strong focus on outreach and mentoring to girls in school to encourage them to study STEM. SWE Indonesia also supports its members with training, peer-to-peer learning, and professional development. SWE engages informally with FPI-PII through events and campaigns. SWE is volunteer-based and is interested to profile women engineers and advocate for future and current women leaders in engineering. SWE has limited research expertise and there are opportunities for KIAT to collaborate to help profile and campaign women engineers
<b>FPI – PII (Forum Perempuan Insinyur – Persatuan Insinyur Indonesia, or Forum of Women Engineers – Indonesian Engineers Association)</b>	FPI-PII is a forum for women engineers (within the Indonesian Association of Engineers) to support career development, networking, and skills development of women engineers and to encourage girls to study sciences, technology, engineering, and mathematics (STEM). <sup>54</sup> FPI-PII has 2,500 female members (PII has a total membership of 46,000 government, non-government, private sector members). FPI-PII seeks to influence PII members of the private sector and government to create space for women in engineering. KIAT and FPI-PII are interested to explore collaboration on research, evidence, and data building, and to profile current and future women leaders in engineering to contribute to FPI-PII's advocacy within PII. As noted above, there may also be potential for KIAT to connect FPI-PII with IW's IBCWE to connect their private sector work on WGE with FPI-PII's work on career advancement for women engineers in the private sector.

### 4.3 GEDSI Guidelines

KIAT has developed practical and user-friendly GEDSI Guidelines<sup>55</sup> for KIAT Teams and Sub-Contractor staff. The guidelines:

1. **Explain KIAT expectations** for integrating Gender Equality, Disability and Social Inclusion (GEDSI) into Activity designs, their delivery, and performance monitoring.
2. Provide **specific and practical guidance and tools** for use by KIAT and subcontract staff on *what* types of GEDSI related aspects to integrate into Activities and *how* to do this.
3. Provide guidance and templates for the **development of Activity GEDSI Action Plans** (GAPs) (see Section 4.4 below).

KIAT technical and sub-contractor teams use these guidelines to improve their policy and technical support for GEDSI integration. The guidelines help teams to integrate GEDSI into technical advice, designs, implementation of activities and products (manuals, studies, and so on). The guidelines also help teams to monitor the implementation of GAPs and overall GEDSI performance aligned with this Strategy.

<sup>52</sup> FPI-PII was inaugurated in January 2021 and is chaired by Ibu Hetifah Sjaifudian, who is also a member of the National Parliament and Women's Parliamentary Caucus.

<sup>53</sup> SWE has chapters in over 72 countries with more than 42,000 members.

<sup>54</sup> FPI-PII was inaugurated in January 2021 and is chaired by Ibu Hetifah Sjaifudian, who is also a member of the National Parliament and Women's Parliamentary Caucus.

<sup>55</sup> GEDSI Guidelines (version 2, updated in January 2022 to align with GEDSI Strategy refresh)

In this way, the guidelines are an important tool to help improve KIAT practice overall by guiding minimum standards expected and providing practical tips and tools to meet these. They also help to support GEDSI as 'everyone's business', regardless of the technical focus of individuals and teams.

The guidelines include six Tip Sheets:

1. How to ensure socialisation activities are inclusive and participatory
2. Sharing evidence, stories, and learning for improved practice
3. How to apply universal design principals
4. Integrating GEDSI principles into contracts and bid evaluations
5. How to effectively engage communities in forums
6. How to conduct inclusive training

The guidelines also include templates and guidance for teams to prepare their GEDSI Action Plans, outlined in Section 4.4 below.

#### 4.4 GEDSI Action Plans

**GEDSI Action Plans**<sup>56</sup>, or GAPs, are developed for every major Activity. They outline how GEDSI will be mainstreamed into the Activity, and if relevant how civil society will be engaged to maximise impact. GAPs outline strategies to package and communicate evidence, learning and practice as part of their broader Activity and include:

1. **Analysis** on what the key GEDSI - and where relevant CSE - issues are that relate to the Activity and what the key entry points are that the Activity will leverage under KIAT's GEDSI Engagement Areas.
2. **An approach with specific activities** to mainstream GEDSI into the Activity linked to GEDSI Engagement Areas. GAPs can refer to individual Tip Sheets that will be used from KIAT's GEDSI Guidelines.
3. **Performance monitoring** of GEDSI activities as part of the broader Activity MEL framework, including Progress Markers and contributions to GEDSI Engagement Area Results.
4. **Role of team members** implementing the GAP activities, ensuring that GEDSI activities are *everyone's business* not the sole responsibility of the GEDSI consultant or GEDSI staff.

GAPs are prepared during Activity inception planning and updated annually. It is important that the GAP development and updating is integrated into the planning and updates of the broader Activity. GAPs align with the broader Activity's design, workplan and MERL Framework and as such need to be integrated and not separated from overall Activity implementation. They provide specific detail on the approach, activities and monitoring of all GEDSI work that is needed to strengthen the overall achievement of the Activity's objectives.

GAPs are prepared by the Activity Team (usually the GEDSI contracted consultant or staff member) and receive technical input and review from the KIAT GEDSI Team. They are signed off by the GEDSI Team. There are two templates for the GAPs:

1. **GAP Template A:** Light touch template for Activities with few GEDSI mainstreamed activities.
2. **GAP Template B:** Detailed version to be used for Activities with more scope for GEDSI mainstreaming.

KIAT's GEDSI Team works with the Activity Team preparing and implementing the GAPs to help determine which template will be used for each Activity.

KIAT's Targeted GEDSI Activities, that have an explicit focus on GEDSI outcomes, prepare their information on activities (under Engagement Areas), monitoring plans and the link to GEDSI Engagement Area Results within their design and implementing documents. As such, no separate GAP is produced for these activities given that the overall design and associated workplan for implementation of the activity is focussed on achieving GEDSI outcomes.

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<sup>56</sup> Templates for GAPs are included in KIAT's GEDSI Guidelines (version 2, updated in January 2022)

Performance of the GEDSI Activities (either as outlined in GAPs or in implementation plans for Targeted GEDSI Activities) is monitored and assessed as part of the Performance Cycle which is described in Section 5 of this strategy.

## 4.5 Generating and Sharing Knowledge

KIAT Activity GAPs will outline strategies to package and communicate evidence, learning and practice as part of their broader Activity. KIAT will generate and use learning to share with government (central and local) and other key stakeholders and partner programs to support GOI and other stakeholder efforts to drive improvements in practice and fill data and knowledge gaps on women in infrastructure and gender-responsive and disability-inclusive infrastructure development. These Activity-level strategies will be developed by sub-contractor teams with inputs from KIAT. This coordination and collaboration between sub-contractor teams and KIAT teams will help KIAT to develop appropriate and timely strategies to share learning, evidence and practice at the KIAT Facility level.

At the Facility level, KIAT will identify opportunities to share evidence, learning and practice as part of KIAT's broader advocacy and policy advice strategy. GEDSI Team will be responsible for coordinating across Activities to link up opportunities and messages at the Facility level. Some knowledge sharing events and opportunities may be GEDSI-focused. For example, BAPPENAS has requested KIAT to support periodic and structured learning and sharing sessions on GEDSI in infrastructure development. This includes, for example, sharing learning across transport and watsan sectors on models for community forums that can improve infrastructure service delivery. However, in addition to these targeted opportunities, it will be important for KIAT to integrate knowledge and learning on GEDSI into other KIAT sector specific events and advocacy efforts. This will help to ensure effective integration of GEDSI learning, practice and key messages into broader infrastructure events and policy dialogue.

## 4.6 Roles and Responsibilities

Implementation of KIAT's GEDSI Strategy is a joint responsibility across the KIAT Facility as outlined in Table 2.

To-date, the KIAT GEDSI Team has provided significant technical support to delivery of Activities. This included playing a technical GEDSI role where resourcing at the Activity level was constrained. Going forward, KIAT's GEDSI Team will step out of the detail of Activity delivery to a more strategic technical advisory and oversight role to each sector at the Facility level. The introduction of EOFO4, the establishment of Engagement Areas and GEDSI Results requires the GEDSI team to lift their gaze to progress towards EOFO4 and to provide technical guidance to towards higher level results. Additional resourcing in the GEDSI Team and appropriate resourcing for GEDSI expertise within Activity teams (see Section 4.8) supports this shift.

Table 2: Roles and Responsibilities for delivering KIAT's GEDSI Strategy

Team / Partner	Role related to the delivery of the strategy
<b>KIAT Senior Management Team (Facility Director and Deputy Directors)</b>	<ul style="list-style-type: none"> <li>At the highest level, provides leadership and quality assurance for delivering of the GEDSI Strategy</li> </ul>
<b>KIAT Technical Teams</b>	<ul style="list-style-type: none"> <li>Ensures GEDSI considerations are integrated into the Activity Concept Note for a new Activity and the Description of Services for technical work.</li> <li>Accountable for the development of Activity GAPs, including appropriate resource allocation for implementation.</li> <li>Accountable for ensuring the delivery of Activity GAPs.</li> <li>Coordinates with the GEDSI team to seek and arrange technical support for GAP development and delivery to support KIAT and sub-contractor teams.</li> <li>Undertakes periodic monitoring of GAP Activities (with technical support from GEDSI Team).</li> <li>Consolidates performance information to be used in GEDSI Progress Marker reviews and reporting (including six-monthly reporting).</li> </ul>
<b>KIAT GEDSI Team</b>	<ul style="list-style-type: none"> <li>Responsible for technical inputs to integrate GEDSI considerations into the Activity Concept Note for a new Activity and the Description of Services for technical work.</li> <li>Accountable for strategic direction of GEDSI within the Facility and overall quality assurance of GEDSI implementation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Reviews and approves Activity GAPs.</li> <li>• Provides technical support and mentoring to technical teams for GAP development and delivery.</li> <li>• Monitors and reviews progress of GAPs and overall Facility progress of GEDSI.</li> <li>• Contributes analysis of GEDSI progress and performance to Facility reporting.</li> <li>• Identifies and coordinates GEDSI related mini-evaluations and reviews together with Performance Team.</li> </ul>
<b>Subcontractors / Team Leaders</b>	<ul style="list-style-type: none"> <li>• Responsible for developing Activity GAPs.</li> <li>• Responsible for delivering GAPs related activities according to GAPs and allocating appropriate resources (including TA).</li> <li>• Undertakes activity monitoring and reports on GAP progress (including related to GEDSI Progress Markers).</li> <li>• Coordinates with KIAT for additional GEDSI technical support in relation to GAP delivery.</li> </ul>
<b>KIAT Communications Team</b>	<ul style="list-style-type: none"> <li>• Prepares and helps to socialise products on learning, evidence and practice.</li> <li>• Supports knowledge sharing and learning events.</li> </ul>
<b>KIAT Performance Team</b>	<ul style="list-style-type: none"> <li>• Facilitates Progress Marker review process and works with technical teams and GEDSI team to propose GEDSI Progress Markers.</li> <li>• Reviews and provides feedback on GEDSI related reports.</li> <li>• Supports identification of mini evaluations of GEDSI related work.</li> </ul>
<b>KIAT Operations Team</b>	<ul style="list-style-type: none"> <li>• Ensures procurement and recruitment processes are inclusive.</li> <li>• Support teams to ensure venues and support services for events/training are accessible for all.</li> <li>• Works with the GEDSI team to deliver inductions and refresher trainings on the Code of Conduct, child protection and PSEAH.</li> </ul>
<b>DFAT</b>	<ul style="list-style-type: none"> <li>• Strategic oversight to GEDSI implementation.</li> <li>• Participates in joint supervision missions including to review GEDSI progress.</li> <li>• Provides performance feedback on GEDSI through the Six-Monthly Reporting process, PPA process and Progress Marker review process.</li> </ul>

## **GEDSI Integration into KIAT governance arrangements**

Beyond the above internal responsibilities, KIAT's GEDSI progress and performance is reviewed and receives technical direction at the GOI and GOA Partnership level via KIAT's governing bodies. GEDSI progress and performance is an agenda item in KIAT's three Technical Committees (transport, water and sanitation and infrastructure funding and financing). Six-monthly Technical Committee (TC) Meetings are co-chaired by DFAT First Secretaries and the respective Echelon 2 Directors at Bappenas for Transport, Human Settlements and Private Financing. These Technical Committee Meetings then support six-monthly Management Committee (MC) Meetings co-chaired by the DFAT Minister Counsellor and BAPPENAS Echelon 1 Deputy Minister for Infrastructure. This helps to ensure review and alignment of KIAT's work with GOI and GOA priorities.

Originally, TC and MC meetings were structured so that KIAT GEDSI progress and performance was presented as a standalone component of KIAT's work at the end of each sector update. This meant that the discussion on GEDSI progress and performance was not well integrated into the broader discussion on each sectoral issue. Learning from this, KIAT will embed updates on GEDSI progress and performance within the sectoral updates during TC and MC meetings, rather than as a final component updated at the end. It is expected this will help to better integrate discussion on the progress and performance of KIAT's GEDSI work within KIAT's overall objectives in transport, water and sanitation and IFF.

## **4.7 Internal Culture and Institutional Processes**

KIAT recognises that institutional processes and policies within the Facility can encourage and reinforce the importance of GEDSI in achieving KIAT objectives. This refers to the human resource policies and practices, procurement, and workplace conditions.

KIAT ensures workplace gender diversity and an inclusive work environment in the following ways:

- Promotes employment of people from various backgrounds (gender, ethnic, race, religion, age, persons with disability) and equal opportunities for recruitment and promotion.
- Ensures staff are aware of their roles and responsibilities concerning this GEDSI strategy and provides necessary skills development and support to ensure these roles and responsibilities are fulfilled.
- Provides new staff and consultants with a GEDSI induction as part of their orientation and refresher updates to staff when there are revisions to the strategy and/or GEDSI related activities.
- Ensures meaningful participation and involvement of persons with disabilities by ensuring accessible venues and necessary support, such as sign language interpreters or personal assistants.
- Ensure workshops and activities include a GEDSI focus and are accessible for all, particularly for people with disabilities (particularly hearing or visual impairments), so that they can participate meaningfully in activities.
- Undertakes GEDSI related risk assessments, management and mitigation as part of Activity design and monitoring linked to KIAT safeguard policies. This includes in related to the Prevention of Sexual Exploitation, Harassment and Abuse (PSEAH).

KIAT also identifies opportunities to better incentivise GEDSI performance of its subcontractors by linking GEDSI performance outcomes to subcontractor management fee payments. This has proven to be successful in implementation of the PBG activity, leading to greater attention on addressing GEDSI issues and achieving changes in GEDSI outcomes. Further opportunities to apply a similar approach will be scoped for all new KIAT activities.

KIAT is committed to continuous improvements and following its Gender Diversity Review (2020), and subsequent update in February 2021. KIAT will continue to strengthen gender equality and disability inclusion through its human resources, procurement and workplace conditions through improved processes, training and support to staff.

## 4.8 Resourcing

In Phase 2, KIAT has increased resourcing to ensure sufficient technical expertise to effectively deliver results under the GEDSI Strategy. KIAT has two levels of staffing resourced to deliver the GEDSI portfolio – staff and advisers in the KIAT Facility, and staff and/or consultants in the sub-contractor teams delivering Activities.

KIAT's portfolio of GEDSI work is led by a Deputy Director for GEDSI who reports to the Facility Director. In total, KIAT has four fulltime and two part time (STA) staff within this GEDSI Team, as shown in Table 3. In addition, Sub-Contractor teams are resourced to contract GEDSI experts (national and/or international) to ensure effective and full delivery of Activity GAPs.

Table 3: KIAT GEDSI Team

Role	Technical Area of Focus
<b>Deputy Director Gender Equality, Disability and Social Inclusion</b>	Accountability and management of the GEDSI Team
<b>GEDSI Program Officer (Transport)</b>	Technical support to the Transport Policy, Planning and Delivery Team
<b>GEDSI Program Officer (Water and Sanitation)</b>	Technical support to the Water and Sanitation Team
<b>GEDSI Program Officer (Infrastructure Funds and Financing)</b>	Technical support to the Infrastructure Funds and Financing Team
<b>Senior GEDSI Advisor (STA)</b>	Advisory and technical support to GEDSI Deputy Director on gender and social inclusion
<b>Senior Disability Advisor (STA)</b>	Advisory and technical support to GEDSI Deputy Director on disability inclusion

## 5 Performance Monitoring

### 5.1 Evaluating GEDSI Performance

In Phase 2, KIAT has one Key Evaluation Question (KEQ) that will help to assess performance against EOFO4.<sup>57</sup>

**KEQ4 (Outcome Area 4):** *How effectively has KIAT contributed to more inclusive infrastructure policies, preparation and delivery, particularly for women and people with disabilities.*

This KEQ is interested in the effectiveness of KIAT's support to achieving desired GEDSI results listed in Section 3.4 of this strategy. GEDSI performance at the Facility level will be assessed annually as part of the IMR process and final review. It is expected that GEDSI performance will also contribute evidence and learning to the evaluation of learning (KEQ7).

Information for evaluation of GEDSI performance will be gathered from the following sources:

- KIAT BPPRs
- Activity-level Six Monthly Reports
- Progress Marker performance review information
- Reporting to DFAT for the Interim Monitoring Report (IMR) and Performance Assessment Framework (PAF)
- Activity and Facility level reviews and analytics (see Section 5.4)

### 5.2 Indicators

The following GEDSI Result Indicators will be used by KIAT to gather information and evidence across Activities and sectors about the progress towards KIAT's EOFO4. Indicators are outlined in Table 4. At the facility level KIAT will report on the following performance indicator that demonstrates meaningful progress on GEDSI across the KIAT portfolio activities:

- % of KIAT activities with GEDSI Progress Markers that achieve a score of 2 or 3.<sup>58</sup>

In addition, KIAT will report on the following DFAT Performance Assessment Framework (PAF) indicator:

- DFAT PAF 13: Evidence of women and other vulnerable groups participating in decision-making.

Table 3: KIAT GEDSI Results and Indicators

Result	Draft Outcome Indicators
<b>Result 1: GOI is increasingly using evidence to improve its gender mainstreaming efforts in infrastructure policy and guidelines and its performance monitoring of these efforts</b>	# of instances where GOI has used evidence provided by KIAT to improve gender mainstreaming or disability inclusion
<b>Result 2: Government and contractors ensure appropriate consideration of gender equality, disability, and social inclusion in infrastructure project management</b>	# of instances where government and/or contractors have used technical inputs to accommodate the needs of women and people with disabilities in infrastructure design or delivery
<b>Result 3: Communities, especially women and people with disabilities, are increasingly influencing local infrastructure processes</b>	# of instances supported by KIAT where women and people with disabilities are reported to have provided input/feedback into infrastructure design and delivery

<sup>57</sup> In Phase 1, there was one KEQ that focused on GEDSI performance and this was KEQ5: (women's economic empowerment): *How effectively has KIAT contributed to improvements in the infrastructure sector that can be tangibly or locally linked to improvements in the access to infrastructure services for women and marginalised groups?*

<sup>58</sup> A score of two represents: meaningful progress has been made, but achievement does not (yet) meet the expectations described in the Progress Marker; more time or effort would be needed to achieve expectations. A score of 3 represents: Achievement is generally in line with expectations described in the Progress Marker.



<b>Result 4: Women are increasingly represented in infrastructure decision-making processes (public and private).</b>	# of women in KIAT's sphere of influence who have taken up positions of higher responsibility or representation in the infrastructure sector
<b>Result 5: Improved enabling environment for the employment of women and people with disabilities in infrastructure sector.</b>	# of instances where there is expanded opportunities for women and people with disabilities to access employment and training.

### 5.3 Performance Monitoring

KIAT will monitor GEDSI progress and performance primarily through the quantitative and qualitative information gathered at the Activity level against GAPs. Indicators in Section 5.2 are used by Activity teams as a guide, and teams may use these indicators and/or propose additional indicators relevant to the Activity that help to gather evidence and information on results under Engagement Areas.

As part of KIAT's six-monthly performance planning and review cycles, each Activity will have at least one GEDSI-focused Progress Marker. Evidence and information gathered and reported on as part of the Progress Marker process will also form part of GEDSI monitoring. Further details on the performance system is included in the KIAT Performance System Guidelines (November 2021).<sup>59</sup> KIAT will update its MEL Framework in 2022 and so any relevant updates may lead to refinements of Section 5 of this strategy.

Activity monitoring will gather information to inform reporting to DFAT for the Investment Monitoring Report (IMR) and Performance Assessment Framework (PAF).<sup>60</sup> As part of monitoring, KIAT will also monitor and assess updates to risks and this is covered in Section 6 below.

### 5.4 Reviews and Analytics

KIAT will undertake GEDSI-focused analytics and reviews as part of its broader research agenda to help gather evidence and information at the Facility level on outcomes. Indicative study topics, to be discussed with GOI and DFAT, are shared below. These are subject to review and potentially include:

- Application of select national policies at the local level and how this has strengthened gender equality and disability inclusion.
- Profiles, barriers and opportunities for female engineers in the infrastructure sector.
- Assessment of the benefits of integrating GEDSI into infrastructure project management.
- The role of community forums in strengthening government responsiveness to infrastructure service delivery.
- Barriers and opportunities for women's progression into middle management in regional water agencies.

In addition to the facility level, analytics and reviews will be developed at the Activity level. Prioritising studies and reviews will happen during the development (and updates) of Activity GAPs in discussion between the sub-contractor team and KIAT GEDSI and Performance Teams. Data and information gathered through these studies will complement the regular monitoring processes of GAPs as outlined above.

### 5.5 Reflection and Learning

KIAT will strengthen its approach to promoting cross sharing and learning of tools and practice between its Activity and sector teams.

<sup>59</sup> [https://kiatcardno.sharepoint.com/:b/g/Eb3zTGLSJOJFIBYYZULf\\_SYBovZzdiPg\\_AhC7VjNP3-07A?e=DBzCZF](https://kiatcardno.sharepoint.com/:b/g/Eb3zTGLSJOJFIBYYZULf_SYBovZzdiPg_AhC7VjNP3-07A?e=DBzCZF)

<sup>60</sup> DFAT's IMR reporting requires evidence under the gender equality criteria that: sex-disaggregated data is gathered and used, gender analysis has been carried out and informs activity design and delivery, appropriate strategies are adopted for women's and girl's empowerment and evidence of progress towards gender equality results against gender indicators. The disability criteria require evidence that: people with disabilities and/or disabled persons organisations (DPOs) were engaged in almost all aspects of the program cycle, evidence of disability analysis relevant to the context and situation, budget for disability-inclusive measures including for reasonable accommodation.

The GEDSI team will take the lead and play a proactive role to identify opportunities to share modules, approaches, learning and opportunities across Activities and across sectors. This is particularly important where tools and approaches can be used and/or adapted between Activities to build on what is working well. For example, the Disability Inclusion Manual (produced under PHJD in 2021) is relevant for PHJD, but also for other transport Activities interested to influence application of universal design principles, and GESIT that is partnering with DPOs to improve local road maintenance.

The GEDSI Team will lead on facilitating internal learning and sharing (formally and informally) between Activities, technical teams and provide follow up technical support as required. Internal learning and sharing will also connect with KIAT's external strategies for communicating knowledge and learning with external partners and stakeholders described in Section 4.5.

Learning will be used to inform Activity iterations and refinements based on what is working well and less well, and why. There are several points in the design and implementation cycle when learning can be used to refine and improve performance:

1. Minor updates may be incorporated by Activity teams at any time during implementation.
2. Six-monthly Progress Marker performance reviews provide an opportunity for teams to reflect on GEDSI performance and adjust implementation plans if needed.
3. Annual GAP updates are an opportunity to update approaches and refine Activities, including related to reviews or analytics.

## 5.6 Reporting

KIAT reports on GEDSI progress on progress towards EOFO4 within existing reporting structures outlined in KIAT's MEL Plan at the Facility and Activity levels. These are:

*At the Facility level:*

- Analysis of GEDSI progress and performance towards GEDSI results under each Engagement Area by sector in the BPPR to DFAT and GOI (by Engagement Area against Results).
- Annual IMR reporting to DFAT.
- Annual PAF reporting to DFAT.
- Risk Register updated quarterly that will come from Activity updates on risk (risk on development outcomes re communities consulted / risk on governance / risk on partnerships and fiduciary).

In addition, KIAT will deliver an updated GAP Implementation Review Report (building on the report delivered in 2021) in 2024 or 2025 (to be determined in the Phase 2 MEL Plan) to review effectiveness of GAPs and revised processes that were introduced towards the end of Phase for developing, implementing and reporting on GAPs.

*At the Activity level:*

- GEDSI progress and performance will be reported on against GAP plans as part of the Activity Six-Monthly Report to KIAT (by Engagement Area against Results).
- GEDSI progress and performance reported to KIAT six-monthly against Progress Markers in the Progress Marker Workbook as part of the performance review process.
- GEDSI inputs to Activity monthly reports to KIAT aligned with GAP plans.
- GEDSI in Activity Completion Reports (ACRs).
- Risks related to GEDSI reported through monthly and six-monthly Activity reporting.

In addition, Activities may be required to report on additional GEDSI areas of work, as determined in the Activity Contract with the sub-contractor.

## 6 Risk Monitoring, Management and Reporting

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Risks related to successful delivery of KIAT's GEDSI portfolio of work are covered in the KIAT Risk Register. As part of the Risk Register process, GEDSI-related risks are reviewed and updated (as required) as part of the Facility level review on a quarterly basis.

Activities are responsible for managing and mitigating GEDSI-related risks through their analysis, design, delivery and monitoring. Risk management is reported at the Activity level monthly and six-monthly through Activity reporting as noted in Section 5.6 above, and key implementation risks are discussed on a weekly basis with DFAT through technical meetings with each directorate (Transport, Water and Sanitation, and IFF) as well as a weekly KIAT management meeting.

Key GEDSI related risks at the Facility level are:

- **Partnerships:** A lack of prioritisation by government counterparts to integrate GEDSI into infrastructure development results in infrastructure projects that are not inclusive and responsive to the needs and priorities of all users.
- **Development Results:** Failure of local government and contractors to effectively involve communities, especially women and people with disabilities, in the design and delivery of infrastructure projects results in infrastructure projects that do not meet the needs of those communities and missed opportunities, including for job creation and skills development especially for women and people with disabilities.
- **Fiduciary and capacity:** Weak capacity of civil society partners, such as CSO and DPOs, involved in KIAT Activities results in misappropriation of funds and failure to deliver intended results and benefits to communities, particularly women and people with disabilities.

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