



GLOBAL ENVIRONMENT FACILITY  
INVESTING IN OUR PLANET

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Agenda Item 09

## **GENDER EQUALITY ACTION PLAN**

### **Council Decision**

The Council, having reviewed document GEF/C.47/09, *Gender Equality Action Plan (GEAP)*, welcomes the action plan and approves its implementation, on the understanding that the relevant sections of the GEAP will be updated to clarify that the Secretariat will be creating a gender anchor function with gender specific expertise. The updated GEAP (GEF/C.47/09.Rev.01) will be posted on the GEF webpage section on Council Documents.

The Secretariat will bring in external gender specific expertise to help develop a long term solution to establish capacity in the Secretariat to meet the commitments made under this GEAP, including the creation and adequate staffing of the gender anchor function. The Secretariat will take these steps as a matter of high priority and provide an update on the progress at the 48<sup>th</sup> Council Meeting in June 2015.

The Council recognizes the close collaboration among the GEF Secretariat, GEF Agencies, related Multilateral Environment Agreements, civil society organizations, including women's groups, and other partners, in developing the action plan, and requests that this will be continued for its implementation.

## TABLE OF CONTENTS

Introduction.....	2
GEF Policy on Gender Mainstreaming.....	2
Progress on Gender Mainstreaming at the GEF .....	3
Gaps and Challenges.....	4
The GEF Gender Equality Action Plan .....	6
Brief Description on the Key Elements of the Gender Equality Action Plan.....	8
1. Project Cycle .....	8
2. Programming and Policies .....	9
3. Knowledge Management.....	10
4. Results-based Management.....	11
5. Capacity Development .....	13
Partnership: Inter-Agency Working Group on Gender.....	13
Roles and Responsibilities for GEF Gender Equality Action Plan Implementation .....	14
Annex: Glossary.....	16

## INTRODUCTION

1. Mainstreaming gender through GEF programs and projects presents opportunities to increase the effectiveness of its investment in enhancing global environmental benefits.<sup>1</sup> The GEF recognizes gender equality as an important social goal in and of itself, with associated implications for the projects that receive GEF support. The GEF aims to achieve global environmental benefits and sustainable development by promoting issues related to gender equality and women's empowerment.

2. The GEF 2020 Strategy commits to further strengthen GEF's focus on gender equality and women's empowerment. The GEF-6 Policy Recommendations included that the GEF Secretariat, in collaboration with GEF Agencies and other relevant partners, develop an action plan on gender to enhance gender mainstreaming, including the use of gender sensitive indicators and sex-disaggregated data. The Secretariat was also requested to ensure that it has the necessary capacity to develop and implement the action plan.<sup>2</sup> The plan was to be presented to the Council in October 2014.

3. Responding to this recommendation, this Gender Equality Action Plan (GEAP), developed in close collaboration and consultation with the GEF Agencies, Secretariats of the relevant Multilateral Environmental Agreements (MEAs), and other experts (including Climate Investment Fund - CIF, Green Climate Fund - GCF, etc.), is expected to narrow the existing gaps, and enhance coherence through implementation of concrete actions on gender mainstreaming at both the corporate and focal area levels.

4. The GEF will strengthen synergy and cooperation with the GEF Agencies, concerned MEAs, related financing institutions (e.g. CIF, GCF, and others) and frameworks (e.g. UNSWAP - United Nations System-wide Action Plan on Gender Equality and Women's Empowerment, Multilateral Development Banks' Gender Working Group, and others) for the implementation of the Gender Equality Action Plan. The GEF Policy on Gender Mainstreaming and the GEAP illustrate the GEF's strong commitment to gender equality.

## GEF POLICY ON GENDER MAINSTREAMING

5. The GEAP will effectively operationalize the GEF Policy on Gender Mainstreaming, adopted in 2011. The Policy states that "the GEF Secretariat and GEF Partner Agencies shall strive to attain the goal of gender equality, the equal treatment of women and men, including the equal access to resources and services through its operations."<sup>3</sup> It also states that "to accomplish this goal, the GEF Secretariat and GEF Agencies shall mainstream gender into their operations,

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<sup>1</sup> Various studies show that mainstreaming gender in development projects increases their effectiveness, including series of World Bank studies (e.g. World Bank 2002 *Integrating Gender into the World Bank's Work: A strategy for action* The World Bank, Washington DC)

<sup>2</sup> GEF Assembly document, Report on the Sixth Replenishment of the GEF Trust Fund, GEF/A.5/07

<sup>3</sup> GEF Policy on Gender Mainstreaming

including efforts to analyze systematically and address the specific needs of both women and men in GEF projects.”<sup>4</sup>

6. The GEF Policy requires GEF Agencies to have policies or strategies that satisfy seven minimum requirements to ensure gender mainstreaming: 1) institutional capacity for gender mainstreaming; 2) consideration of gender elements in project design, implementation and review; 3) undertaking of project gender analysis; 4) measures to minimize/mitigate adverse gender impacts; 5) integration of gender sensitive<sup>5</sup> activities; 6) monitoring and evaluation of gender mainstreaming progress; and 7) inclusion of gender experts in projects.

7. The policy also includes four requirements for the GEF Secretariat: 1) to strengthen gender-mainstreaming capacities among its staff; 2) to designate a focal point for gender issues; 3) to work with the GEF Agencies and other partners to strengthen gender mainstreaming with a more systematic approach to programming; and 4) to develop alliances with networks of individuals and organizations that work on gender equality. In addition, the GEF Accreditation Panel will require that all applicants seeking to become a GEF Project Agency must demonstrate compliance with the minimum requirements.

#### **PROGRESS ON GENDER MAINSTREAMING AT THE GEF**

8. The GEF, together with the GEF Agencies, has made significant progress on gender mainstreaming over the past years. Informed by the recommendations made by the Fourth Overall Performance Study (OPS4)<sup>6</sup> and other reviews, the GEF has made significant progress in establishing operational systems for gender mainstreaming. Among the key actions undertaken to date, the GEF:

- (a) Adopted a Policy on Gender Mainstreaming in 2011 that clarifies GEF’s commitment and minimum standards to promote gender equality through its operations.
- (b) Incorporated gender responsive approaches and indicators in the GEF-6 focal area strategies, including the focal area results frameworks. Focal Area projects will use and incorporate GEF gender indicators (refer table 2), which will be monitored and aggregated at the focal area portfolio and corporate levels.
- (c) Revised project templates and review criteria. Project templates include specific section to describe gender dimensions, benefits, and approaches. The Project Information Form (PIF) template requests information on how gender consideration will be mainstreamed in project preparation. The CEO endorsement template request information on the socio-economic benefits and gender dimensions that are delivered by the project, and describe how it supports the achievement of global environmental benefits.

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<sup>4</sup> GEF Policy on Gender Mainstreaming

<sup>5</sup> While the current GEF Policy on Gender Mainstreaming calls for gender “sensitivity,” the GEAP will be calling for a stronger gender responsive approach.

<sup>6</sup> 2009, OPS4 Technical Document #9: Gender Mainstreaming in the GEF.

- (d) Conducted annual monitoring review of project portfolio. Since 2011, the GEF Secretariat is conducting a portfolio review across focal areas to see how gender mainstreaming has been addressed and integrated in GEF projects through the Annual Monitoring Review exercise.
- (e) Designated a gender focal point at the GEF Secretariat. A senior staff of GEF Secretariat has been designated to coordinate and implement the work related to gender mainstreaming.
- (f) Reviewed GEF Agencies on gender mainstreaming. An assessment was conducted among all<sup>7</sup> of the existing GEF Agencies on whether they meet the minimum requirements of the Policy on Gender Mainstreaming. This review<sup>8</sup> showed that most agencies are aligned with the policy,<sup>9</sup> and that they undertake gender mainstreaming in a strategic manner and demonstrate increasing uptake of gender considerations in GEF projects.
- (g) Conducted the Overall Performance Study 5 (OPS5) that included a Sub-study on the GEF's Policy on Gender Mainstreaming.<sup>10</sup> The Sub-study assessed the trends in gender mainstreaming at the GEF as well as progress of the implementation of the GEF Policy on Gender Mainstreaming to date and the appropriateness of the policy.

9. Since the adoption of the Policy on Gender Mainstreaming in 2011, there has been a notable shift and significant progress in the attention paid to gender and social concerns in GEF projects.<sup>11</sup> For example, enabling activity proposals, including the ones for the development of National Biodiversity Strategy and Action Plan, have seen significant improvement in addressing gender dimensions in their activities.

10. The Annual Monitoring Reviews have also highlighted good practices across focal area projects in mainstreaming gender during project development and implementation, which helps to demonstrate trends with respect to relevance and impact. They have also provided important information on the progress and remaining challenges to further strengthen mainstreaming gender in GEF projects.

## **GAPS AND CHALLENGES**

11. While much progress has been made in integrating gender in GEF projects during the past few years, increased efforts are required to narrow the gaps and achieve greater coherence in gender mainstreaming in the GEF's operations.

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<sup>7</sup> The GEF is also assessing compliance on gender policy of the new GEF Partner Agencies during the accreditation process. Currently, there are total of 14 GEF Agencies.

<sup>8</sup> Council document, GEF/C.45/10.

<sup>9</sup> Status reports have been presented to the Council on the implementation of the action plan for the two Agencies that did not meet the standards set under the policy. These Agencies are on track to meet the standards by end of 2014, which is the timeline set by the Council.

<sup>10</sup> 2013, OPS5 Technical Document #16: Sub-study on the GEF's Policy on Gender Mainstreaming.

<sup>11</sup> 2013, OPS5 Technical Document #16: Sub-study on the GEF's Policy on Gender Mainstreaming

12. Reviews of the GEF portfolio have revealed that while the integration of gender in GEF projects has improved, it is not comprehensive and also varies between focal areas and their programs and projects. This variance is also related to how gender-specific considerations may impact the global environmental benefits being sought in each focal area. The recent OPS5 technical review on gender mainstreaming notes that while 73 percent of the ‘gender-relevant’<sup>12</sup> GEF projects have mainstreamed gender in design and implementation in different degrees, only 35 percent of them adequately addressed gender mainstreaming with gender sensitive or gender responsive approaches and indicators.<sup>13</sup> Among the focal areas, gender mainstreaming has been relatively strong in natural resources management and climate change adaptation projects. Based on the analysis under the Annual Monitoring Review FY13<sup>14</sup>, gender mainstreaming was strongest in the land degradation project portfolio (82%), followed by the biodiversity and international waters portfolios (50%), and the climate change adaptation portfolio (40%). These focal areas typically involve on-the-ground activities in the local communities, where the participation of both men and women play a key role in attaining project objectives. Gender mainstreaming in climate change mitigation and chemical portfolios has significantly improved during the past year, though is still limited to 25% and 35% respectively.

13. Earlier reviews of the portfolio recognized that project proposals, as well as monitoring and evaluation reports submitted by GEF Agencies, often lack gender-specific information due partially to the absence of gender specific guideline and criteria in the GEF project templates and guidelines. It must be also noted that many of those reviewed predated the development of the Policy on Gender Mainstreaming and the GEF did not have strong requirements for projects to be gender responsive at the time. According to the OPS5 technical review on gender mainstreaming, the GEF Agencies have strengthened gender consideration in a majority of the GEF projects that they manage. However, many of them (38 percent of the total projects reviewed) still lacked a specific gender approach, including gender responsive actions and indicators in projects. Reviews also showed that the approach and information related to gender mainstreaming actions in GEF projects varies among and within the GEF Agencies.

14. Various reasons are considered for these gaps and inconsistency in gender mainstreaming in GEF projects. Key issues include: lack of concrete guidance through strategies, guidelines and checklists on gender mainstreaming in GEF project cycle (i.e. what is expected when); limited analysis and approach identified by each focal area on gender mainstreaming (i.e.

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<sup>12</sup> The degree of relevance of gender in these projects varies depending on the area of work and type of engagement, though the GEF Policy on Gender Mainstreaming acknowledges that, “gender equity and equality is an important consideration when financing projects that address global environmental issues, because gender relations, roles and responsibilities exercise important influence on women and men’s access to and control over environmental resources and the goods and services they provide.”

<sup>13</sup> 2013, GEF Evaluation Office, OPS5 Technical Document #16, *Sub-Study on the GEF’s Policy on Gender Mainstreaming*. “Gender relevance” is not clearly defined in this Sub-study, and does not align with the gender marker/screening systems of the GEF Agencies. Gender responsive measures are relevant for many technical projects, particularly in relation to the human resource function, including recruitment and stakeholder participation and representation of women in the profession. It should also be noted that the most of the projects reviewed by the GEF Evaluation Office predates the GEF Policy on Gender Mainstreaming, when the GEF did not specify information required on gender in project templates and guidelines.

<sup>14</sup> GEF Council Document, Annual Monitoring Review FY13 Part II, GEF/C.46/04

what does gender mainstreaming mean and what concrete gender equality results are expected from each focal area program); limited commitment and knowledge management and information sharing on good practices and tools on gender mainstreaming; limited institutional capacity at the GEF Secretariat, GEF Agencies, and international and national partners in addressing gender issues in GEF projects.

## **THE GEF GENDER EQUALITY ACTION PLAN**

15. This GEAP provides a concrete road map to implement the GEF Policy on Gender Mainstreaming,<sup>15</sup> while building on the existing and planned gender strategies and plans of the GEF Agencies. The GEF Policy on Gender Mainstreaming states that: “The GEF recognizes that gender equality is an important goal in the context of the projects that it finances because it advances both the GEF’s goals for attaining global environmental benefits and the goal of gender equity and social inclusion.”<sup>16</sup> In line with the policy, the goal of the GEAP is to operationalize the mainstreaming of gender in GEF policy and programming to advance both the GEF’s goals for attaining global environmental benefits and the goal of gender equality and women’s empowerment.<sup>17</sup>

16. This initial GEAP is intended to serve during the GEF-6 period, from fiscal years 2015 to 2018 (FY15-18). The GEAP proposes a step-wise approach in achieving the goals and objectives of the GEF Policy, ensuring that project results and progress related to gender can be better designed, implemented, and reported. Gender mainstreaming cannot be achieved in a vacuum and requires long-term commitment and engagement, including awareness raising, adequate resources, leadership and capacity development of internal and external partners.

17. The GEAP will focus on concrete actions and results. Results will be monitored annually to assess the progress in implementing the GEAP, which will be reported through the Annual Monitoring Review exercise. The implementation of the GEAP will be assessed at the end of GEF-6, and it is expected that it will be updated for the following replenishment period.

18. In order to effectively meet the challenges of gender mainstreaming in GEF operation, policy and projects, the action plan will address five key elements: 1) project cycle; 2) programming and policies; 3) knowledge management; 4) results-based management; and 5) capacity development.

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<sup>15</sup> The publication on GEF Roadmap to Gender Equality (May 2014) was prepared based on the *Strategic Positioning of the GEF* (GEF/R6/19). This Gender Equality Action Plan builds on the discussion and content presented in these papers.

<sup>16</sup> GEF Policy on Gender Mainstreaming

<sup>17</sup> Gender equality refers to the equal rights, responsibilities and opportunities of women and men, boys and girls, recognizing the diversity of different groups of women and men. Equality between men and women is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development. Source: UN OSAGI. Women’s empowerment has 5 components: sense of self-worth; right to have and determine choices; right to have access to opportunities and resources; right to have power to control own lives both within and outside the home; ability to influence the direction of social change to create a more just social and economic order, nationally and internationally. Source: United Nations Population Fund (UNFPA).



19. An initial summary work plan with key actions/outputs for the GEAP during the period of FY15-18 is presented in Table 1, followed by a description on each of the five key elements. Details of each element and associated action, including scope of work, budget, and results monitoring, will be further determined by the GEF Secretariat, in collaboration with the Inter-Agency Working Group (IAWG) on Gender once it is established.

**Table 1. Work Plan for Gender Equality Action Plan**

Key Elements	Actions (Outputs)	Responsibility	F	F	F	F
			Y	Y	Y	Y
			1	1	1	1
			5	6	7	8
Project Cycle	Develop a Guideline Paper on Mainstreaming Gender in GEF Project Cycle (particularly in relation to the implementation and monitoring of the actions identified under the gender core indicators (e.g. gender analysis, gender responsive project framework, etc.) <sup>18</sup> .	GEFSEC with IAWG				
	Review and update GEF Project Templates and Guidelines (includes project documents, monitoring and evaluation reports, etc.) that incorporate and clarify specific section on gender mainstreaming	GEFSEC with IAWG				
Program/Policy	Incorporate and strengthen gender elements in key GEF programs and projects, including Integrated Approach Pilots and Small Grants Programme	GEF Agencies and GEF SEC				
	Support gender responsive projects, based on country demand and in line with GEF-6 strategy	GEF Agencies and OFPs				
	Mainstream gender in key strategic GEF Council Documents, including relevant policies and guidelines, and review and, as necessary, update the GEF Policy on Gender Mainstreaming.	GEFSEC with IAWG				
Knowledge Management	GEF Knowledge Management Strategy/Action Plan and Gender Equality Action Plan are cross-referenced to effectively generate knowledge on gender and global environment	GEFSEC with IAWG				
	Develop an interactive gender equality webpage on the GEF website, with link to relevant GEF Agencies and partners sites to facilitate exchange of good practices, approaches, and tools (including online training tools, webinars, etc.)	GEF SEC				
	Develop analytical products on thematic issues (e.g. gender and protected areas management, gender and renewable energy, etc.), aligned with the gender learning questions to be identified under each focal area and their results framework .	GEF SEC and Agencies				
Results-based Management (RBM)	Report on the annual progress on the implementation of the GEAP, based on agreed RBM strategy.	GEF SEC with IAWG				
	Monitor and report on the GEF-6 core gender indicators	GEF SEC and				

<sup>18</sup> For the development of the guideline paper, actions could include mapping of existing standards and practices of the GEF Agencies; and identifying existing guidance and tools for gender marker/screening, gender analysis, gender-responsive project framework, and others that can be used by GEF projects.)

	at the corporate level	Agencies				
	Review and identify gender-responsive focal area indicators, which to be cross-referenced in the RBM strategy.	GEFSEC with IAWG				
	Develop a guidance note and list of gender-responsive indicators that are relevant for GEF projects under different focal areas.	GEFSEC with IAWG				
	Evaluate gender equality results of GEF projects (e.g. mid-term review, terminal evaluation, thematic and country evaluation, etc.)	GEF IEO				
	Develop detailed implementation work plan and budget for implementing the Gender Equality Action Plan, and update it as needed	GEF SEC with IAWG				
Capacity Development	Enhance staff capacity and expertise at the GEF Secretariat by creating a gender anchor with gender specific expertise to oversee coordination to implement the GEAP, in addition to having gender focal points from relevant teams within the GEF Secretariat.	GEF SEC				
	Establish and clarify accountability structure and appropriate incentive system on gender equality among GEF Secretariat management and staff	GEF SEC				
	Establish an Inter-Agency Working Group on Gender (note: it will be functional throughout FY15-18)	GEF SEC				
	Conduct capacity-need assessment and provide training opportunities for GEF Secretariat staff on issues related to gender equality	GEF SEC				
	Provide support and guidance on the implementation of the GEF Policy on Gender Mainstreaming to the GEF Operational Focal Points and other partners	GEF SEC and GEF Agencies				

## BRIEF DESCRIPTION ON THE KEY ELEMENTS OF THE GENDER EQUALITY ACTION PLAN

### 1. Project Cycle

#### 1.1. Guideline on Mainstreaming Gender in GEF Project Cycle

20. Recognizing that each GEF Agency has a different gender policy, strategy, and/or action plan, the Secretariat, in collaboration with the Agencies, will clarify and facilitate a consistent approach by providing practical guidance for the implementation of the GEF Policy on Gender Mainstreaming in key steps of the GEF project cycle.

21. The guidance will specifically reinforce and build on: the application of gender marker/screening and analysis already conducted by the GEF Agencies at the project preparation phase; development of project frameworks with gender-responsive outcomes and outputs; and gender-responsive monitoring and evaluation for relevant projects. The first step for developing such guidance could be to map the different standards and practices on gender mainstreaming used by the GEF Agencies.

22. Following are some of the key issues that will be covered and further elaborated in the Guideline Paper:

- (a) Use of Gender Marker/Screening systems: Based on the recommendation and findings of the OPS5 and other reviews, and to enable effective gender responsive monitoring and evaluation of projects, the GEF Secretariat, in coordination with the GEF Agencies, will explore the most efficient way to categorize the gender relevance of the GEF projects by building on the practices, expertise, and experiences of the GEF Agencies and other relevant partners.
- (b) Conducting Gender Analysis: Based on the categorization of the gender marker/screening, conduct appropriate gender analysis at the early stage of project preparation to determine the different roles, needs, and knowledge of women and men. This is a critical first step to set the baseline and develop the project design with a gender responsive approach to actions and results. Based on the analysis, the project is expected to design gender responsive approaches and allocate appropriate budget for their implementation for the achievement of desired global environmental benefits. The GEF Secretariat, in coordination with the GEF Agencies and other relevant partners, will identify effective tools, standards, and best practices that are used for the purpose by different institutions, and review its practice as needed. Part of the GEF Project Preparation Grant (PPG) and co-financing could be utilized to conduct an appropriate gender analysis.

### *1.2. Project Templates and Guidelines*

23. In order to facilitate comprehensive project design, reporting, and analysis that are gender responsive, the GEF will review and incorporate a specific section on gender mainstreaming in the templates and/or guidelines for the Project Identification Form (PIF), CEO Endorsement Request Form, Project Implementation Report, Mid-term Evaluation Report, Terminal Evaluation Report and other relevant documents.

24. Further, to ensure that gender outcomes are adequately captured in the GEF project evaluation process, the GEF Independent Evaluation Office (IEO) policies and guidelines need to be updated to include gender responsive elements. These will include the Performance Evaluation, Country Portfolios, Impact Evaluations and Thematic Evaluations. In addition, the IEO's own Ethical Guidelines (2007), the Guidelines for GEF Agencies in Conducting Terminal Evaluations (2008) and the GEF Monitoring and Evaluation Policy (2010).

## **2. Programming and Policies**

25. Along with the new business model of GEF 2020, the GEF will adopt a more strategic and comprehensive approach toward gender mainstreaming across GEF programs and projects. The GEF will aim to strengthen mainstreaming gender in all programs and projects, while initially focusing its efforts on key programs and projects that could generate significant results for gender equality and women's empowerment to contribute to achieving the goals of global environmental benefits.

26. Gender responsive approaches and activities are incorporated in the GEF-6 Focal Area Strategies and Integrated Approaches Pilots, along with the five core gender indicators at the corporate level (see Table 2). The core gender indicators will be monitored and aggregated at the

focal area and corporate levels. Additional work is required to analyze and identify relevant gender equality results against each of the focal area results framework.

27. In line with the GEF focal area strategies and programs, the Secretariat, together with the GEF Agencies, will support country-driven projects and opportunities where gender mainstreaming and empowerment of women could be strengthened. Some of the key GEF-6 programs, including Integrated Approach Pilots, could be given special attention in enhancing gender responsive approaches.

28. In addition, the GEF will address gender issues in key strategic policy and guideline documents, such as social and environment safeguards, public involvement, private sector, indigenous peoples and others. Further, appropriate budget will be allocated to ensure implementation of the GEAP.

### **3. Knowledge Management**

29. The GEF will enhance its role in knowledge management on gender equality, in line with its overall strategy on knowledge management. The GEF can build on existing related knowledge facilities as well as develop new knowledge on gender and environment through its diverse projects.

30. Gender learning objectives/questions could be identified under each focal area, in relation to the results framework, to facilitate the knowledge management process. Opportunities may include focusing on key programs and projects related to sustainable use of natural resources such as agro-biodiversity, fisheries, and forest resources management under the biodiversity, land degradation, and international waters focal areas and integrated approaches. The role of women among the indigenous peoples and local communities in implementing these projects could also be highlighted and analyzed. Within the climate change portfolio, renewable energy projects have historically generated positive benefits, particularly for women. The chemicals portfolio has also generated noticeable impacts on the improvement of the health of men and women and boys and girls through reducing their exposure to persistent organic pollutants (POPs) and other toxic chemicals that cause adverse reproductive, developmental, immunological, hormonal, and carcinogenic effects and active engagement of both women and men in awareness-raising and capacity-building activities.

31. The GEF Inter-Agency Working Group on Gender will provide guidance on how to develop and disseminate knowledge in this area, and develop a more detailed work plan on the related activities, including specific timeline for each identified products. This will include good practices, lessons learned and case studies from GEF Agencies that are active in generating related knowledge. The new GEF Knowledge Management Plan and the Results Based Management Plan currently in development will also ensure that they are cross-referenced with the GEAP.

32. The GEF will actively seek to learn good practices and examples from the GEF Agencies, civil society organizations, and other partners, by utilizing existing networks and knowledge facilities. The networks of gender experts that already exist within GEF Agencies and partners will be fully utilized to address the knowledge gaps. The GEF will also explore and

develop partnership with existing relevant gender networks, such as ENERGIA, the Gender Water Alliance (GWA), the Global Gender Climate Alliance (GGCA), and other financial institutions, especially those on climate change.

33. An interactive GEF webpage on gender mainstreaming will be coordinated to facilitate exchange of existing and new knowledge and lessons on gender mainstreaming activities derived from specific GEF programs and projects as well as to provide links to best practices and practical tools for related projects, including online training modules, webinars, and interactive online platforms for exchange of knowledge.

#### **4. Results-based Management**

34. The GEF will further strengthen GEF-wide accountability for gender mainstreaming by enhancing gender-specific performance targets at all levels. At the corporate level, the GEF Results-based Management Framework will include the set of core Gender Indicators to examine concrete progress on gender related processes and outputs (Table 2). These gender indicators will be further discussed and coordinated with the development of the overall RBM strategy/action plan of the GEF, with a view to avoid overburdening the system but at the same time ensuring visible outcomes and outputs. These Gender Indicators will be applied to all projects, and monitored and aggregated at the focal area and corporate levels.

35. The guidance paper on the project cycle, which to be prepared under this GEAP, will further clarify how these indicators will be monitored and reported, including standards and methods (e.g. who, how, and when) for collecting relevant data.

36. At the focal area level, the focal area results framework and indicators will be reviewed and recommendations will be made to enhance their gender responsiveness. Guidance notes will be developed on the use of the gender-responsive indicators for projects. To develop and apply these tools, the Secretariat will build on and draw lessons from good practices and practical tools that are already used by the GEF Agencies and others for mainstreaming gender in their projects.

37. At the project level, the project results framework will include gender-responsive indicators and sex-disaggregated data where relevant.<sup>19</sup> This will be monitored, analyzed, and reported on an annual basis through the AMR exercise and assessed and evaluated through the Medium-term and Terminal Evaluations. The Project Implementation Reports (PIR), Project Evaluation Reports, and other information from the GEF Agencies will provide important inputs to the analysis and reporting. Use of existing Tracking Tools that are applied to monitor progress and results of each focal area project will also be explored to monitor progress on gender issues.

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<sup>19</sup> Relevant projects would include those categorized as high/medium relevance through the gender marker/screening.

**Table 2: Results Framework for Gender Mainstreaming<sup>20</sup>**

**GEF-6 Core Gender Indicators**

<b>Outcomes</b>	<b>Gender Indicators</b>	<b>Source of Verification</b>	<b>Targets</b>
Project design fully integrates gender concerns.	1. Percentage of projects that have conducted gender analysis during project preparation.	Project Document at CEO endorsement.	1. Overall portfolio Baseline <sup>21</sup> : 18% FY18: 50%
	2. Percentage of projects that have incorporated gender responsive project results framework (e.g. gender responsive output, outcome, indicator, budget, etc).		Among relevant portfolio <sup>22</sup> Baseline: n/a FY18: 100%
Project implementation ensures gender equitable participation in and benefit from project activities.	3. Share of women and men as direct beneficiaries of project.	Project Implementation Reports, Mid-Term Evaluation Reports, and Terminal Evaluation Reports.	2. Baseline: 57% FY18: 100% of relevant portfolio
	4. Share of convention related national reports incorporated gender dimensions (e.g. NBSAP, NAPA, TDA/SAP, etc.).		3. Baseline: n/a FY18:50%
Project monitoring and evaluation give adequate attention to gender mainstreaming.	5. Percentage of monitoring and evaluation reports (e.g. Project Implementation Reports, Mid-term Evaluation Reports, and Terminal Evaluation Reports) that incorporates gender equality/women's empowerment issues and assess results/progress.	Project Implementation Reports, Mid-Term Evaluation Reports, and Terminal Evaluation Reports.	4. Baseline: n/a FY18: 60%
			5. Baseline: 41% FY18: 70%

<sup>20</sup> These core gender indicators will be further reviewed and refined as necessary, in consultation with the Inter-agency Working Group, once it is established. Necessary adjustments may be made to the indicators based on initial implementation experiences. In addition to these quantitative indicators, efforts will be made to also identify appropriate qualitative indicators as relevant.

<sup>21</sup> Baseline information are based on data provided through: 1) OPS5 Technical Document #16: Sub-Study on GEF Policy on Gender Mainstreaming (2013); and 2) Mainstreaming Gender at the GEF (2008).

<sup>22</sup> *Relevant portfolio* is defined here as projects that have some high to medium contribution to gender equality, i.e. for example, based on UNDP Gender Marker System, it would be categories 1 to 3: those projects that primarily, significantly, and some way contribute to gender equality.

## 5. Capacity Development

38. To effectively implement the GEAP, it is important to further strengthen capacity among the GEF Secretariat staff to increase their understanding of gender equality and women's empowerment, according to their roles and responsibilities. This is also expected to lead to effective projects that addresses gender issues as staff become more aware of, and have increased capacity on gender issues.

39. An effective first step will be to conduct a gender equality needs assessment or audit with a resulting plan on how to meet those needs. Secretariat staff will be encouraged to make use of various capacity development opportunities, including training and knowledge management, to increase their understanding on available tools and best practices on mainstreaming gender in projects.

40. The GEF Secretariat will establish and clarify an accountability structure on gender related work among GEF Secretariat management and staff. The GEF Secretariat will enhance staff capacity and expertise by creating a gender anchor with gender specific expertise to oversee day-to-day activities and coordination to implement the GEAP, in addition to the gender focal points that are appointed from each relevant team within the GEF Secretariat. Gender equality is the business of every GEF Secretariat staff member, not just of gender specialists. Some recognition system could be explored to promote gender equality and the empowerment of women among the staff, including through the regular performance review system.<sup>23</sup>

41. Further, appropriate capacity building support and guidance will be provided to the GEF Operational Focal Points to enhance gender mainstreaming in country-level portfolio and project management. Coordination with relevant MEAs and financial institutions could be considered to implement such activities at the global, regional and national levels. The sharing of knowledge and lessons on gender mainstreaming with involvement of relevant institutions at the country-level could also enhance GEF operation and projects.

### **PARTNERSHIP: INTER-AGENCY WORKING GROUP ON GENDER**

42. The GEF operates under a partnership. GEF will promote measures to enhance gender equality in GEF operations, including policies, programs, and projects in collaboration with the GEF Agencies, member countries, civil society organizations, indigenous peoples, and other partners. Recognizing that each GEF Agency has a different gender policy, strategy, and/or action plan,<sup>24</sup> the Secretariat will facilitate as consistent an approach as is feasible. Gender mainstreaming and engendering the GEF projects, systems and institution will build on and take into account the expertise, action plans, knowledge, and gender policies that already exist within the GEF Agencies and other partners.

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<sup>23</sup> In its Resolution 63/25110, the General Assembly requested the International Civil Service Commission to identify means of rewarding performance.

<sup>24</sup> In addition to GEF Agency-specific gender policies and strategies, there are also Plan of Actions developed by Conventions that the GEF serves as financial mechanism and the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) which all UN agencies are mandated to meet the performance standards.

43. To facilitate this approach, the GEF Secretariat will establish an Inter-Agency Working Group on Gender (IAWG) to advance gender mainstreaming in GEF operations and projects. The IAWG will provide advice and support to the GEF Secretariat and specifically the work of the gender anchor. A detailed Terms of Reference and membership for the IAWG will be prepared as one of the first activities of the GEAP upon its approval.

44. The composition of the IAWG could comprise of Gender Focal Point of each GEF Agency, relevant MEA Secretariat the Independent Evaluation Office, and relevant GEF Secretariat teams, as well as a gender anchor of the GEF Secretariat providing also the coordination role. The role of the GEF Scientific and Technical Advisory Panel (STAP) will also be explored to provide necessary advice on some of the highly technical areas of the GEF. The IAWG will serve as a platform to ensure effective operational coordination, exchange of information and experience among the Gender Focal Points of the GEF Agencies in relation to the GEF portfolio, and reach out and disseminate relevant information to other staff at the GEF Secretariat and Agencies. They will deliver and provide advice on specific actions identified under the GEAP. Appropriate coordination and synergy will be sought with the similar working groups among the gender focal points of the Multilateral Development Banks, UN Agencies, and other relevant financial institutions, such as the GCF and CIF. The group will have regular communication, and plan to meet annually to review progress on the GEAP.

#### **ROLES AND RESPONSIBILITIES FOR GEF GENDER EQUALITY ACTION PLAN IMPLEMENTATION**

45. Effective implementation of the GEAP is a joint responsibility among the GEF partnership, including the GEF Secretariat, GEF Agencies, Secretariats of the relevant MEAs, and project partners. The GEF Secretariat has a key role in coordinating the implementation of the GEAP, in close collaboration with the GEF Agencies.

46. The GEF Secretariat will coordinate gender mainstreaming in GEF policies, programs, and projects, and undertake specific activities to enhance gender responsive outcomes and impacts. The coordination role also includes annual reporting on the actions taken and progress made on the implementation of the GEAP. The GEF Secretariat's management team bears critical responsibility for the implementation of the GEAP. The Secretariat will enhance staff capacity and expertise by creating a gender anchor with gender specific expertise to oversee necessary day-to-day activities and coordination to implement the GEAP within the GEF Secretariat, working in close collaboration with the GEF Inter-Agency Working Group on Gender and GEF Secretariat staff. The responsibilities for this role will be identified in consultation with the IAWG. The relevant GEF Secretariat's teams will also have gender focal points, who will be appointed to help coordinate and facilitate the work.

47. The GEF Agencies, in line with the GEF's Policy on Gender Mainstreaming and accordance with their respective gender policy and strategy, will be responsible for gender-responsive project design, implementation, monitoring, reporting, and evaluation of GEF projects, including technical support and capacity building related to gender at the program and project levels. Through the IAWG, the GEF Agencies will seek to coordinate their respective gender activities in relation to the GEF portfolio, with the aim of building synergies and sharing experiences as appropriate.



48. The GEF Operational Focal Points and key partners at recipient countries will have a key role in identifying, developing, implementing and monitoring GEF projects with strong gender elements and gender equality results that are relevant to the national and local context.

## ANNEX: GLOSSARY

**Gender analysis:** is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experience, knowledge, skills and needs. Gender analysis explores these differences so policies, programs and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men.

**Gender audits:** are institutional gender analysis and assessment tools that help to scan the extent to which gender equality has been integrated into institutions, policies, or programs. There are a wide variety of gender auditing tools that address different issues, including financial audits, general organizational assessments, and international policy analysis. The overarching aim of most auditing tools is to hold institutions and governments to account regarding gender integration.

**Gender equality:** refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.<sup>25</sup>

**Gender equity:** is the process of being fair to men and women, boys and girls. It refers to differential treatment that is fair and positively addresses a bias or disadvantage that is due to gender roles or norms or differences between the sexes. It is about the fair and just treatment of both sexes that takes into account the different needs of the men and women, cultural barriers and (past) discrimination of the specific group.

**Gender mainstreaming:** is a globally accepted strategy for promoting gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.<sup>26</sup>

**Gender relevant:** or a gender relevance assessment states that depending on the type of intervention and scope of activities, the degree of relevance of gender dimensions may vary. Once it has been assessed that gender plays a role in the planned intervention, a gender perspective should be integrated in all phases of the project cycle. The UNDP Gender Marker questions whether it is legitimate to have initiatives where gender equality and/or women's

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<sup>25</sup> The Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women (UN OSAGI)

<sup>26</sup> United Nations Economic and Social Council (ECOSOC) July 1997.

empowerment issues can be considered, not applicable, or relevant at all.<sup>27</sup> **Gender responsive results:** are changes that respond to the inequities in the lives of men or women within a given social setting and aim to remedy these inequities.

**Gender sensitive:** considers gender norms, roles and relations but does not address inequality generated by unequal norms, roles or relations. While it indicates gender awareness, no remedial action is developed.<sup>28</sup>

**Gender specific:** considers gender norms, roles and relations for women and men and how they affect access to and control over resources, and considers men and women's specific needs. It intentionally targets and benefits a specific group of women or men to achieve certain policy or program goals or meet certain needs.<sup>29</sup>

**Sex-disaggregated data:** is data that is collected and presented separately on men and women. Sex describes the biological and physiological differences that distinguish males, females and intersex.

**Women's empowerment:** has five components: women's sense of self-worth; right to have and determine choices; right to have access to opportunities and resources; right to have power to control own lives both within and outside the home; ability to influence the direction of social change to create a more just social and economic order, nationally and internationally.<sup>30</sup>

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<sup>27</sup> Each project in UNDP's ATLAS system must be rated for gender relevance. This includes a brief analysis of how the project plans to achieve its environmental objective by addressing the differences in the roles and needs of women and men.

<sup>28</sup> WHO Gender Responsive Assessment Scale.

<sup>29</sup> WHO Gender Responsive Assessment Scale.

<sup>30</sup> UNFPA.