



China's Belt and Road Initiative 中国的“一带一路”

Sustainability in the New Silk Road 新丝绸之路的可持续发展



The University of Cambridge Institute for Sustainability Leadership 剑桥大学可持续发展 领导力研究所

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Introduction

The New Silk Road, also called China's Belt and Road Initiative (BRI), was announced in 2013 by the Chinese President Xi Jinping and is the largest single infrastructure project since the Marshall Plan with a scope and scale that has no precedent in modern history (Ferdinand, 2016). It is organised around six economic corridors (OECD, 2018). The Belt aims to facilitate the land-based integration of Central Asian, African and European constellations. The Road targets the maritime regions of Southeast and South Asia, the Middle East, East Africa and the Mediterranean. BRI's illustrations reveal a planetary scope encompassing a Digital, a Polar and a Space Silk Road rendering the initiative an exemplar of a new global paradigm of infrastructure-led development (Schindler and Kanai, 2021; Tooze, 2018). It is estimated to cost up to US\$8 trillion, involve 140 countries, and impact more than 65% of the world's population. As its vision document, the location of key investments, multi-lingual journalistic evidence and an emerging academic literature show, **the New Silk Road is a global agent of massive urban transformation** (Apostolopoulou, 2021a, b, c; Apostolopoulou et al., manuscript; Smith, 2022; Zheng et al., 2021). By combining large-scale infrastructure with industrial projects and major investments in the built environment, the BRI transforms cities to financial, tourist and trade hubs, establishes novel links between urban regions, and creates new cities from scratch, remaking the entire urban fabric and influencing global development at a historically unparalleled scale.

The BRI is shaping global discourses on the future of cities¹, echoing the ways in which the Ancient Silk Road was critical to the growth and decline of cities from the Pacific to the Mediterranean (Frankopan, 2015). China has already addressed a significant part of the global infrastructure gap, creating hopes that the BRI may reduce global poverty. However, evidence also suggests that local communities impacted by the BRI across the globe are dealing with challenges in livelihoods and housing due to the intensification of land uses, labour conditions and environmental impacts. It drives concerns that a new stage of BRI-driven urban development is emerging, which may unevenly reshape urban space and urban lives. **If the BRI marks a new global era where infrastructure, industrialisation and urbanisation are more complementary than ever, then how cities along its route will forge an inclusive and socially-ecologically sustainable urban development trajectory may be one of the key challenges of the 21st century** (Hillman, 2020).

This policy brief seeks to contribute to understanding the links between the BRI, urban transformation, and global development. It draws on fieldwork that has been conducted in 5 cities across the Global South and North where BRI infrastructures and investments on the built environment are being currently materialised. These are London (UK), Athens (Greece), Colombo (Sri Lanka), Kathmandu (Nepal) and Chancay (Peru). These cities have been selected not only because they allow the exploration of BRI's unfolding in three continents (Asia, Europe and Latin America), but also because in all of them the BRI is expected to remake urban and rural spaces via new transport infrastructure (eg port expansions, trainlines), real estate projects and the establishment of Special Economic Zones (SEZs).

¹ See eg <https://sdg.iisd.org/events/bridge-for-cities-4-0-connecting-cities-through-the-new-industrial-revolution/>; https://www.unido.org/sites/default/files/2017-09/makingit_24_full_web_0.pdf; <https://www.urbaneuchina.eu/en/>

引言

新丝绸之路，即中国的“一带一路”倡议（BRI），由中国国家主席习近平于2013年提出。这是自马歇尔计划以来最大的基础设施项目，其范围和规模史无前例（Ferdinand, 2016）。BRI围绕六条经济走廊展开（OECD, 2018）。“丝绸之路经济带”旨在促进中亚、非洲和欧洲等陆路地区的一体化，而“21世纪海上丝绸之路”则聚焦东南亚和南亚、中东、东非和地中海等沿海地区。BRI覆盖全球，包含数字、极地和太空丝绸之路，是以基础设施为主导的全球新发展模式典范（Schindler and Kanai, 2021; Tooze, 2018）。据估计，BRI的投入高达8万亿美元，涉及140多个国家，影响65%以上的世界人口。正如“一带一路”愿景文件、关键投资地点、多语种新闻证据和新兴学术文献所显示的，**新丝绸之路是大规模城市转型的全球推动者**（Apostolopoulou, 2021a, b, c; Apostolopoulou et al., manuscript; Smith, 2022; Zheng et al., 2021）。通过将大型基础设施与工业项目和对建成环境的重大投资相结合，BRI将城市转变为金融、旅游和贸易中心，在城市地区之间建立起新的联系，从无到有地创建新的城市。这些将重塑整个城市结构，以史无前例的规模影响着全球发展。

BRI正在塑造关于城市未来的全球讨论²，这与古代丝绸之路影响了从太平洋到地中海的城市兴衰相呼应（Frankopan, 2015）。中国已经解决了很大一部分的全球基础设施缺口，这使人们对BRI可能会减少全球贫困产生了希望。然而，也有证据表明，由于土地使用、劳动条件和环境影响的加剧，全球各地受BRI影响的当地社区正在应对生计和住房方面的挑战。人们开始担忧由BRI驱动的城市发展新阶段可能会不平衡地重塑城市空间和城市生活。**如果BRI标志着一个基础设施、工业化和城镇化都比以往更加互补的全球新时代，那么沿线城市如何打造一个具有包容性和社会生态可持续的城市发展轨迹可能是21世纪的关键挑战之一**（Hillman, 2020）。

本政策简报旨在帮助理解BRI、城市转型和全球发展之间的联系。它借鉴了在全球南方和全球北方的5个城市进行的实地调查，伦敦（英国）、雅典（希腊）、科伦坡（斯里兰卡）、加德满都（尼泊尔）和钱凯（秘鲁）。这些城市目前正在进行BRI的基础设施和对建成环境的投资。之所以选择这些城市，不仅是因为可以探索BRI在三大洲（亚洲、欧洲和拉丁美洲）的发展，还因为在所有这些城市中，BRI有望通过新的交通基础设施（如港口扩建、铁路）、房地产项目和设立经济特区来重塑城市和农村空间。

² 参见，例：<https://sdg.iisd.org/events/bridge-for-cities-4-0-connecting-cities-through-the-new-industrial-revolution/>; https://www.unido.org/sites/default/files/2017-09/makingit_24_full_web_0.pdf; <https://www.urbaneuchina.eu/en/>



Picture 1. Piraeus Container Terminal in Athens, Greece.

图1. 位于希腊雅典的比雷埃夫斯集装箱码头

Key findings

In official Chinese discourses, the BRI has been presented as a call for an open and inclusive model of international economic, political and cultural cooperation that draws on the enduring meanings of the ancient Silk Roads. In that sense, the BRI reflects China's contemporary "re-emergence" as a global power, and involves transnational industrial capacity transfer, increased trade, investment and development cooperation, and the need to diversify energy sources and transport routes. The BRI allegedly establishes a framework for open cooperation and "inclusive globalization" (Chen, 2018; Liu and Dunford, 2016). This is achieved through multiple types of increased connectivity and is financed by new multilateral financial instruments that are designed to lay the infrastructural and industrial foundations to help extend the march of poverty reduction and sustainable development to partner countries (Liu and Dunford, 2016). Through the deployment of multiple new infrastructure projects, the establishment of SEZs and the construction of new urban spaces, from real estate projects and smart cities to new transportation hubs and large-scale urban regeneration projects, the BRI is transforming cityscapes at an impressive scale and rapidity. As our research has shown, despite important variations in local planning and governance processes, the implementation of BRI projects in different places across the Global South and North includes the following four key elements.

研究发现

BRI借鉴了经久不衰的古代丝绸之路的涵义。在中国的官方话语中，BRI被表述为呼吁建立一个开放的和包容的国际经济、政治和文化合作模式。从这个意义上说，BRI反映了中国在当代“重新崛起”为全球大国，涉及跨国产能转移、贸易、投资和发展合作的增加，以及能源和运输路线多样化。BRI建立了一个开放合作和“包容性全球化”的框架（Chen, 2018; Liu and Dunford, 2016）。这是通过增加多种连通性实现的，并由新的多边金融工具提供资金，旨在奠定基础设施和工业基础，从而有助于将减贫和可持续发展的步伐延伸到伙伴国家（Liu and Dunford, 2016）。通过部署多个新的基础设施项目，建立经济特区和建设新的城市空间，包括从房地产项目和智能城市到新的交通枢纽和大规模的城市更新项目，BRI正在以惊人的规模和速度改变着城市景观。我们的研究表明，尽管地方规划和治理过程存在重大差异，BRI项目在全球南方和全球北方不同地方的实施包括以下四个关键因素。

1. All BRI projects we explored encompass significant changes in land uses, the expansion of large-scale infrastructure, and the intensification of social and environmental processes.

A key aspect here concerns inadequate environmental regulations and impact assessments related to BRI infrastructures. In almost all the cases we explored, the companies responsible for the construction of BRI projects have not paid the appropriate attention to international and national environmental requirements and have not sufficiently informed affected populations about the impacts of these projects. National governments have not only allowed this to happen but have also chosen to simplify the necessary procedures for approving BRI projects by often bypassing environmental regulations. This has resulted in a number of BRI projects with significant environmental impacts that have disproportionately affected local communities.

A characteristic example is Piraeus port, in Greece, where the environmental impacts of China COSCO Shipping Corporation's operations include a major increase in atmospheric and noise pollution that primarily affects the adjacent neighbourhoods with people living in particular areas exposed to 24-hour light and noise pollution. The new port expansion is expected to aggravate the situation by causing significant accumulative environmental pressure in the area. Several national environmental NGOs argue that COSCO's operations are threatening Saronikos' marine ecosystems and fishing grounds as well as public health due to the release of hazardous waste in an area adjacent to primary schools, homes, and playgrounds (Apostolopoulou, 2021c). It is indicative that recently (March 2022), Greece's highest administrative court, the Council of State, ruled that previous governmental decisions on the expansion of the port of Piraeus by COSCO were illegal because of the absence of an official Strategic Environment Impact Assessment as required by national and EU law. Similarly, in Colombo, Sri Lanka, scientists and environmentalists argue that sand excavation for the construction of the new City Port would damage Colombo's coastline, coral reefs, and fish breeding areas. This poses threats of erosion and flooding to an area prone to natural disasters while also affecting the livelihoods of people living in Colombo's beaches and depending on marine ecosystems for fishing (Apostolopoulou, 2021c).

首先，我们探讨的所有BRI项目都包含了土地使用的重大变化，大型基础设施的扩张，以及社会和环境进程的加剧。这里的一个关键问题是，与BRI基础设施相关的环境法规和影响评估不足。在我们探讨的几乎所有案例中，负责建设BRI项目的公司都没有足够关注国际和东道国的环境要求，也没有充分告知受影响民众这些项目的影响。项目所在国家的政府不仅允许这种情况发生，而且还选择绕过环境法规，简化了审批BRI国际项目的必要程序。这导致了一些对环境有重大影响的BRI项目，给当地社区造成了过大的影响。

一个典型的例子是希腊的比雷埃夫斯港，中国远洋运输集团的运营对环境的影响包括大气和噪音污染的大幅增加，主要影响到附近的居民区。居住在特定区域的人们24小时都会受到光和噪音的污染。新的港口扩建预计将使情况恶化，给该地区带来巨大的累积环境压力。一些希腊的非政府环境组织认为中远公司的业务在邻近小学、家庭和操场的地区释放有害废物

(Apostolopoulou, 2021c)，正在威胁萨罗尼克(Saronikos)的海洋生态系统和渔场，以及公众健康。有迹象表明，最近(2022年3月)希腊最高行政法院国务委员会裁定，由于缺乏希腊和欧盟法律要求的正式战略环境影响评估，政府之前关于中远公司扩建比雷埃夫斯港的决定是非法的。同样地，在斯里兰卡的科伦坡，科学家和环保人士认为，为建设新的城市港口而进行的挖沙会破坏科伦坡的海岸线、珊瑚礁和鱼类繁殖区。这给易发生自然灾害的地区带来了侵蚀和洪水的威胁，同时也影响了生活在科伦坡海滩和依靠海洋生态系统捕鱼的人们的生计

(Apostolopoulou, 2021c)。

2. BRI mega-projects have often led to mixed implications for local communities.

Our ethnographic work in Chancay city, Peru, shows that after the agreement for the construction of a USD \$3 billion port by COSCO and the Peruvian mining company Volcan, the companies announced their plans to reduce explosives on a hill that is home to more than 50 families. The companies had announced no official plans for relocation or compensation in order to mitigate the effects of noise and dust generated by construction work (Apostolopoulou and Pizarro, manuscript). Similarly, our research in Nepal shows that a number of road improvement projects that have as their primary goal either to improve the infrastructural and trade connectivity of its capital city Kathmandu, or to link new smart cities to former rural areas that have now been reclassified to urban, have caused the displacement of rural populations (Apostolopoulou and Pant, in press). Both cases show the important role of national and local governments in counteracting such negative developments for local communities by, for example, demanding relocation measures before giving out permits.

其次，BRI的大型项目往往对当地社区产生复杂影响。我们在秘鲁钱凯市的调研表明，中远集团和秘鲁矿业公司Volca在达成价值30亿美元的港口建设协议后宣布计划减少山上的爆炸物。这座山上居住着50多个家庭，但公司没有宣布任何官方的搬迁或补偿计划，以减轻建筑工程产生的噪音和灰尘影响(Apostolopoulou and Pizarro, manuscript)。同样地，我们在尼泊尔的研究

表明，一些道路改善项目造成了农村人口的流离失所（Apostolopoulou and Pant, in press）。这些项目原本的主要目标是改善首都加德满都的基础设施和贸易连通性，或将新的智慧城市与现在被重新划分为城市的前农村地区连接起来。这两个案例表明，国家和地方政府在应对这些对当地社区不利的发展方面发挥着重要作用，例如在发放许可证之前要求采取搬迁措施。



Picture 2. The constructions in Chancaay Port, Peru.

图2. 秘鲁钱凯港的建设工程

3. In many places where BRI projects materialise, there are significant changes in labour relations, standards and conditions of employment.

For example, growing labour insecurity has been linked to the privatisation of key ports, including the Port of Piraeus in Greece and the International Container Terminal in Colombo, Sri Lanka. This is primarily due to the combination of direct hiring with subcontracting that led to a reduction of the workforce and workers being hired at lower wages and fewer labour rights (Apostolopoulou, 2021c; Neilson, 2019).

4. More needs be done to enhance the inclusion of local communities in the decision-making processes through which BRI projects have been negotiated and agreed.

A major concern in all the places we conducted research is the major lack of accurate information about BRI projects, including their location, impacts to the local economy and the environment, and timelines. Moreover, and relatedly, national governments in the recipient countries, as well as other key institutions, businesses and public associations have not contributed in providing adequate information, inform and engage local communities and all relevant stakeholders and establish open forums to discuss BRI infrastructure projects, their relation to regional, national and local spatial plans, investment decisions, funding mechanisms and cooperation agreements with China in a transparent way. For example, in the case of the Royal Albert Dock, in London, the enclosure of public space has been decided without the community's consensus and public consultation has been replaced with informal participation in

community workshops with no decision-making power. In Piraeus, the expansion of the port and COSCO's operations have never been discussed with the affected communities and meaningful public participation has been replaced with a tightly circumstanced participation that favours representatives which support the projects' implementation. Finally, in both Chancay and Kathmandu, local communities have very limited information on the details of the BRI projects and their implications.

第三，在BRI项目落地的许多地方，劳工关系、标准和就业条件都发生了重大变化。例如，日益严重的工作不安全感与主要港口的私有化有关，包括希腊的比雷埃夫斯港和斯里兰卡科伦坡的国际集装箱码头。这主要是由于直接雇佣与分包的结合导致了劳动雇佣的减少，工人以较低的工资和较少的劳动权利被雇用（Apostolopoulou, 2021c; Neilson, 2019）。

第四，需要做更多的工作来加强当地社区参与BRI项目谈判和商定的决策过程。在我们进行研究的所有地方，一个主要问题是严重缺乏关于BRI项目的准确信息，包括其位置、对当地经济和环境的影响、以及项目推进的时间计划。此外，与之相关的是，东道国的国家政府以及其他主要机构、企业和公共协会没有在以下方面做出贡献，包括提供足够的信息，告知并动员当地社区和所有利益相关者参与，建立论坛以公开透明的方式讨论BRI基础设施项目，项目与区域、国家和地方空间规划的关系，投资决策，融资机制以及与中国的合作协议等。例如，在伦敦皇家阿尔伯特码头的案例中，公共空间的圈地决定没有得到社区的共识，公众咨询被没有决策权的、非正式参与的社区研讨会所取代。在比雷埃夫斯，港口的扩建和中远海运的运营从未与受影响的社区讨论过，有意义的公众参与被一种严格限制的、有利于支持项目实施的代表参与所取代。最后，在钱凯和加德满都，当地社区对BRI项目的细节及其影响了解非常有限。

Recommendations

Our results point to the need for a list of measures in places where BRI infrastructural projects materialise to minimise their impacts and support a transition to social-environmental sustainability and justice. We suggest that the following **9 recommendations can ensure less environmentally and socially damaging and more resilient and fair infrastructures that could avoid the risks of “business-as-usual” approaches:**

1. Strengthen the capacities of national policymakers and state officials of involved countries to formulate integrated, system-level approaches and policies for BRI infrastructures and projects.

This could, inter alia, build on UN's capacity development projects that have emerged to assess the implications of the Belt and Road Initiative for the countries along the New Silk Road (see eg CCIEE and UNDP, 2017), the 2030 Agenda for Sustainable Development³, the International Human Rights Framework⁴, and the International Good Practice Principles for Sustainable Infrastructure (UNEP, 2021). Key principles include: (i) strategic planning to ensure the alignment of infrastructure policies and decisions with global sustainable development goals, (ii) comprehensive lifecycle assessments of the

³ <https://www.un.org/en/desa/jointly-building-%E2%80%9Cbelt-and-road%E2%80%9D-towards-sustainable-development-goals>

⁴ https://www.ohchr.org/sites/default/files/Documents/Publications/TheOtherInfrastructureGap_FullLength.pdf

sustainability credentials of BRI infrastructures, (iii) avoidance of environmental impacts, (iv) resource efficiency and circularity, (v) fiscal sustainability, (vi) and evidence-based decision-making that includes the regular monitoring of BRI infrastructure impacts based on agreed performance indicators and data sharing with all relevant stakeholders.

2. Deepen and facilitate policy dialogue among policymakers and experts from the participating countries along the BRI, including engagement with international organisations, to achieve equitable sustainable development.

This could occur under the auspices of international organisations, like the United Nations and related intergovernmental organisations, and supported through the creation of open, inclusive Forums where all relevant stakeholders from civil society, public and private sector along with representatives of affected communities, including Indigenous people, will participate.

3. Develop comprehensive, effective and scientifically sound environmental and social impact assessments of BRI projects.

National governments should support, implement and apply strict environmental and social regulations for BRI projects, disseminate public information in a systematic and rigorous way and conduct open and effective environmental and social impact assessments for all BRI projects, as well as strategic environmental assessments for cross-border projects. These should be supported by open meetings and workshops that would help local communities understand the impacts of BRI projects, something that is currently lacking in all the locations where we have conducted research.

4. Enhance information disclosure, consultation, and accountability in BRI projects, including appropriate grievance mechanisms at national, sub-national, and local level.

This should be in accessible languages and formats for all affected stakeholders and communities to receive and facilitate the resolution of the concerns of affected communities (IFC, 2012). This should include grievance mechanisms for workers to address any workplace concerns (ibid).

5. Undertake meaningful public participation.

This would, inter alia, include all relevant stakeholders, notably local communities, in decision-making processes, and equal opportunities for participation for all, along lines of class, race, ethnicity and gender from the very first stages of each project and before on-the-ground implementation commences. Participation should be based on free and prior availability of project information as early in the decision-making process as possible and throughout the project life cycle.

6. Enhance economic benefits for local communities by generating decent employment opportunities and by actively supporting the local economy.

This should include carrying out comprehensive analysis of the number and types of jobs that BRI projects are expected to create for local communities, embrace openness regarding working conditions (salaries, contracts, working hours etc.) and clearly support the creation of local jobs. Making job creation an integral part of the BRI is critical for promoting beneficial outcomes for affected communities, such as full and decent employment and balanced development (CCIEE and UNDP, 2017).

7. Develop an in-depth analysis of the social, economic and cultural impacts of BRI projects and the way these are expected to influence the livelihoods of affected communities.

This should be based on the principles of equity, inclusiveness and empowerment and on achieving a

balance between social and economic infrastructure investments to protect human rights and promote well-being, especially of the most vulnerable and marginalised groups, including women, the elder and Indigenous peoples.

Crucial here is the inclusion of a clear gender and anti-discrimination perspective. Policy-makers and decision-makers should address the serious lack of data on the distributional impacts of mega-infrastructure projects on key groups. Special attention should be paid to the impacts of BRI infrastructures of women, children, persons with disabilities, minorities, Indigenous peoples, migrants, displaced people and inhabitants of informal settlements, those who are excluded from social or political life, and those experiencing discrimination for any possible reason.

8. Prepare clear consideration of alternatives to BRI projects.

This includes processes of design innovation to limit environmental and social harm or, ultimately, the cancellation of projects in the case of major unavoidable adverse impacts. Alternatives should be prepared in close collaboration with investors and key shareholders to ensure that altering or cancelling high profile and high value projects do not lead to public discreditation.

9. Establish the appropriate governance processes and forums.

These should ensure that transparent, inclusive and participatory decision-making is taking place and that the BRI projects are aligned with local and regional spatial plans, embrace the principles of social and environmental sustainability and address local communities' social needs and aspirations.

政策建议

我们的研究表明，在实施BRI基础设施项目的地方，有必要制定一系列措施以最大限度地减少其影响，并支持向社会环境可持续和社会环境正义的过渡。我们认为，以下**9项建议可以确保对环境和社会的破坏更小、更有弹性和公平的基础设施，可以在一定程度上降低风险。**

1. 加强相关国家政策制定者和政府官员的能力，为BRI基础设施和其他项目制定综合的、系统层面的方法和政策。这可以借鉴联合国为评估“一带一路”倡议对新丝绸之路沿线国家的影响而开展的能力发展项目（例如，见CCIEE和UNDP，2017年），以及2030年可持续发展议程⁵，国际人权框架⁶，可持续基础设施的国际良好实践原则（UNEP，2021）。主要原则包括(i) 进行战略规划，确保基础设施政策和决策与全球可持续发展目标相一致；(ii) 对BRI基础设施的可持续性进行全面的生命周期评估；(iii) 避免环境影响；(iv) 资源效率和循环性；(v) 财政可持续性；(vi) 循证决策，包括基于商定的绩效指标和与所有利益相关方共享的数据来定期监测BRI基础设施的影响。

⁵ <https://www.un.org/en/desa/jointly-building-%E2%80%9Cbelt-and-road%E2%80%9D-towards-sustainable-development-goals>

⁶ https://www.ohchr.org/sites/default/files/Documents/Publications/TheOtherInfrastructureGap_FullLen_gth.pdf

2. 深化和促进“一带一路”沿线参与国的政策制定者和专家之间的政策对话，包括与国际组织接触，以实现公平的可持续发展。这可以在国际组织如联合国和相关政府间组织的主持下进行，并通过建立开放、包容的论坛来支持，让来自民间社会、公共和私营部门的所有利益相关方以及包括原住民在内的受影响社区的代表都参与进来。
3. 制定全面、有效、科学的BRI项目环境和社会影响评估。各国政府应支持、实施和应用严格的环境和社会法规，以系统和严格的方式发布公共信息，对所有BRI项目进行公开和有效的环境和社会影响评估，并对跨境项目进行战略环境评估。这些都应该得到公开会议和研讨会的支持，以帮助当地社区了解BRI项目的影响。目前在我们进行研究的地方都缺乏这样的支持。
4. 加强BRI项目的信息披露、咨询和问责，包括在国家、次国家和地方各层级建立适当的申诉机制。这应该采用所有受影响的利益相关方和当地社区可以接受的语言和格式，以了解受影响社区的关切并促进解决（IFC，2012年）。这应包括为工人解决任何工作场所问题的申诉机制（同上）。
5. 开展有意义的公众参与，将所有利益相关方特别是当地社区，纳入决策过程，并在每个项目的最初阶段和实地执行开始之前，为不同阶级、种族、族裔和性别人群提供平等的参与机会。参与的基础应该是能够尽早在决策过程中自由地预先获得信息，且贯穿项目始终。
6. 通过创造体面的就业机会和积极支持当地经济，提高当地社区的经济效益。全面分析BRI项目预计为当地社区创造的就业机会的数量和类型，在工作条件（工资、合同、工作时间等）方面保持开放，明确支持创造当地就业机会。将创造就业机会作为BRI的一个组成部分，对促进受影响社区的有益成果至关重要，如充分和体面的就业以及均衡发展（CCIEE和UNDP，2017）。
7. 深入分析BRI项目的社会、经济和文化影响，以及预计影响当地社区生计的方式。这应基于公平、包容和赋权的原则，并在社会和经济基础设施投资之间实现平衡，以保护人权和促进福祉，尤其是最脆弱和边缘化的群体，包括妇女、老人和原住民。

这里的关键是要纳入明确的性别和反歧视观点。关于大型基础设施项目对关键群体的分配影响严重缺乏数据，政策制定者和决策者应该解决该问题。应该特别关注BRI基础设施对妇女、儿童、残疾人、少数民族、原住民、移民、流离失所者和非正规住区居民、被排斥在社会或政治生活之外的人群以及因任何可能原因遭受歧视人群的影响。

8. 预备清晰的BRI项目替代方案，包括创新设计以减少对环境和社会的伤害，或者最终在出现不可避免的重大不利影响的情况下取消项目。应与投资者和主要股东密切合作准备替代方案，以确保更改或取消备受关注的、高价值的项目不会影响公共声誉。
9. 总得来说，建立适当的治理程序和论坛，以确保透明、包容和参与性的决策，确保BRI项目与地方和区域空间规划相一致，遵循社会和环境可持续性原则，并满足当地社区的社会需求和期望。

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