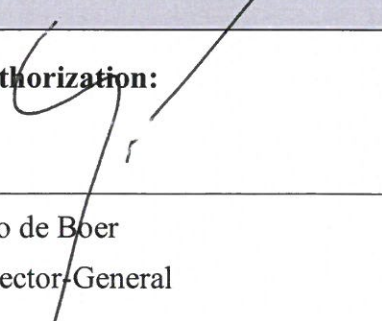


# Moving Towards Gender Equality in Green Growth

## GGGI Gender Equality Strategy 2016-2020



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## FOREWORD



Gender issues have been clearly identified in key global agreements since 1992 when the Rio Declaration on Environment and Development stated in Principle 20 that *women have a vital role in environmental management and development. Their full participation is therefore essential to achieve sustainable development.*

The United Nations Sustainable Development Summit has also endorsed gender equality. Empowering all women and girls is both one of the 17 stand-alone Sustainable Development Goals (SDGs), as well as a cross cutting issue mainstreamed into all of the other goals. The stand-alone goal on gender includes nine targets addressing issues critical to the work of the Global Green Growth Institute (GGGI) including access to adequate public services and infrastructure; increased effective participation, leadership and decision-making in political, economic and public life; access and control over land and other forms of property, financial services, inheritance and natural resources; and the use of enabling technology and sound policies to promote gender equality and the empowerment of all women and girls at all levels.

In line with these international standards and current global practice, GGGI commits to addressing gender as a cross cutting issue throughout its work, as articulated in the GGGI Strategic Plan 2015-2020. Gender is a critical component in the broader context of social inclusion in the work of the GGGI, as well as a focus in its own right in our internal policies and practice. For growth to be green and sustainable it needs to meet the needs and concerns of all people. As women are often amongst the poorest of the poor, and often the most reliant on natural resources, it is imperative that their specific concerns are integral to planning and design of green growth policies. Addressing gender equality principles has proven to benefit poverty reduction, social inclusion, environmental sustainability and economic growth. Women's active leadership from local, national and global levels needs to increase in the green growth dialogue and GGGI commits to this process throughout its policy and programming.

There is much wisdom in the saying "If you educate a man you educate one person, if you educate a woman you educate a household". GGGI's mandate is to translate green growth for communities and nations which are based on the needs of millions households. The inclusion of women in this process is not only their right, but the most effective way to work.

Yvo de Boer

Director General  
Global Green Growth Institute

## INTRODUCTION: CONTEXT AND PURPOSE

### Context

1. Gender is an intrinsic component of green growth. Gender is the social, behavioral and cultural attributes, expectations and norms associated with being male or female.
2. Issues related to climate change, sustainable development and green growth are currently at the forefront of many development projects, policies and initiatives of multilateral and bilateral organizations. Many of these organization have prioritized the need to target gender issues within their core strategies and policies, developing specific guidelines, indicators and targets.
3. Gender equality describes equal opportunities, rights and responsibilities for women and men, girls and boys. It is also a central precept of social inclusion which look at the marginalized, discriminated and vulnerable people within a population. Of those who are poor, migrants, ethnic/indigenous, rural and/or isolated, illiterate and disabled, women are doubly, or sometimes triply disadvantaged.
4. Women's full and equal participation in decision-making and leadership in the public and private sphere is an important right in itself. Diversity delivers strong outcomes for the household, community, public and private sector. Women's global lack of decision-making within the household, community, politics and the business sector limits their influence on, access to, and control of, resources and input in to the policy making process. Women's ownership of land, access to agricultural resources and training is more limited than that of men, yet the effects of environmental degradation are more strongly felt by women who are farmers, forest dwellers and the caretakers of small livestock. Traditionally women are also the key caregivers for the family and conduct the majority of household tasks, collecting and using household water and fuel supplies. This double burden of productive work in farming, livestock care and forest management, combined with family and household tasks, consumes the majority of their time, and if the collection of water and fuel takes a long time, this, combined with traditional or cultural perceptions can severely limit their ability to be involved in community decision making. When women do not have legal title to land, their ability to access credit and loans and in turn entrepreneurial opportunities is restricted.
5. Consequently women's increased access to decision making, resources, land and services can effectively and efficiently increase sustainable development and growth not only for themselves but also for the next generation, who also benefit from the economic gains of women. They also have greater household vested interests in cleaner fuel, water, waste disposal and sanitation for the whole family, and their increased decision making in these areas leads to their movement from passive actors in community development to active participants and potential leaders.

#### **BOX 1. Gender Equality in the SDGs**

*Realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the Goals and targets. The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities. Women and girls must enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels.*

Follow-up to the outcome of the Millennium Summit,  
UN General Assembly, Sixty-ninth session, August 2015

6. Women have different user needs and patterns for transportation, such as in the case of community lighting and personal safety on public transport. Urban planning needs to take into consideration the differential use of urban areas to meet the needs of all users. Particular reference should be given to issues of women's safety and the well-being of children.
7. Inclusive and effective growth can only happen if the needs, potential and participation of the full population are met, and women have the same rights, responsibilities and opportunities as men. Many studies have illustrated that increasing women's active participation and ownership within community development leads to the increased efficiency and effectiveness of programming. Poor women often also have indigenous knowledge of some of the best green and sustainable farming practices and techniques for adaptation. This source of knowledge has been underutilized within climate change adaptation models which have at times overly focused on high technology solutions.

**BOX 2. What is gender mainstreaming?**

*Gender mainstreaming refers to identifying and integrating the different circumstances and interests of women and men in every project, both in advance of and at regular intervals during its implementation as a means of promoting gender equality.*

*The promotion of women does not mean applying the same assumptions and equivalent measures as the support of men. In traditional societies, it is usually men's needs, situations and characteristics which are the norm and applied then to women, assuming the needs are the same. The objective of gender mainstreaming is to consider the differences between men's and women's life patterns and to use them as a starting point for all actions.*

**Purpose**

8. The purpose of this Gender Equality Strategy is to create a framework for a more structured approach to addressing gender issues in GGGI's programs and institutional operations. To guide GGGI in this process, this document addresses the commitment of GGGI articulated in its Strategic Plan 2015-2020 to adopt a cross cutting approach to gender mainstreaming.
9. This objective is in line with the goals and commitments of the United Nations and other global organizations that have adopted policies and strategies designed to address gender equality as a precondition for sustainable development and green growth.
10. The focus of GGGI's approach is to mainstream gender throughout GGGI's value chain and thematic priorities for its programs and projects, and for internal functioning. These include country planning frameworks, project documents, knowledge products and green investment advisory services, as well as demonstrating its commitment to gender equality by addressing gender concerns relating to its institutional operations.
11. GGGI's operations and institutional processes will be carefully monitored and sex-disaggregated and/or gender equality results will be collected across its in-country operations and internal processes. Monitoring and evaluation (M&E) mechanisms will include accountability and oversight throughout the substantive work, partly through the social safeguards process within the poverty reduction and social inclusion aspects of GGGI's work. Gender equality will also be tracked as a specific goal of the institutional operations of GGGI through the diversity approach, as well as broader gender specific initiatives.

12. This Gender Equality Strategy has been developed following a review of the gender strategies of major multilateral and bilateral organizations and other international organizations active in sustainable development, as well as a review of GGGI's Strategic Plan 2015–2020 and its work program. The targets and indicators draw from international best practice in the sector.

## RELEVANCE TO GGGI WORK

### Guiding Principles

13. Gender issues in sustainable development have been highlighted in global mandate documents since the Rio Declaration and the 1992 UN Conference on Environment and Development. Twenty years later this focus has sharpened to the vital role now articulated in many conventions and declarations focusing on sustainable development, some of which are referenced in Box 3.

#### **BOX 3. Gender equality and women's empowerment**

*We reaffirm the vital role of women and the need for their full and equal participation and leadership in all areas of sustainable development, and decide to accelerate the implementation of our respective commitments in this regard as contained in the Convention on the Elimination of All Forms of Discrimination against Women, as well as Agenda 21, the Beijing Declaration and Platform for Action and the United Nations Millennium Declaration.*

Gender section from *The Future We Want*,  
Resolution adopted by the General Assembly Sixty-sixth Session, 27 July 2012

14. GGGI is committed to the goal of gender equality as set out in key global commitments including the following:
- Convention on the Elimination of All forms of Discrimination Against Women (Statement on Climate Change and Gender Equality adopted at the 44th session of CEDAW New York 2009);
  - Platform for Action at the United Nations Fourth World Conference on Women in Beijing in 1995;
  - Sustainable Development Goals (SDG 5 on gender equality and the empowerment of women and girls; and integrated targets<sup>1</sup> across the SDGs);
  - UN Framework Convention for Climate Change (23/CP.18 on gender equality in representation and many on substantive issues); and
  - Sendai Framework for Disaster Reduction 2015-2030 (priority 4).
15. All these commitments look at the central role of women in sustainable development and green growth, and the realization of women's full and equal human rights as necessary to sustainable development". Collecting sex-disaggregated data and consulting with local women and women's groups are articulated as key strategies to increase women's participation in decision-making and economic activities and reduce gender inequalities.

<sup>1</sup> See Annex 1 for SDG Goal 5 Gender Targets

## GGGI's Commitments

16. GGGI's vision is a resilient world of strong, inclusive and sustainable growth, with an objective of supporting GGGI member countries to move towards a model of green growth. While this will be differentiated for individual countries, at its core green growth model relates to strategies that simultaneously achieve poverty reduction, social inclusion, environmental sustainability and economic growth.
17. The GGGI Strategic Plan 2015-2020 states: *Gender equality in inclusive green growth is contingent upon equal access for both women and men to key resources such as land, water, and energy. Inclusive green growth will require addressing the specific needs of women to claim their rights and create an enabling environment where women participate and benefit from green growth. (p. 23).*
18. Therefore, GGGI's definition of green growth:
  - Places an emphasis on economic growth as a driver of welfare improvements and poverty reduction;
  - Encompasses economics and political leadership and considers the role of effective institutions and non-public actors (e.g. business and civil society);
  - Is context-specific. No particular green growth path will be best across all economic, environmental, and social dimensions, but green growth recognizes the strong interaction between them; and
  - Recognizes the value of natural capital, improves resilience, and is inclusive and equitable.
19. The vision and objective of GGGI encapsulates working towards green growth through achieving poverty reduction, social inclusion, environmental sustainability and economic growth. To mainstream gender equality considerations in these areas, GGGI's Gender Equality Strategy will:
  - Address the specific needs and concerns of women through gender responsive green growth strategies;
  - Address the social inclusion of the most vulnerable women, girls, men and boys;
  - Contribute to environmental sustainability that takes into account the needs, roles and voices of women in their productive, reproductive and community roles;
  - Support economic growth that addresses the issues and needs of women's role in unpaid and paid work in the informal sector, the formal sector and the private sector;
  - Increase women's voice in decision-making and the economy as contributions to sustainable green growth.

### **BOX 4. Equality is smart economic policy**

*The ideal of equality before the law and equality of economic opportunity is not just wise social policy: it is smart economic policy. When women and men participate in economic life on an equal footing, they can contribute their energies to building a more cohesive society and a more resilient economy. The surest way to help enrich the lives of families, communities, and economies is to allow every individual to live up to his or her fullest creative potential.*

Dr. Jim Yong Kim, President, World Bank Group

## GGGI's Approach

20. Gender is a cross cutting issue for GGGI in its work and processes. GGGI's Strategic Plan 2015-2020 identifies a holistic approach that pursues an inclusive and participatory approach by putting in place mechanisms for benefit sharing, particularly with respect to those who are dependent on natural resources and most vulnerable to climate change.
21. GGGI's Sustainability and Safeguards Policy, developed in November 2014, includes gender equality as one of the key safeguards standards, and lays the foundation to design and implement GGGI projects in such a way that both women and men are able to participate fully and equally, receive comparable social and economic benefits and opportunities, and challenge the roles and stereotypes that create inequalities and exclusion.
22. GGGI will adopt a twin track approach to implementing gender equality in this strategy as best practice. This approach would require gender equality considerations to be mainstreamed across the breadth of operations, particularly at design, implementation and M&E; and targeting investments in key areas where GGGI could fully leverage its comparative advantage to progress outcomes on gender equality issues where significant barriers persist.

### **BOX 5. Stories of change at GGGI**

*Gender mainstreaming at GGGI is already underway.*

*In **Rwanda**, for example, gender considerations have been fully incorporated in the National Roadmap for Green Secondary City Development and we expect Rwanda to champion gender mainstreaming in urban planning in Africa.*

*In the **Philippines**, where the Eco-Town Framework is being developed to promote ecologically stable and economically resilient communities, women's groups are core members of the consultative groups at the municipal, provincial and national levels.*

*In **Nepal** and **Uganda**, where work was recently initiated as part of GGGI's LDC expansion initiative, the Ministry of Women, Children and Social Welfare (for Nepal) and the Ministry of Labor, Gender and Social Development (for Uganda) sits on the programs' advisory and steering committees.*

#### **a. Value Chain**

23. Gender issues will be considered through the GGGI Value Chain with a special emphasis on gender equality through the application of social safeguards, poverty reduction and social inclusion.
24. Gender equality will be addressed as a cross cutting issue through advisory and programming work by:
  - Including a gender analysis section in Country Planning Framework (CPF) as well as mainstreaming gender issues and concerns throughout the document as per CPF document guidance;
  - Considering entry points to progress gender equality outcomes in the GGGI Value Chain;
  - Including gender aspects in projects through the initial safeguards review process;
  - Implementation of the OECD DAC Gender Equality Marker for all programming;



- Mainstreaming gender in key thematic areas of energy, land use, green city development and water;
- Integrating gender issues in Investment and Policy Solution Division's global knowledge products and services as well as in green investment advisory services; and
- Ensuring attention to gender equality in management, communications and partnerships.

#### **b. Thematic Priorities**

25. Gender equality will be addressed through each of the four thematic priorities set out in GGGI's Strategic Plan 2015-2020.

#### **Energy**

26. Improvements in energy services are aimed at supporting the three main components of the economy: productive activities, domestic activities and public services. A great deal of the work within these components is carried out by women using sub-standard equipment and inputs and under difficult conditions. The work can be physically demanding and time consuming. When improved energy services such as electricity are introduced women's lives are transformed and often gender relations as well, when for example, men begin to help with household chores.
27. Women's activities tend to be the last to be mechanized or electrified. Improved energy quality and availability is central to increasing the productivity of labor, in higher levels of employment and wages over time, which then result in improved standards of living.
28. Possible entry points for mainstreaming gender in energy include:
  - Addressing the household needs of women in obtaining and maintaining access to safe, affordable and sustainable forms of energy.
  - Ensuring women's active roles in participatory decision making around community energy decisions.

#### **Green City Development**

29. Green city development needs to take into account existing evidence showing that women and men use urban services, access urban environments, and are impacted upon by cities differently. There are some components of urban planning which can be gender responsive including mixed use, accessibility, mobility, safety and security and distribution of services. The link between urban planning, poverty reduction, economic empowerment of women, and ending violence against women should be captured by the drivers of gender equality and empowerment of women at local, national, regional and international levels.
30. Possible entry points for mainstreaming gender in green city development include:
  - Improve policies, plans and designs for more socially inclusive cities that foster sustainable development meeting the needs and daily usage patterns of women, men, girls and boys.
  - Consult women's groups in city planning to identify key issues of transport patterns, safety and zoning for recreational areas for children.

## Land Use

31. Women and men's specific roles, rights and responsibilities, as well as their particular use patterns and knowledge of agriculture, forestry and other land uses (AFOLU), shape their experiences differently. As such, gender-differentiated needs, uses and knowledge of AFOLU are critical inputs to policy and programmatic interventions that will enable the long-term success. To ensure that national AFOLU systems and programs are inclusive and resilient, specific attention must be paid to the specific roles, requirements and contributions of women and men at every stage of policy and program development, from design through implementation and evaluation.
32. Possible entry points for mainstreaming gender in land-use include:
  - Ensure land use management takes account of the needs and concerns of the most vulnerable women and men and includes the active participation of local women, with a focus on raising the voices of indigenous women farmers and forest dwellers.
  - Ensure women's equal access to, and promote women's equal ownership, of land.

## Water

33. There is a strong link between a focus on gender and women's participation, on the one hand, and the degree of project success and of water supply and sanitation (WSS) management sustainability, on the other. Among the major lessons learned are the following: Women are the primary collectors, transporters, users, and managers of domestic water and promoters of home and community-based sanitation activities. Yet, in many societies women's views are not systematically represented in decision-making bodies. WSS projects provide major opportunities to close this gap.
34. Possible entry points for mainstreaming gender in water include:
  - Ensure women's safe and reliable access to water for household usage.
  - Ensure women have access to training and decision making around water supply decisions and maintenance.
  - Ensure agricultural water supply meets the needs of local women through direct consultation with local women's groups.
35. Specific approaches to address gender issues within GGGI's thematic priorities across the value chain are presented in Annex 2.

### **BOX 6. Participation of women is needed**

*We simply can no longer afford to deny the full potential of one half of the population. The world needs to tap into the talent and wisdom of women. Whether the issue is food security, economic recovery, health, or peace and security, the participation of women is needed now more than ever.*

Michelle Bachelet  
President of Chile and Former Executive Director of UN Women

## c. Institutional Operation

### Accountability and oversight

36. The Director-General is responsible for the overall oversight mechanisms of the GGGI Gender Equality Strategy. Its operational implementation will be guided by the accompanying Action Plan, which is the responsibility of all GGGI personnel. The Sustainability and Safeguards Unit is the designated Gender Focal Point responsible for coordinating reporting mechanisms and annual reviews related to the Gender Equality Strategy.

### Human and financial resources

37. Improvement in gender mainstreaming in GGGI's programs, projects and internal operations will require increased human and financial resources. GGGI will access targeted gender expertise as necessary. Additional funds will be sought via partners for specific gender work where available.

### Internal Operations

38. As GGGI works to mainstream gender equality in its programs and projects, it will also commits to address gender concerns in the internal functioning of GGGI. GGGI will focus on two areas: staffing and work environment.
39. In 2013, the ratio of male to female staff members was 57:43. As of October 2015, the ratio of male to female staff is 65:53, which indicates a very slight increase in the ratio of female to male staff members. In GGGI's General Staff category, 60% of staff members are female. Females constitute 36% of Professional staff and 25% of Executive staff. GGGI will continue to pay special attention to diversity in its staffing to ensure that men and women have equal access to positions in GGGI, including professional and executive appointments. GGGI compiles and monitors on a monthly basis workforce statistics that include disaggregated data by sex and nationality.
40. To promote gender equality, GGGI will provide a work environment that is designed to attract and retain the best professionals, both female and male. GGGI has instituted workplace programs to support diversity such as flexi-time arrangements, work from home arrangements and special leave to take care of a child under six (in cases other than maternity, paternity or adoption which are provided for separately), and will continue to implement innovative solutions to respond to the needs of female and male staff by promoting family-friendly arrangements.
41. To promote gender equality in GGGI and address sexual harassment and gender discrimination, GGGI will institute mandatory gender training to ensure that all personnel have knowledge and understanding of GGGI's gender equality strategy and policies.

#### **BOX 7. Gender equality makes business-sense**

*We are now living in a world of massive change and of diversity. We can't afford to squander the capabilities of half of our population because of old customs. We need to embrace new thinking, new ways of rebuilding our societies, economies and businesses.*

Ben Verwaayen, CEO, Alcatel-Lucent

## ANNEX 1. GENDER TARGETS FOR SDG GOAL 5.

### Achieve Gender Equality and Empower All Women and Girls

<b>Target 1</b>	End all forms of discrimination against all women and girls everywhere
<b>Target 2</b>	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
<b>Target 3</b>	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
<b>Target 4</b>	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
<b>Target 5</b>	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
<b>Target 6</b>	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
<b>Target 7</b>	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
<b>Target 8</b>	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
<b>Target 9</b>	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

#### **BOX 8. Women and girls in 2030 Agenda**

*The 2030 Agenda recognizes a more modern, contemporary understanding of the drivers of development and the changing distribution of global wealth. The last fifteen years have shown us the benefits of building economic resilience – and so the 2030 Agenda rightly has a strong focus on economic growth. Every single resource should be harnessed – so the rights and opportunities of women and girls are recognized in a standalone goal, and also across the 2030 Agenda.*

Julie Bishop, Minister for Foreign Affairs and Trade, Australia, 27 September 2015,  
2015 UN Summit Plenary Meeting for Sustainable Development

## ANNEX 2. GENDER MAINSTREAMING IN GGGI'S 4 THEMATIC PRIORITIES ACROSS THE VALUE CHAIN

Value Chain Themes	Sector/Sub-Sector Strategy & Planning				Design, Financing & Implementation				
	Diagnosis	Green Impact Assessment	Policy and institutions analysis	Analysis of costs and investment requirements	Development of sectoral/sub-sector at investment plans and selection	Design: Project and policy preparation	Financing: Identification of possible financial structures	Implementation	
<b>All</b>	<p>Include gender analysis in diagnosis as a dedicated section in addition to gender being mainstreamed throughout the document.</p>	<p>Identify issues in sectoral green growth through gender specific tools and sex disaggregated data.</p>	<p>Assess gender differences in economic behavior for women and its impact on economic growth.</p>	<p>Include national women's/ gender policy and gender as it is mainstreamed into other national policy.</p>	<p>Introduce gender responsive budgeting to address gender gaps in sector/sub-sector policies, plans and budgets.</p>	<p>Budget to address gender specific needs in sectoral/sub-sectoral plans.</p>	<p>Identify risks to gender equality by carrying out social safeguards review. Conduct gender analysis at initial design with relevant gender indicators, targets and sex disaggregated data to address programming and policy work.</p>	<p>Consider gender specific funds within financial structures and use of gender budgeting tools across all activities.</p>	<p>Monitor and evaluate using gender indicators, sex disaggregated data and assess gender impacts.</p>
<b>Energy (Examples)</b>	<p>Gender analysis of the collection of fuel sources, hours it takes to collect wood and health impact on family members in non-ventilated kitchens.</p>	<p>Assess impact of brown fuel on women's and children's health as well as GHG emissions.</p>	<p>Cost of women's time spent in energy collection vs money that could be made in a comparative time of productive work.</p>	<p>Reference to energy issues in gender policy and gender references in energy policy.</p>	<p>Cost to ensure women's access to green energy in the household for the poorest households.</p>	<p>Investing in women's access and control of different forms of green energy: micro hydro, solar, clean biomass, etc.</p>	<p>Gender analysis of male and female access and control of energy sources in the household, who decides fuel source, who pays bills, gendered analysis of health impact of dirty fuels on especially women and children.</p>	<p>Possible female entrepreneurship such as women making rice husk briquettes, "barefoot college" women's solar energy initiatives, women's groups collecting fuel fees.</p>	<p>Measure women's access to green energy, time taken to collect energy sources and changes in time and how new time has been used, any money gained, and the impact of this on development indicators for women and the household.</p>

Value Chain Themes	Diagnosis			Green Impact Assessment			Sector/Sub-Sector Strategy & Planning			Design, Financing & Implementation		
	Development, economic growth and sustainability diagnosis	Sectoral green impact assessment and prioritization	Macro economic impact assessment	Policy and institutions analysis	Analysis of costs and investment requirements	Development of sectoral/sub-sectoral investment plans and selection	Design, Project and policy preparation	Financing identification of possible financial structures	Implementation			
<b>Green City development (Examples)</b>	Analysis of user needs of women and men as workers and mothers/fathers in accessing services through safe public transport mechanisms and provision of safe sanitation and waste collection.	Assess women's use of greener transport - bicycles, public transport vs motorbike and other vehicle ownership and usage.	Cost of money lost from the economy due to absenteeism from schools due to lack of female toilets for girls with periods; associated loss to economy of girls poor schooling and literacy.	Reference urban development references in gender policy and gender issues in transport and urban planning policies. Role of women in leadership and decision making in urban planning.	Costing for major lighting on transport routes; separate public toilet facilities, green space for children's recreation; child care centers, safe houses for women; quality feeder roads to markets and schools.	Investing in public buildings which address women's needs, i.e. public toilets. Public transport and lighting. Women's services- child care, women's shelters, family friendly green spaces.	Gender analysis of male and female transport routes, modes of transport, use of public green spaces and safe shelters, child care centers, public toilets and other urban planning issues as relevant.	Female entrepreneurship such as women's groups collecting garbage collection fees, child care services, collecting fees for women only transport compartments (e.g. trains)	Monitor usage of main and feeder roads, bike paths, monitor usage of unlit and safe public transport sites at night, monitor changes in complaints from public transport routes			
<b>Land-use (Examples)</b>	Identification of different roles of men/women in land use. E.g., men often focusing on ploughing, pesticides and fertilizers whereas women focus on (trans) planting, with harvesting often shared. Usage of green techniques needs to consider these different roles.	Assess benefits of women or joint male and female groups of farmers/aquaculture/forest dwellers/fishers using green techniques, and identify access, control and ownership of land.	Cost of not considering women as productive workers on the land, i.e. women's access to better skills in green land use management strategies and the missed value to the economy of their improved skills and knowledge	Reference land use and land ownership issues in gender policy and gender issues in agriculture, fisheries, forest and environment policy. Role of women as environmental leaders and women government extension workers	Costing for extension services specifically for women farmers, forest dwellers/aquaculture and fisheries.	Investing in the formation of women's farmer/aquaculture/fisheries collectives and extension work	Gender issues in land use patterns, roles of men and women in planting, fertilizing, harvesting, forest scavenging, animal care, and fisheries. Gender analysis of decision making within these roles, access to training and control of money.	Possible female entrepreneurship such as green women's farmer group collectives, aquaculture and fisheries.	Measure land use certificates for male and female names, record sex disaggregated data for extension training.			

Value Chain Themes	Diagnosis		Green Impact Assessment			Sector/Sub-Sector Strategy & Planning				Design, Financing & Implementation		
	Development, economic growth and sustainability diagnosis	Sectoral green impact assessment and prioritization	Macro economic impact assessment	Policy and institutions analysis	Analysis of costs and investment requirements	Development of sectoral/sub-sectoral investment plans and selection	Design: Project and policy preparation	Financing: Identification of possible financial structures	Implementation			
<b>Water (Examples)</b>	Gender analysis of water collection and hours to collect. Implications of poor health from dirty water need identification in terms of health and care costs and impacts.	Assess benefits of access to clean safe water in households and the associated impacts on a gendered analysis of household members	Cost of women's time spent in water collection vs money that could be made in a comparative time of productive work.	Reference water issues in gender policy and gender issues in water and sanitation policy. Women's access and control of household and community water decisions	Cost to ensure women's access to green energy in the household for the poorest households	Women run water pumps Toilet facilities Household sanitation facilities and training	Gender analysis of water usage, access to training on maintenance and user fees	Possible female entrepreneurship such as woman managed water pumps	Measure women's access to safe water, changes in time taken to collect water and changes in time and how new time has been used, any money gained, and the impact of this on development indicators for women and the household.			

## ANNEX 3. GENDER ISSUES IN GGGI STAFFING POLICIES

### Staff Regulations and Staff Rules, January 1, 2015

Reference	
Regulation 2.2 Responsibilities of the Director-General	<p>The Director-General shall seek to ensure that, in accordance with Article 10.7 of the Establishment Agreement, efficiency, competence, merit and integrity shall be the necessary considerations in the recruitment and employment of the staff, taking into account the principle of <b>gender equality</b>.</p> <p>Staff members shall uphold and respect the principles set out in the Establishment Agreement and in the Charter of the United Nations, including faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of <b>men and women</b>. Consequently, staff members shall exhibit respect for all cultures; they shall not engage in <b>harassment or discrimination</b> against an individual or group of individuals and they shall not abuse the power and authority vested in them.</p>
Regulation 2.4 (a) of the Staff Regulations	<p>Staff members shall uphold and respect the principles set out in the Establishment Agreement and in the Charter of the United Nations, including faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of <b>men and women</b>. Consequently, staff members shall exhibit respect for all cultures; they shall not engage in harassment or discrimination against any individual or group of individuals and they shall not abuse the power and authority vested in them.</p>
Regulation 5.2 Recruitment criteria	<p>In accordance with Article 10.7 of the Establishment Agreement, efficiency, competence, merit and integrity shall be the necessary considerations in the recruitment and employment of the staff, taking into account the principle of <b>gender equality</b>.</p>
Rule 5.2 Recruitment policies (5.2.1)	<p>The most important consideration in the selection of staff shall be the necessity of securing the highest standards of efficiency, competence, merit and integrity. For posts in the Executive and Professional categories, due regard shall be paid to the need to ensure a wide geographical distribution and the respect of the principle of <b>gender equality</b>.</p>
Regulation 5.3 Selection of staff members	<p>Selection of staff members shall be made without distinction as to race, <b>sex</b> or religion in a manner that ensures transparency of the process. As far as practicable, selection shall be made on a competitive basis.</p>
Annex 2 to the Staff Rules: Code of Conduct	<p>Part I. Purpose and scope of the Code of Conduct 2. The foundation of the Code is Article 10.7 of the Establishment Agreement, which provides that “efficiency, competence, merit and integrity shall be the necessary considerations in the recruitment and employment of the staff, taking into account the principle of <b>gender equality</b>.” This fundamental is the basis for the GGGI’s core values: professionalism, integrity and respect for diversity, all of which underpin the specific obligations placed on the staff of the GGGI.</p>
	<p>Part II. Core Values - Respect for diversity 7. Diversity of the workforce is an invaluable asset to the accomplishment of the GGGI’s mission, as it brings together individuals from different backgrounds, cultures, <b>genders</b> and professional experience. Staff members are expected to welcome and respect diversity of persons and points of view and its potential to enrich the work done by the GGGI.</p>
	<p>Part III. Specific obligations - Professional obligations 20. Every person working for the GGGI has the right to an environment free of discrimination and harassment, including <b>sexual harassment</b>. No staff member shall engage in <b>discrimination, harassment or sexual harassment</b> against an individual or group of individuals on any basis or in any form.</p>