

Green Climate Fund

Options for a Fund-wide Gender-sensitive Approach

GCF/B.06/13

9 February 2014

Meeting of the Board

19-21 February 2014

Bali, Indonesia

Agenda item 13

Recommended action by the Board

It is recommended that the Board:

- (a) Takes note of the information presented in document GCF/B.06/13 *Options for a Fund-wide Gender-sensitive Approach*; and
- (b) Requests the Secretariat to prepare a document for consideration by the Board at its October 2014 meeting.

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Options for a Fund-wide Gender-sensitive Approach

I. Introduction

1. At its October 2013 meeting, the Board, in its decision B.05/22:
“Reaffirm[ed] taking a gender-sensitive approach as outlined in the Governing Instrument;”
“Decide[d] to consider, at its first meeting in 2014, a gender-sensitive approach to the Fund’s objectives and operational policies”, and
“Request[ed] the Secretariat to present for consideration by the Board, at its first meeting in 2014, including through consultations with relevant bodies and observer organizations, a working document setting out the options for a Fund-wide gender-sensitive approach.”
2. The Fund has been established to promote, in the context of sustainable development, a paradigm shift towards low-emission and climate-resilient development pathways. The Governing Instrument also gives the Fund a clear mandate on gender sensitivity. It recognizes the importance of gender considerations in terms of impact and access to funding:

Paragraph 3: “The Fund will strive to maximize the impact of its funding for adaptation and mitigation, and seek a balance between the two, while promoting environmental, social, economic and development co-benefits and taking a gender-sensitive approach.”

Paragraph 31: “The Fund will provide simplified and improved access to funding, including direct access, basing its activities on a country-driven approach and will encourage the involvement of relevant stakeholders, including vulnerable groups and addressing gender aspects.”
3. Paragraph 71 includes women amongst the Fund’s stakeholders. Finally, the Governing Instrument calls for gender balance among Board members (paragraph 11) and staff of the Secretariat (paragraph 21).

Box 1: Definitions

The term **gender** refers to how societies and specific cultures assign roles and ascribe characteristics to men and women on the basis of their sex. For example, many cultures share expectations that women are more nurturing than men and men should be soldiers during wars.

The term **gender equality**, as enshrined in international and national constitutions and other human rights agreements, refers to equal rights, power, responsibilities, and opportunities for women and men, as well as equal consideration of the interests, needs, and priorities of women and men.

The term **gender equity** refers to the process of being fair to women and men. To ensure equity, measures often need to be taken to compensate (or reduce) disparity for historical and social disadvantages that prevent women and men from otherwise operating on an equitable basis. Equity leads to equality.

The term **gender sensitivity** refers to the understanding of the ways people think about gender and socio-cultural factors underlying gender inequality. Gender sensitivity implies a consideration of the potential contribution of women and men to societal changes as well as the methods and tools to promote gender equity and reduce gender disparities, and measure the impact of activities on women and men.

Sources: USAID, 2013 and World Bank, 2012.

4. The purpose of this document is to provide the Board with elements for the operationalization of gender sensitivity in all the Fund’s activities, processes, and procedures.

It is intended to inform the Board and provide a basis for discussion, so that the Secretariat can prepare a more elaborate document and draft guiding principles for consideration at the October 2014 Board meeting. The ultimate objective is to ensure that the Fund, as well as intermediaries and implementing entities (IEs) and executing entities (EEs), will give due consideration to the gender aspects of the projects and programmes financed by the Fund in order to build both women's and men's resilience to climate change. The document makes the case for the Fund to take into consideration how gender differences affect the ways people are impacted by, and respond to, climate change (Schalatek, 2013), and that integrating gender sensitivity will help generate greater and more sustainable climate change and other economic development results, while also potentially generating co-benefits with regard to gender equality.

5. Chapter II presents the approach and rationale taken to develop this document. Chapter III summarizes the lessons learned from the Climate Investment Funds (CIF) and other organizations involved in climate change finance and implementation, and Chapter IV presents the options to mainstream gender sensitivity into Fund activities.

II. Approach and rationale

6. The document draws on two major background documents (Schalatek and Burns, 2013, and Aguilar et al., 2012. See Annex III for the list of references.). It is also informed by many other documents published by multilateral development banks (MDBs), bilateral agencies and non-governmental organizations (NGOs), which have reviewed gender and climate change matters as well as their operationalization experience and results. A number of gender and climate experts participated in consultations on the document (See Annex IV for the list of experts.).

7. There are five compelling reasons for the Fund's mandate on gender sensitivity:

- (a) The Fund's mandate is, inter alia, to contribute to the achievement of the ultimate objectives of the United Nations Framework on Convention on Climate Change (UNFCCC). Reference to anthropogenic interaction with the climate system (UNFCCC, Article 2) implies interaction of both women and men;
- (b) The well-documented fact that climate change impacts women and men differently, to the detriment of women, and that existing gender inequalities are likely to be exacerbated by the impacts of climate change. For example:
 - (i) Women's mortality from climate-related disasters is higher (Box 2), they are more vulnerable to water-borne diseases;
 - (ii) Various manifestations of climate change, such as drought, exacerbate fuel wood and water scarcity and add more to women's domestic burdens than to men's;
 - (iii) As women tend to rely more on natural resources for their livelihood, the decline in land and biomass productivity affects women more than men, especially in the rural areas, and exacerbates their poverty (women are already amongst the poorest, representing about 70 per cent of the people who live on less than US\$ 1 per day (FAO, 2011));
 - (iv) In urban areas, after climate-related disasters, it is harder for poor women than for poor men to recover their economic status and welfare.

Box 2: More women than men die in natural disasters

In the 1991 cyclone disasters that killed 140,000 people in Bangladesh, 90 per cent of victims were women.¹ The death rate among people aged 20–44 years was 71 per 1,000 women, compared with 15 per 1,000 men.² Explanations for this include the fact that more women than men are home-bound, looking after children and valuables. Even if a warning is issued, many women die while waiting for their relatives to return home to accompany them to a safe place. Other reasons for this disparity include the fact that the sari restricts women's movement and puts them more at risk at the time of a tidal surge. Women are also less well-nourished and hence physically less able than men to deal with these situations. In Nepal, after the floods of 1993, a survey established age- and sex-specific flood-related deaths among more than 40,000 registered participants (including deaths due to injury or illness in the weeks after the flood). Flood related fatalities were 13.3 per 1,000 girls aged 2–9 years, 9.4 per 1,000 boys aged 2–9 years, 6.1 per 1,000 adult women and 4.1 per 1,000 adult men.³

- (c) Gender inequality is linked to vulnerability and risk. Women's greater vulnerability to climate change stems from gender norms and discrimination that result in imbalanced division of labour, lower income and lesser livelihood opportunities, less access and control over land and other productive assets, fewer legal rights, lesser mobility, and lesser political and professional representation (USAID, 2013);
- (d) The well-documented fact that women, as well as men, significantly contribute to combatting climate change. For example:
 - (i) Women comprise the majority of small-scale farmers in developing countries and often apply their specific knowledge relevant to climate change adaptation, including information about traditional land management techniques, soil enrichment and drought-resistant seeds;
 - (ii) Women have led climate change initiatives in many sectors, such as community-based reforestation efforts (Box 3), water, disaster management, transport, and energy (Schalatek, 2013);

Box 3: Women's leadership on reforestation contributes to carbon sequestration

The globally active Green Belt Movement, initiated in 1977 in Kenya by the Nobel Peace Prize Winner Wangari Maathai, relies on women to lead local reforestation efforts by planting tens of millions of trees that provide fuel, food, shelter and income to rural communities while capturing carbon dioxide and restoring eroded soils.⁴ Since 2001, women in Guatemala, Nicaragua, El Salvador, Honduras and Mexico have planted more than 800,000 maya nut trees which sequester carbon; the project also teaches women about the uses, processing, food value and commercialization of the maya nut by supporting women's producer groups, thereby increasing incomes and food supplies for the communities.

- (e) Shifting the paradigm towards low-emission and climate-resilient development pathways, which is the Fund's mandate, requires a large number of individual and collective decisions by women and men. "[L]ow-emission development pathways can be more effective and more equitable where they are designed using a gender-informed approach. Billions of women around the world make decisions every day that influence the amount of carbon that is released into the atmosphere, for example, as home-makers, as farmers and land-managers, or as consumers. Such choices can be expanded in ways that reduce carbon footprints while also promoting co-benefits for

¹ Aguilar L. *Climate change and disaster mitigation*. Gland, International Union for Conservation of Nature, 2004 (http://www.genderandenvironment.org/admin/admin_biblioteca/documentos/Climate.pdf).

² WEDO. *Gender, climate change, and human security: lessons from Bangladesh, Ghana and Senegal*. New York, Women's Environment and Development Organization, 2008.

³ Bartlett S. *Climate change and urban children: Impacts and implications for adaptation in low and middle income countries*. IIED Human Settlements discussion paper – climate change and cities 2. London, International Institute for Environment and Development, 2008.

⁴ IUCN, UNDP, GGCA Global Gender and Climate Change Alliance (2009). *Training Manual on Gender and Climate Change*, p. 168.

gender equality.” (Aguilar, 2012). A gender-sensitive approach is therefore part of a paradigm shift and transformational change (Schalatek, 2013).

8. In addition, the document builds on the following three major elements:
 - (a) The Fund is committed to implementing gender sensitivity from the onset of its operations. As a result, a number of documents relating to the Fund’s business model framework have already integrated a gender-sensitive approach (e.g. documents GCF/B.06/04 and GCF/B.06/09);
 - (b) The Fund is required to mobilize, allocate and use financial resources efficiently (Governing Instrument, paragraphs 3 and 57). Gender inequality may limit the effectiveness of mitigation and adaptation strategies if gender relations are not taken into account. Tapping into women’s skills and talents, as well as into those of men, and associating women’s equally as men in decision-making, is expected to increase performance and generate greater and more sustainable climate change and development outcomes. “[T]here are many examples where empowering women to exercise leadership within their communities contributes to climate resilience, ranging from disaster preparedness in Bangladesh, Indonesia and Nicaragua, to better forest governance in India and Nepal, to coping with drought in the Horn of Africa.” (Aguilar, 2012);
 - (c) The Fund is a nascent and a learning institution. As experience is gained and lessons are learned in all areas (e.g. on financial instruments), as well as on the gender sensitivity in the Fund’s activities and operational modalities, including activities with the private sector, the Fund will be able to adjust its policies, processes, procedures, and project and programme design. The document therefore proposes a phased approach to implementing gender sensitivity.

III. Lessons learned from the Climate Investment Funds and other organizations involved in climate change finance and implementation

9. For the purpose of this document, the lessons learned are focussed on the two categories that are deemed most relevant to launch the operationalization of gender sensitivity in the Fund’s activities, processes, and procedures: institutional lessons (Section 3.1), i.e. those lessons that have a bearing on operational policies, processes and procedures of a climate change finance institution; and lessons learned from project and programme design and implementation (Section 3.2). It is recognized that many other lessons learned on gender and climate change are relevant.

3.1 Institutional lessons

10. The nine most relevant institutional lessons for the Fund are summarized below:
 - (a) **Clear policy guidance on mainstreaming gender sensitivity** in the finance institution is needed to obtain gender-sensitive results. These results also need to be clearly formulated, including the expectations from intermediaries and IEs and EEs. In the case of CIF, in the absence of such policy guidance, there is a wide range of gender integration in the core programmes, the benefits of which are unclear. By contrast, since the Global Environment Facility (GEF) introduced its gender policy in 2011, many more projects are gender-sensitive in all regions (IUCN, 2013). Reliance on gender policies of institutions such as MDBs is insufficient; climate change and vulnerability policies also need to be gender-sensitive. These institutions may have their own gender policies, but

these are not necessarily providing guidance on gender sensitivity of climate change activities;

- (b) **Clear baselines on gender sensitivity for accreditation of implementing entities** are needed to allow operations to move forward. As reported in document GCF/B.05/08, GEF has introduced a policy on gender mainstreaming. In order to implement GEF-financed projects, GEF partner agencies are required to have established either a policy or policies (this may include relevant laws, regulations and guidelines), or a strategy, or an action plan that requires the agency to design and implement projects in such a way that both women and men:
- (i) Receive culturally compatible social and economic benefits;
 - (ii) Do not suffer adverse effects during the development process; and
 - (iii) Are granted full respect for their dignity and human rights.

According to these policies, the GEF accreditation panel assesses whether applicants have established adequate policies and standards and have sufficient implementation practices and capacity to be able to apply the environmental and social safeguards as well as the GEF's policy on gender mainstreaming. The GEF requirements, however, have precluded otherwise strong IEs from accreditation, because of their lack of gender capabilities. The options on this are discussed in Section 4.4.

- (c) **Clear accountability mechanisms** are needed, in terms of monitoring and reporting gender-sensitive policy implementation, results and processes, in order to take corrective measures when results are not forthcoming. Accountability for gender-sensitive results should therefore be shared by all concerned in funding institutions, from boards to senior management and staff;
- (d) **Gender-sensitive complaint mechanisms** are needed, so that women and men feel confident to file their complaints relating to climate change interventions;
- (e) **Sex-disaggregated data and relevant gender indicators in the results and portfolio monitoring frameworks** need to be included, as appropriate, for example, whenever an activity requires the intervention of people or has an impact on people. Qualitative as well as quantitative methods are needed to assess the gender impact of activities;
- (f) **Periodic auditing of gender-sensitive results** allows to adjust policies, and accountability and implementation mechanisms. The 2010 Strategic Environmental, Social, and Gender Assessment and the Gender Review (2012) of the CIF is a good example of such audits; it is, however, not clear if the findings have fed back into the relevant decision-making processes at board or managerial level;
- (g) **Operational procedures and tools** are needed to implement policies. They should be as simple as possible to facilitate the staff's operational work and avoid bureaucratic burdens. There is a plethora of gender 'toolkits' and sourcebooks readily available for adaptation and mitigation work - duplication of effort should be avoided. The Asian Development Bank (ADB) project review process is a good practice example. It enables a fast review of project proposals through a gender lens, and leads to the preparation of a project gender action plan if appropriate. The International Network on Gender and Sustainable Energy (ENERGIA) Gender and Energy Toolkit is a good practice example of a tool easily used by field practitioners;
- (h) **Gender competencies among core staff** greatly enhance attention to gender issues in funding allocation, assessment of implementation capacity, and mainstreaming of gender sensitivity into country project and programme design. This is further discussed in Section 4.6; and
- (i) **Dedicated budgets for gender-related activities** are indispensable (for staff or consultant hiring, capacity building, results monitoring and reporting).

3.2 Project/programme-related lessons

11. Extensive reviews of experience (World Bank, 2010; AfDB, 2011; Aguilar, 2012; USAID 2013) highlight a number of lessons relevant for both project/programme design and implementation. The seven most relevant lessons for the Fund's future projects/programmes are:

- (a) **National priorities** on climate change and equality-based gender norms should guide project design; national climate change plans should include national gender policies and priorities;
- (b) **Sex-disaggregated data** are needed to establish the baseline at project/programme location, and identify specific gender issues for a given climate change topic; for example, it is essential to document whether women or men are most affected by sea-level rise in a given coastal area, and for which source of livelihood. Women may, for instance, be more affected in their farming activities, while men are more affected in their fishing activities;
- (c) **Clear gender-sensitive climate change results and monitoring indicators** help focus the project or programme, and design relevant gender elements;
- (d) **Balanced participation** of women and men in climate change projects/programmes, from initial consultations through participation in design, implementation, and results monitoring have a better chance to generate greater and more sustainable results; such participation taps into the knowledge and skills of both women and men in their respective spheres of activities. There is an abundance of examples where women as well as men have contributed effectively to the implementation of climate change adaptation or mitigation initiatives (Boxes 3 and 4);
- (e) **Understanding gender and climate change issues is essential.** Climate change experts' understanding of gender issues, as well as gender experts' understanding of climate change issues, are needed so that teams can design effective gender-sensitive climate change projects and programmes;
- (f) **Dedicated budgets** for gender-sensitive activities are needed for implementation; and
- (g) **Timely assessment of gender-sensitive issues at the project/programme onset avoids causing delays and additional costs**, both in the technical preparation and financial closure of the project/programme, as well as during project/programme implementation (IFC, 2000).

Box 4: Women lead climate change adaptation and disaster risk reduction in Bangladesh⁵

This women-centred initiative helps communities in Bangladesh adapt to climate change by addressing extreme weather conditions, such as cyclones and flooding, as well as the consequence of increased salinity conditions in agriculture in Bangladesh. The initiative, which is implemented by ActionAid Bangladesh, brings together groups of women who lead vulnerability assessments of climate risks and then identify action plans. The same groups of women implement the plans. As a result, improved cooking stoves were installed in 110 households, 10 temporary dams were built to preserve fresh water for irrigation and reduce salinity in the land, and a raised cluster village was created for landless families in flood-prone areas. Scalability is a key element of this initiative, which channelled resources to the local government to enhance its capacity. The initiative facilitates dialogue between communities and the local government to ensure that the good practices piloted by the women-led groups are scaled up.

⁵ UNFCCC. 2013. COP 19. Lighthouse Initiatives. UNFCCC, Bonn, Germany.
http://unfccc.int/secretariat/momentum_for_change/items/7841.php

IV. Options to mainstream gender sensitivity

12. This Chapter reviews the opportunities for the Fund to start including gender sensitivity in its operational modalities. Based on the lessons reviewed in Chapter III, this Chapter focuses on the most important opportunities at the current stage of the Fund's development:

- (a) Results management framework;
- (b) Portfolio monitoring framework;
- (c) Project/programme design;
- (d) Environmental and social safeguards; and
- (e) Capacity building, in particular in the context of readiness and preparatory support.

13. The first two opportunities refer to the significance of building a system of accountability for results. The third to fifth opportunities refer to the need to implement gender sensitivity in field activities.

14. Sections 4.6 and 4.7 offer some considerations with regard to human resource management and other areas where additional work would be needed for the document that would be prepared for the October 2014 Board meeting.

4.1 Results management framework

15. The Board adopted a comprehensive list of the initial result areas (document GCF/B.05/23, Annex I). A priori, there is no area that would not qualify for a gender-sensitive approach in order to ensure climate change results or generate incremental climate change results. However, it would be expected that some projects/programmes would have a relatively small gender element, while others would have a strong gender focus. For example:

- (a) Mitigation and adaptation interventions in infrastructure, urban and built environment involve a large number of stakeholders and decision-makers. The design of such interventions will require a thorough initial understanding, through consultations and data collection, of the use of existing stocks of infrastructure (e.g. transport, housing, schools, and health clinics) by both women and men and of the welfare benefits they currently obtain from such infrastructure. The success of projects/programmes in this area is likely to depend on whether the project/programme interventions will meet the infrastructure needs of both women and men;
- (b) Similarly, the success of mitigation interventions in agriculture will most likely depend on whether the new technologies are transferred to the relevant farming groups, that is, to women and men farmers. Consequently, project/programme sponsors will need to first establish who the primary users of the farmlands are, women, men or both, and which group to target for technology training;
- (c) Sector interventions, such as renewable energy, need to carefully assess their customer base by gender. For instance, a survey done for the Lighting Africa programme financed by the International Finance Corporation (IFC, 2011) in partnership with the GEF and several other donors and programmes, has documented that women hold significant sway in household decision-making with respect to lighting technology. The programme also determined that, in a business context, women and men's lighting needs differ, based on the type of business they operated. This illustrates the need for gender sensitivity both in defining results and selecting indicators.

16. Document GCF/B.06/04 already reflects the Fund's commitment to gender sensitivity: it flags the gender results and indicators for which sex-disaggregated data collection is needed, and the methodology for collecting the data (including surveys that can have qualitative

questions). However, the challenge for the Fund is to establish how its commitment to gender sensitivity will be implemented within the two-tier results management structure: tier 1, by the EEs that will be responsible for the detailed design of activities and the selection of project- and programme-level results and indicators; and tier 2, by the intermediaries and IEs that will be responsible for monitoring and reporting on sector-level results and indicators.

17. The Fund has three options:

- (a) **Option 1:** Asking IEs to work with the initial results management framework. The Fund could also ask the firstly accredited IEs to provide feedback to the Fund on the ability/difficulties to have EEs select relevant indicators and collect data that can be aggregated at the sector level. The merit of this approach is that it provides clear guidance to IEs as soon as the Fund becomes operational; the risk is that it may be difficult for the IEs to coach the EEs on the choice of a relevant gender indicator. Another risk is that the initial data on gender-sensitive results may end up being of poor quality;
- (b) **Option 2:** Preparing more detailed guidelines that the IEs could use with the EEs. This may be a safer approach to obtain gender-sensitive results. The risk, however, is that it may take some time before such guidelines are available;
- (c) **Option 3:** Referring the IEs to existing toolkits to use in their reviews of, or guidance to, EEs.

18. The three options are not mutually exclusive. The Fund may combine the first and third options in the initial phase of launching its activities. It can, in a second phase, take stock of results after the initial phase of activities and of the lessons learned to confirm the value of existing material or prepare its own more detailed guidelines.

4.2 Portfolio monitoring and evaluation

19. Monitoring the Fund's portfolio will be the responsibility of the Country Programming Division of the Secretariat and evaluation will be the responsibility of the Independent Evaluation Unit (see document GCF/B.05/10). It would be important that the Division includes gender reporting in its annual report, and that it periodically commissions sector or cross-sector assessments of the portfolio's gender results. These assessments should shed light on whether gender-sensitive projects/programmes are performing better than projects/programmes with no gender elements (from before). The results of these assessments and evaluations are important for the further adjustment of operational policies. The evaluation could also inform the portfolio risk assessment (see documents GCF/B.06/10 and GCF/B.06/11).

20. Impact assessments would be carried out at regular intervals (see document GCF/B.06/04). Again, these would be essential in analysing the effectiveness of various types of gender-sensitive projects/programmes, and comparing the outcomes with projects/programmes with no gender elements.

4.3 Project/programme design

21. Project/programme design is a key entry point to mainstream gender sensitivity. The selection of projects/programmes is to be country-driven. A simple approach, adopted by the Pilot Programme Climate Resilience (PPCR) of the CIF is to include a gender question in the initial project/programme concept note. Not all projects/programmes would be expected to have gender elements.

22. **Adopting gender-sensitive tools for project/programme design.** A large selection of analytical and design tools are readily available and well documented in a number of thematic or sector toolkits, sourcebooks, handbooks, etc. They have a number of common elements, often listed on ‘check-lists’ (see Annex I).

23. Executing entities will be responsible for integrating gender elements into projects/programmes, and IEs will be accountable for due diligence on the project/programme design. As the Fund will work directly mostly with IEs, it may explore various options to monitor project/programme design, in particular during the first two years of the Fund’s operations, when learning is essential:

- (a) **Option 1:** Reviewing a sample of approved projects/programmes through the gender lens, e.g. once a year, and analysing how the project/programme was prepared and designed, whether it has any gender elements, and how it is being implemented. The lessons drawn would be shared with all the IEs and posted on the Fund’s website, and further disseminated to stakeholders (see Section 4.7).
- (b) **Option 2:** If needed, suggesting to the IE and/or the EE to redesign the relevant part of the project/programme. Experience shows that it is preferable to partially redesign a project/programme during implementation than do nothing.

Box 5: Project redesign for gender sensitivity – Laos Rural Electrification Project

A good practice example of effective project redesign is the Laos Rural Electrification Project, which was redesigned for gender sensitivity within the first two years of implementation. The solution – targeted subsidies for grid or off-grid connections – was designed to respond to the need of the poorest female-headed households, which were previously left out of the programme. This redesign became the basis for expanding the access programme to all poor households.

4.4 Environmental and social safeguards

24. Document GCF/B.06/09 includes gender equity and women’s empowerment as one of the elements of the environmental and social safeguards:

"Gender Equity and Women’s Empowerment – Projects/programmes will be designed and implemented in such a way that both women and men:

- (a) Are able to participate fully and equitably;
- (b) Receive comparable social and economic benefits; and
- (c) Do not suffer disproportionate adverse effects during the development process."

25. The document also states that guidance/reference material will need to be developed to explain the environmental and social safeguard elements, and gender can be further emphasized and incorporated as a cross-cutting thematic topic. In order for the Fund to be able to demonstrate the impact, project/programme implementers will need to collect data and report on specific metrics.

26. In terms of accreditation of IEs, at this stage of the Fund’s development, the Fund may want to start with the gender provisions that are part of its environmental and social safeguards. After one or two years of operations, as lessons are learned on the IEs’ capacity to select projects/programmes that generate gender-sensitive climate change results, the Fund may consider whether or not to require ex-ante compliance with the Fund’s gender policy by IEs. Alternatively, the Fund could deepen the gender capacity building it will offer to IEs.

27. Accordingly, the Board may consider a more gradual approach for the Fund, whereby such requirements do not prevent potential IEs from getting accredited, but foresee a process

that allows them to develop the necessary practices and capabilities while they are already engaged.

4.5 Capacity building

28. Strengthening the capacity of IEs and EEs to deliver on the Fund's gender-sensitivity mandate is expected to be a key entry point. The provision of readiness and preparatory support would be the ideal vehicle to provide capacity building and training on gender to local institutions in the four main areas identified in document GCF/B.06/14:

- (a) Establishment of a national designated authority (NDA) or focal point that will act as an interface between the country and the Fund and will communicate the national strategic priorities for financing low-emission and climate-resilient development across the economy;
- (b) Development of a strategic framework that will take stock of, and build on, relevant existing national strategic documents, and will aim to identify countries' leading and most transformative strategic priorities as a response to climate change;
- (c) Selection of suitable IEs and intermediaries for channelling the Fund's resources, and preparation of these entities for accreditation with the Fund; and
- (d) Preparation of initial pipelines of priority project and/or programme proposals to be ready for submission to the Board.

29. In addition, training on gender would be integrated into the training to be provided on environmental and social safeguards; such training could be repeated over time as the pipeline of projects/programmes increases.

30. **Participation:** Capacity building on participatory approaches would also need to be provided to NDAs and focal points, IEs and EEs. Effective participation of both women and men from a wide range of stakeholders (government, civil society organizations (CSOs)) will be essential for country ownership, in particular for: NDAs or focal points; the integration of gender in national climate change strategies; the use of Fund finance; the prioritization and selection of projects and programmes by national and international entities; and project/programme design, implementation and results monitoring by EEs.

4.6 Human resource management

31. **Recruitment.** The Fund has a mandate on gender balance among Board members and in the recruitment of Secretariat staff. The Fund is in the process of recruiting for quite a number of positions. It therefore has the opportunity to aim at achieving gender balance, and at recruiting managers and staff who will have experience in gender mainstreaming. This is particularly relevant for the recruitment of the Human Resources Officer, whose duties include the development of human resources guidelines as well as ensuring their implementation, including on diversity.

32. **Gender expertise.** The staff is likely to be quite small initially. It would be important that a number of key staff have gender competencies, or be offered essential gender training soon after being recruited, in particular those responsible for:

- (a) Implementing the results management framework;
- (b) Environmental and social safeguards;
- (c) Portfolio monitoring; and
- (d) The accreditation committee.

33. Once the Fund is well capitalized and the Secretariat is endowed with enough staff positions, the skill mix will grow, including the gender-related skills. In the meantime, the Secretariat will need to supplement its limited staff with consultants and secondees.

34. **Training.** Since the staff numbers will be small, awareness of gender-sensitive results of the Fund can be obtained through training. The sooner Board members and Secretariat staff receive gender-sensitivity training, the easier it will be to build consensus on how to implement the Fund's mandate on gender sensitivity. Board meetings can provide the useful opportunity to offer such training to Board members. Staff training can be offered on a recurrent basis.

4.7 Other opportunities for mainstreaming gender sensitivity

35. **Private Sector Facility (PSF).** The PSF will be a very important instrument for the Fund to achieve gender-sensitive climate change results. The PSF may want to give special attention to female entrepreneurship as a means to increase the probability of better climate change results. At least one study (Haas School of Business at University of California Berkeley (McElhaney and Mobasseri, 2012)) has attempted to assess businesses' gender balance and climate change performance (Box 6).

36. Learning from experience, women are already extremely active entrepreneurs. Some companies deliberately try to attract women-owned enterprises through their procurement of goods and services, with very positive results. It is therefore essential for the PSF to give equal opportunity to women and men to develop their activities in climate change adaptation and mitigation. This is an area where the Fund can make a significant contribution to reducing gender inequities and poverty.

Box 6: Women entrepreneurs help combat climate change

Research by the Haas School of Business at the University of California Berkeley, which investigated the corporate performance of more than 1,500 companies across three main categories of environmental, social and governance, corroborates the hypothesis that 'gender matters' and the key findings are significant for the development of the renewable energy target (RET) market and for sustainable development. One of the findings is that companies with more women on their board of directors are significantly more likely to:

- Invest in renewable power generation and to proactively take steps to improve energy efficiency
- Have integrated climate change into their actuarial models and developed products that help customers manage climate change risk
- Measure and reduce carbon emissions of their products
- Have supplier programmes to reduce their supply chain carbon footprint
- Reduce the environmental impacts of their packaging
- Address environmental risks in their financial decisions
- Not disturb large and/or fragile areas of biodiversity

37. **Communication and information disclosure.** Effective communication of gender results is essential for the Fund's relationships with other partners, including civil society. Over the longer term, the Fund may also consider using dissemination tools that can become learning tools for IEs and EEs, such as videos to be posted on the Internet and radio programmes in local languages.

38. Annex II presents a flow chart of the operationalization of gender sensitivity in the Fund's structure and activities.

V. Next steps

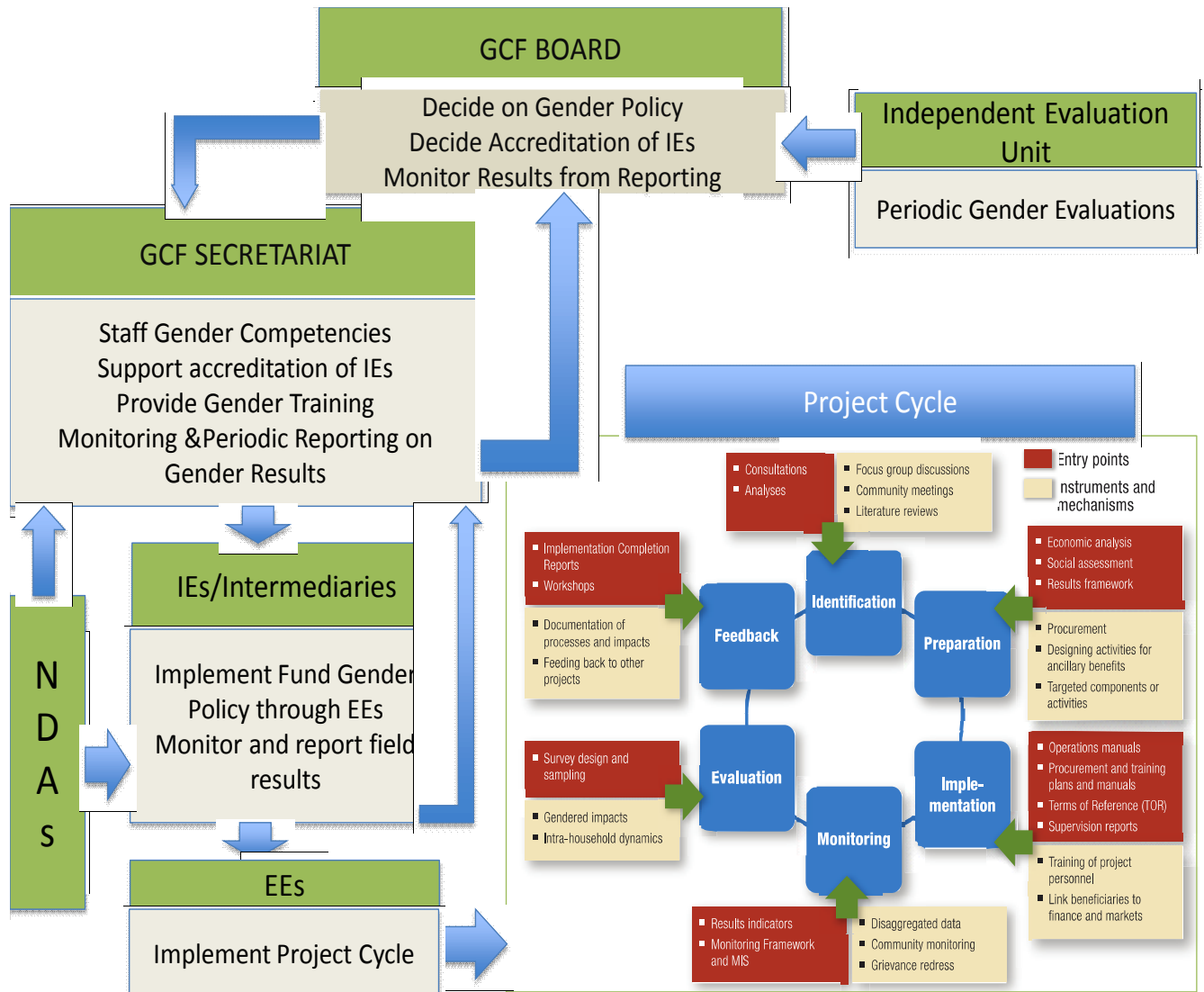
39. **Document preparation.** Recognizing that women face greater barriers in benefiting from climate finance options and opportunities, it is recommended that a document be prepared for Board consideration at October 2014 meeting that will include the draft policy statement on how the Fund intends to address gender sensitivity and encourage activities that allow women and men to fully benefit from its projects and programmes.

40. In addition, the Secretariat will initiate work on preparing operational guidance materials (guidelines with toolkit references) for the Secretariat and IEs, and will seek opportunities to provide gender training under the readiness work programme.

Annex I: Gender checklist for project or programme design and implementation

- (a) Collection of gender-disaggregated data and undertaking a gender assessment in order to determine the specific gender issue emerging from climate change in the potential project or programme location;
- (b) Consultations with both women and men, and participation of both groups in project or programme design and implementation;
- (c) Design of gender-sensitive information, both from the point of view of the content and the delivery process; for example, women respond better to disaster warning systems involving women broadcasters;
- (d) Definition of clear gender objectives for the project or programme;
- (e) Gender balance in decision-making committees, such as municipal councils;
- (f) Interventions tailored to the needs of both women and men, including sub-groups by age (children, youth, elderly), in particular in rural areas and low-income urban areas;
- (g) Use of existing knowledge from both women and men;
- (h) Gender action plans, recording expected gender outcomes, and indicators (along the lines of the proposed log-frames of the initial results management framework);
- (i) Support interventions, in particular training, specifically targeted at meeting the different needs of women and men;
- (j) Dedicated budgets to prepare and implement the project's or programme's gender elements;
- (k) Consultations with national gender experts for project or programme design;
- (l) Gender competencies within the agencies overseeing the project or programme.

Annex II: Flow chart of integration of gender sensitivity into Fund activities



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