

FINAL REPORT ANNEXES

FORMATIVE EVALUATION OF UN WOMEN'S WORK IN THE AREA OF CLIMATE CHANGE



INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)

INDEPENDENT EVALUATION SERVICE (IES)

UN WOMEN


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TABLE OF CONTENTS

Annex 1. Terms of Reference and Inception Report	3
Annex 2. Evaluation Matrix.....	4
Annex 3. Data Collection Tools and Consent Forms.....	8
Annex 4. Methodological Note.....	9
Data Collection	9
KII and FGD	9
Surveys	9
Desk Review	11
Observation	13
Atlas Financial Data.....	13
Data Cleaning and Audit	13
Data Analysis	13
NVivo Coding.....	13
Network Mapping.....	14
Capacity Assessment and Baseline	14
Preliminary Findings.....	15
Quality Assurance.....	15
Stakeholder Consultations	16
Ethics	16
Annex 5. Survey Results.....	18
Annex 6. Comprehensive description of operational work to supplement finding four	19
Annex 7. Operational work data tables	31
Annex 8. Coordination mechanisms and normative processes.....	32
Annex 9. Issue and management based inter-agency coordination groups	34
Annex 10. Network map of the climate change and gender equality nexus.....	36
Annex 11. Network map database of existing and potential partners, and example opportunities for engagement	37
Annex 12. Climate change and gender equality maturity matrix	38
Annex 13. List of stakeholders.....	43
Annex 14. Reference group TORs and members.....	46
Annex 15. Evaluation Team Biographies	48
Annex 16. Data Management	50
Annex 17. List of Consulted Documents	51

ANNEX 1. TERMS OF REFERENCE AND INCEPTION REPORT

The evaluation team developed a Terms of Reference and Inception Report for the evaluation. These terms of reference provide the evaluation's purpose and background, preliminary objectives, scope, use and users for the evaluation, the proposed approach and indicative methods, process, work plan and timeline, management structure, including the composition of the evaluation team, quality assurance process and establishment of reference groups. The inception report expands on the terms of reference to include the boundary story, methodology, evaluation questions, data collection tools, and other details relevant for the conduct of the evaluation.

Document	File
Inception Report (Terms of reference included as Annex 1)	 Inception Report

ANNEX 2. EVALUATION MATRIX

This matrix provides a summary of the evaluation design outlined in the main report. It is a tool meant to support the evaluation team to conduct the evaluation. It will be updated to reflect the actual implementation and included as part of the methodological annex of the final report. This will include any alternative methods that needed to be deployed and data management challenges.

Evaluation Questions	Data Collection Methods and Tools	Data Sources/Types of Evidence	Stakeholders	Ethical risks/Safeguards	Data Analysis/ Interpretation Methods	Capacity development/ Knowledge Sharing
1. What is UN Women’s comparative advantage/value added in the climate change and gender equality nexus?						
a) What have been the results of UN Women’s climate change work? Who benefited? Are the results sustainable?	<ul style="list-style-type: none"> - RMS review - Document review - KIIs - Internal survey 	<ul style="list-style-type: none"> - Project mapping document - RMS - Strategic Plan - IRRF output and outcome indicator results and progress notes - Project and CPE evaluation reports - UN Women knowledge products and policy documents 	<ul style="list-style-type: none"> - UN Women CO, RO and HQ personnel - UN Agencies involved in climate change work - UN Women’s partners - UN Environmental Management Group - Civil society organizations - Government machineries - Key external experts - Donors and climate finance intermediaries 	<p><u>Risk:</u> Vulnerable groups and climate and gender activists may risk attacks</p> <p><u>Safeguard:</u> Clear communication, power dynamic analysis, informed consent, anonymity of stakeholder consultations.</p> <p><u>Risk:</u> Conflict of interest /turf protection with other UN and/or other agencies may limit authenticity of dialogues</p> <p><u>Safeguard:</u> Diversification of internal and external interviewees will allow for more objective data</p>	<ul style="list-style-type: none"> - Internal and external reference group meetings and feedback collection - Feminist participatory methods and reflexivity - Appreciative Inquiry 	<ul style="list-style-type: none"> - Formal and informal dialogue with HQ, RO, and CO colleagues - Knowledge exchange among internal and external reference groups - Capacity Development / Knowledge exchange with programme/ project participants - Opportunity to learn about effective organizational structures from external organizations and experts working in
b) What are the priority areas, strategic opportunities and/or unfulfilled needs that exist within this nexus?	<ul style="list-style-type: none"> - Partner survey - Observation - Annual and donor reporting UN Women and external evaluations - Program documents - Climate change program mapping - Summary of key results and evaluation findings 	<ul style="list-style-type: none"> - UN Women CO, RO and HQ personnel - UN partner, external experts, Civil society and Government stakeholders - Literature/grey literature - Donors - HR reports - UN Greening the Blue dashboard 				
c) Who are the key actors, stakeholders, partners or partnerships working in the areas identified? Who is missing?	<ul style="list-style-type: none"> - Engagement with marginalized groups/LNOB within programming - Identification of emerging and frontier issues - Network Analysis/ 					
d) What specialized and general expertise and/or capacity does UN Women have to both address the nexus and effectively mainstream climate change considerations?						


Evaluation Questions	Data Collection Methods and Tools	Data Sources/Types of Evidence	Stakeholders	Ethical risks/Safeguards	Data Analysis/ Interpretation Methods	Capacity development/ Knowledge Sharing
<p>e) What organizational or network structure would best support multi-level gender and climate change nexus work?</p> <p>f) What reporting, monitoring, evaluation, and knowledge /learning management systems can support UN Women's work on climate change? What indicators, data and evidence has UN Women compiled during this time, that contributes to the CCGE nexus and analysis?</p>	<p>Stakeholder Mapping</p> <ul style="list-style-type: none"> - DAMS/Atlas Focal program and project points - Job description/title review - Capacity assessment of existing expertise and competencies 	<ul style="list-style-type: none"> - SUN Team GHG Training - Exercise/Knowledge Exchange (via bi-annual meetings) - UN Environmental Management Group 		<p><u>Risk:</u> Local actors and marginalized groups may be invisible or left out</p> <p><u>Safeguard:</u> A thorough consultative process with COs has allowed a more intersectional stakeholder analysis and communication and dissemination will integrate guidelines for effective reach</p> <p><u>Risk:</u> Political agendas may influence the inclusion or exclusion of climate change in the new Strategic Plan.</p> <p><u>Safeguard:</u> The capacity assessment will consider UN Women's current capacity and de facto roles at present, independently of the new SP</p> <p><u>Risk:</u> Stakeholders' opinions tend to diverge regarding effectiveness of organizational structure</p>		<p>this and related fields</p> <ul style="list-style-type: none"> - Opportunity to capitalize on existing capacity and create a space for regular dialogue and knowledge sharing

Evaluation Questions	Data Collection Methods and Tools	Data Sources/Types of Evidence	Stakeholders	Ethical risks/Safeguards	Data Analysis/ Interpretation Methods	Capacity development/ Knowledge Sharing
				<u>Safeguard:</u> To elaborate a recommended structure(s) that meaningfully integrates diverse feedback		
2. What strategic approaches could UN Women apply in advancing the climate change and gender equality nexus going forward?						
a) Should UN Women apply an opportunistic approach to respond to priorities and needs as they arise?						
b) Should UN Women integrate and report on key CCGE elements focused within the main pillars of its strategy (2002-25)?	<ul style="list-style-type: none"> - Document review - KIIs - Internal survey - Partner survey - Program documents 	<ul style="list-style-type: none"> - UN Women CO, RO and HQ personnel 	<ul style="list-style-type: none"> - UN Women CO, RO and HQ personnel - UN Agencies involved in climate change work 		<ul style="list-style-type: none"> - Internal and external reference group meetings and feedback collection 	<ul style="list-style-type: none"> - Formal and informal dialogue with HQ, RO, and CO colleagues
c) Should UN Women take a leadership role in advancing the CCGE nexus (in one or more areas) and leverages resources, including climate finance towards gender equality and women's empowerment?	<ul style="list-style-type: none"> - Climate change program mapping - Network Analysis/ Stakeholder Mapping - Capacity assessment of existing expertise and capabilities 	<ul style="list-style-type: none"> - UN Women CO, RO and HQ personnel - UN partner, external experts, Civil society and Government stakeholders - Donors - UN Environmental Management Group 	<ul style="list-style-type: none"> - UN Women's partners - UN Environmental Management Group - Civil society organizations - Government machineries - Key external experts - Donors and intermediaries of climate finances 		<ul style="list-style-type: none"> - Feminist participatory methods and reflexivity - Appreciative Inquiry 	<ul style="list-style-type: none"> - Knowledge exchange among internal and external reference groups - Opportunity to capitalize on existing capacity and create a space for regular dialogue and knowledge sharing
d) Should UN Women apply a combination of approaches specific to an area of work or region?						

Evaluation Questions	Data Collection Methods and Tools	Data Sources/Types of Evidence	Stakeholders	Ethical risks/Safeguards	Data Analysis/ Interpretation Methods	Capacity development/ Knowledge Sharing
3. What opportunities can UN Women leverage to mitigate its climate footprint and improve sustainability and habitability? How?						
	<ul style="list-style-type: none"> - Document review - KIIs - Internal survey - Current efforts across the organization to reduce carbon footprint - UN Women's GHG emissions, waste generated and water use - Evidence of strategic planning for internal climate footprint reduction 	<ul style="list-style-type: none"> - UN Greening the Blue dashboard - UN Women Administrative and Facilities Specialist - Organizational Capacity Assessment 	<ul style="list-style-type: none"> - UN Women CO, RO and HQ personnel - UN Agencies involved in climate change work - UN Women's partners - UN Environmental Management Group - Civil society organizations - Government machineries - Key external experts - Donors 	<p><u>Ethical Risk:</u> Stakeholders criticism on UNW's involvement in climate change work if internal sustainability and mitigation measures are insufficient</p> <p><u>Safeguard:</u> In addition to external normative, convening and programming work, the evaluation will examine UN Women's internal climate change mitigation initiatives and impact</p>	<ul style="list-style-type: none"> - Internal and external reference group meetings and feedback collection - Feminist participatory methods and reflexivity - Appreciative Inquiry 	<ul style="list-style-type: none"> - Formal and informal dialogue with HQ, RO, and CO colleagues - Knowledge exchange among internal and external reference groups - Opportunity for knowledge sharing on organizational climate footprint initiatives/ processes and to scale existing efforts

ANNEX 3. DATA COLLECTION TOOLS AND CONSENT FORMS

The below embedded document includes the evaluation's data collection tools and informed consent protocols. It also includes the evaluation questions, an observation guide, capacity assessment tool, network mapping tool, a survey implementation plan, and data collection protocols for each type of stakeholder (e.g. internal staff, regional and government bodies, UN agencies/entities, donors, funders and financial intermediaries, academia research institutions, CSOs and special interest groups).

Document	File
Data Collection Tools, Coding Structure and Consent Forms	 Data Collection Tools, Coding Struc

ANNEX 4. METHODOLOGICAL NOTE

The evaluation methodology as outlined within the Inception Report and Evaluation Matrix (Annex 1) were deployed using the data collection tools developed during the data collection and analysis phase from November 2021 – February 2022. This methodological note provides detailed information on how each method was used, the limitations faced and the mitigation actions taken to ensure credible evidence was collected in an ethical manner for the purposes of the evaluation.

Data Collection

The following data collection methods from the Inception Report were deployed as part of this evaluation.

KII and FGD

A total of 90 stakeholders were reached using the KII or FGD methods. During the evaluation, key informant interviews and focus group discussions were held between November 9, 2021 and January 6, 2022 with UN Women personnel at headquarters, country and regional offices and representatives of other UN agencies, civil society, youth organizations, international organizations, donors, subject matter experts and national government stakeholders. A total of 90 individuals were reached through 59 key informant interviews, 4 focus group discussions and 4 written responses. An additional 27 UN Women personnel at headquarters, regional and country offices were interviewed during the scoping phase which providing information for defining the scope of the evaluation, but also data for analysis as part of the evaluation. Additionally, four focus group discussions were conducted with 1) UN Women’s regional climate change focal points, 2) UN Women’s regional DRR focal points, 3) climate finance subject matter experts and 4) researchers.

All interviews and focus groups were conducted remotely. Following the data management plan, focus group discussions were recorded in line with confidentiality and ethical protocols. In order to respect privacy concerns, mitigate unequal power dynamics and promote transparency, one-to-one scoping and key informant interviews were not recorded. In cases where respondents were unable to participate in an interview or FGD, participants were able to provide written responses to the interview/FGD protocol questions.

Limitations

There were several limitations of the KII and FDG methodology. First, availability during the data collection period meant that the evaluation team was unable to interview all sampled stakeholders. In particular, there was limited response from national government stakeholders and some civil society organizations. Second, given the breadth of work within the gender equality and climate change nexus, not all external key stakeholders may have been identified in the sample frame. Third, given restrictions due to Covid-19, there were no interview or FGDs conducted with direct beneficiaries. Finally, scheduling across time zones and availability affected participation of some respondents in focus group discussions. Where stakeholders were unable to participate in an FGD, they were given the option of providing a written response.

Surveys

During the data collection phase, two online surveys were distributed using SurveyMonkey among two stakeholder groups. The first survey (hereinafter referred to as “the internal survey”) was distributed among UN Women staff (2,060 respondents out of 3,657 personnel registered in the UN Women Directory

as of November 30, 2021). The second survey (hereinafter referred to as “the external survey”) was distributed among other stakeholders, including other UN agencies, national governments, regional organizations, funders and financial intermediaries, civil society and private sector organizations, and academic and research institutions (273 respondents out of a list of 364 external stakeholders collected by the evaluation team during the scoping and data collection phases as of December 7, 2021). In the case of the external stakeholders, 91 individuals were listed without their email addresses, and, therefore, were not included in the e-survey distribution.

The evaluation team released the internal survey on December 8, 2021, and the external survey on December 9, 2021. The internal survey was opened till December 22, 2021, and contained 33 closed- and open-ended questions (see Annex B: Online Survey Outputs). The external survey was opened till December 21, 2021, and contained 26 closed- and open-ended questions (ibid.). Some of the survey questions were further disaggregated by the evaluation team according to the respondents’ engagement in climate change work in the internal survey and their knowledge of UN Women’s work and partnerships in the external survey (ibid.). Both surveys were translated into French, Spanish, Arabic, and Russian. The evaluation team discussed the content and sampling for the surveys with other IES and RG members. The surveys were internally pilot-tested among team members and other evaluation specialists with native or bilingual proficiency in the above-mentioned languages.

The finalized surveys were released through the *UN Women Evaluation Survey Monkey* account. Ultimately, the evaluation team received 218 responses to the internal survey, of which 64 (29 percent) did not work at all on climate change, and 54 responses to the external survey, of which 12 respondents (28 percent) had limited knowledge of UN Women’s work. In the internal survey, those respondents who did not have any experience working on climate change were asked a limited number of questions (Questions number 1-9 and 20-33) through the skip logic functionality in SurveyMonkey. In the external survey, those respondents who had limited knowledge of UN Women, we also asked a limited number of questions (Questions 1-5, and Questions 6*,7*, and 8* in a separate section) through the skip logic functionality (see Annex B). The full survey results are available in Annex 6. The evaluation team analyzed survey data in Microsoft Excel.

Internal survey incentive: To boost the internal survey response rate, respondents were offered an incentive in the form of a bursary for an online course in the amount of up to \$500. **Procedures applied for a fair and random winner selection process:** The team created an Excel database with 102 respondents who expressed their desire to participate in the raffle and provided their contact information. In the database, each respondent was assigned an ID number, ranging between 1 and 102, based on the order in which the surveys were submitted. To select two winners, the team used the RANDBETWEEN Function in Excel, which generates a random integer within the given range, including the bottom and top values.

Online survey limitations: There were several limitations and challenges related to the survey sampling and the resulting data. The evaluation team informed UN Women of these limitations and carefully considered them when analyzing the survey data. In the internal survey, the sampling strategy was based on the filtering of the Directory of UN Women staff by removing general service, administrative personnel, and the related categories not directly engaged in UN Women’s climate change work. However, since in the remaining categories, it was impossible to filter individuals who were not engaged in climate change work, the final sample of internal stakeholders was not limited to UN Women staff working specifically on climate change, but included a much broader set of respondents. Taking this into consideration, the evaluation team decided to lower the target response rate for the internal survey to 10 percent, compared

to the target 25-percent response rate for the external survey. The actual response rate for the internal survey was 11 percent. The actual response rate for the external survey was 20 percent, which in part can be attributed to a shorter period during which it was opened.

Time constraints: Due to the evaluation project timeline, the internal and external surveys were only opened for 10 and 9 business days, respectively (with three reminders to complete both of them and a one-week extension in the case of the internal survey). Furthermore, both surveys were launched only two weeks before the winter holiday season, when many employees take vacation days, which impacted the received response rates. Taking these time constraints into consideration, the team decided to send reminders to the internal survey not only in English, but also in Spanish, Russian, and French in order to target various regional sub-groups of the respondents, including Spanish-speaking countries in Latin America and the Caribbean, French-speaking countries in Western and Central Africa, and Russian-speaking countries in Europe and Central Asia.

Sample representativeness: Because the internal survey targeted a broad set of UN Women staff categories, it is likely to contain minimal sampling error. Yet, it has a relatively low response rate, particularly when breaking respondents into demographic subgroups of interest. In the external survey, no subgroup of stakeholders disproportionately dropped out of completing the online survey. However, the Europe and Central Asia (ECA) region has a larger share of the respondents compared to other regions due to the fact that the ECA regional office provided an extensive list of civil society organizations engaged in climate change work.

Desk Review

The document review process consisting of an in-depth desk review of over 230 documents from the below-listed categories found to be relevant to UN Women's climate change evaluation. The documents were identified using primary and secondary research methods such as internal and stakeholder consultations and scoping interviews with colleagues at the global, regional and country offices as well as through an extensive literature review and web search. Using a questionnaire format, data has been pulled out from the following type of documents in attempt to extract relevant information with regards to the quality of information available, regional presence, thematic area, project duration, internal capacity, budget, challenges, lessons learned, key actors and partners, strategic approaches, results M&E frameworks among others further listed in the annex below and in the coding methodology document.

This approach, further explained under the process section below, slightly differs when examining project documents relative to the desk review process for news articles, Executive Board reports, coordination and normative work documents as well as the climate change and gender equality nexus (CCGE) literature review. In order to take into account the variety of documents available and extract the most relevant information in the context of this evaluation, a set of different tools for desk review were used. For instance, in the case of Executive Board reports and literature review, rather than using a questionnaire format, a summary analysis had been conducted.


Categories of documents reviewed:

- CSW expert papers (8)
- UN Women news articles (9)
- Climate risk registers (2020 - 2022) (1)
- 2011 – 2021 Executive Board reports
- Evaluations and other assessments (16)
- UN Women publications (34)
- UN Women Strategic Plan reports and general documents

- Gender and Climate Change Literature review (40)
- Un Women Coordination documents
- UN Women Normative frameworks (42)
- RMS Data from 2020/2021
- Sample of UN Women Project and Programmes documents (37 out of 84 programmes and projects)

Process:

The project/programme desk review process consists of an analysis of documents belonging to projects and/or programmes related to climate change work across UN Women’s different thematic areas and geographic presence. Of the 84 projects and programmes cited in the inception report in section on UN Women’s operational work, 37 projects/programmes were reviewed (2 under Data and Research, 3 under EAW, 3 under Governance, 18 under WEE, and 11 under PS/HA/DRR). These documents include concept notes, donor reports, budgets, etc.). The categories of documents reviewed and format in which data was triangulated from these documents across the different projects in order to extract information that is relevant to the climate change evaluation questions. The structure of questions used for the desk review analysis can be found in the following embedded document:

Document	File
Document Review Questionnaire Format	 Document Review Questionnaire Form

Limitations:

The structured desk review questions allow for a streamlining of data collection and analysis across a wide and varied range of project documentation as well as an in-depth understanding of the operational work undertaken by UN Women and joint partners on climate change. Caveats include:

- Limitations of this process include gaps in project and programme documents found in DAMS when extracting documentation using the project/programme ID’s. In order to fill these gaps, project focal points were contacted, of which the majority had responded with the necessary documentation allowing for the continuation of the data collection and analysis.
- Other limitations include the quality of information in project documents, especially in the case of more recent projects as the reporting of these initiatives is still ongoing.
- Although there has been a high-level of detail in the information available for the majority of project documents, some projects only had documents where information had been too vague to respond to the desk review questions. For some questions, information could not be found at all e.g. when examining whether carbon emissions were factored in UN Women’s operational work. Nonetheless, this is consistent with the responses from KII’s in which it was clear that the majority of stakeholders did not have any information regarding this topic either. From a broader perspective, the documentation available provided sufficient information on the types of results achieved, where they are located geographically, how climate change work intersects with UN Women’s different thematic areas, who they key stakeholders and partners involved are, and how this work aligns with HQ, RO and CO strategic priorities.
- Discrepancies between financial documents and budgets sometimes exist due to amendments of agreements, but usually documentation reflecting the amendments made is available as well.
- Lack of consistency in reporting timelines sometimes makes it difficult to understand how to assess the project from a broader standpoint. For instance, there are cases in which documents are available for the first and third quarter but not the second or for a particular year but not for

each consecutive year of the project duration. This may be linked to potential future findings on general gaps in reporting systems as well as how climate change work is reported.

Observation

The evaluation team observed 12 events during the data collection period, including the following events: *Environmental Evaluation and Global Development Institutions: A Case Study of the GEF*, the Geneva launch of the *Feminist Plan for Sustainability and Social Justice*, *Glasgow Women's Leadership on Gender Equality and Climate Change*, *Women in Green Jobs in Africa*, and several side events during the Commission on the Status of Women.

Atlas Financial Data

Financial and human resources data have been extracted from the Atlas system through the use of customized report queries and using available project IDs. Given that climate change is not a specific thematic area, Atlas thematic tagging could not be used, which has made the extraction more complex and limited the reliability of the results. The same is true for the other platforms (e.g. RMS, Dashboard) which have been used for triangulation. The evaluation team has therefore put together the ATLAS data with the other sources available, including project documents, budgetary documents and financial reporting, to try to define an overall estimation of the climate change related investment. This, however, cannot be considered as completely accurate and comprehensive.

Data Cleaning and Audit

Towards the end of the data collection phase and desk review process, and prior to the beginning of the coding phase, a mid-term audit has been undertaken by the team to ensure quantity, quality and relevancy of the data collected and address any gaps. In this occasion, the team has reviewed the coding structure in order to make sure that the nodes were still relevant and would systematically capture the data and information that have been collected in a way that would better support the analysis process. The coding structure was also reviewed to better align it with the two surveys that were been distributed to UN Women staff and stakeholders, to ensure greater consistency in the way data are collected and analyzed.

Data Analysis

The data collected was analyzed and interpreted using the following tools and methods:

NVivo Coding

An initial coding structure has been developed prior to the data collection phase. This has been designed in accordance with the Boundary Story and the Evaluation Questions and presented in the Inception Report.

The nodes were created to allow the team to reply to the evaluation questions and support different layers of analysis (e.g. relevance of intervention, effectiveness of results, geographical analysis, sub-thematic analysis). While some nodes have been disaggregated for consistency reasons (i.e. sub-thematic areas of intervention), most of the nodes have been kept broader to avoid excessive fragmentation of the coding process as well as preventable doubling coding. This allowed for a more agile analysis process, with further disaggregation and triangulation of data been done manually and with the support of NVivo queries functions.

The following data have been coded:

- 40 Interview notes/summaries
- 4 FGDs transcripts/notes
- Observation notes of 3 events/conferences
- Desk review notes of
 - A selection of 35 project/programs
 - 9 UN Women media articles
 - Normative Framework related documents
 - UN Women Strategic Plans and other relevant corporate documents
- RMS data (2020 and 2021)

In addition, Executive Boards reports from 2011 to 2021 were coded separately and prior to the rest of the documents. These were coded against the two nodes: 1) Climate Change; 2) Environmental sustainability. The ratio for this previous and separate coding process was to inform the team of the perspective and approach to climate change by the Executive Board, including any change over time, which is fundamental to know in order to formulate relevant and significant recommendations.

Two members of the team have undertaken the coding process using the same version of the NVivo project. Documents to be coded were split around the two team members, who have established a protocol to make sure the same approach to coding was used (e.g. when to double code, what to do when a piece of information does not seem to apply to any code, when to use memos, etc.) and have then merged their versions into one final project. Once all the documents were coded, the team has proceeded with extracting all the nodes and with the following analysis.

To ensure security of data, the members of the team have their password protected credentials to access to the NVivo projects. Throughout the evaluation process, the NVivo project is stored in the team's members desktops and in the team share drive, which is also password protected and only accessible by the members of the team.

Network Mapping

Network mapping was used to understand the array of stakeholders working in the climate change and gender equality nexus and to identify a select number of potential partnership opportunities in this space. Organizations were identified through key informant interviews, internal and external surveys and desk review. This information was used to create a visual map of the types of organizations engaged in the nexus. Data from the network mapping was also entered into Excel to create a searchable internal database of stakeholders that offer potential partnership opportunities for UN Women. These partnership opportunities were selected based on the areas of UN Women's comparative advantage and emerging thematic opportunities within the nexus that arose from the data analysis. The network mapping has several limitations. Given the wide range of stakeholders working in the nexus and the number of partners that UN Women has, the network mapping does not cover every existing partner or all possible partnership opportunities, particularly at regional and country level. The document is intended to be a living document that UN Women can use, modify, contextualize and update as the Entity progresses in its climate change work.

Capacity Assessment and Baseline

The Climate Change and Gender Equality Maturity Matrix was developed by combining aspects of climate change and gender equality related tools, which were adapted for the purposes of this evaluation. Through the use of a structured and tailored tool to assess the organization's institutional capacity to

address climate change¹ issues for transformative gender equality results, it informs evaluation recommendations and can be used to document and evaluate progress in the future, providing a roadmap for increasing organizational capacity over time. Intersectionality and attention to marginalized groups and LNOB can also be addressed within the matrix.

The maturity matrix was developed by adapting the Global Climate Change Institutional Capacity Assessment by USAID and the Gender Results Effectiveness Scale (GRES) by UNDP.² The Global Climate Change Institutional Capacity Assessment was designed to assess an organization's capacity to address climate change issues. The framework measures capacity across five areas of organizational capacity: 1) governance (which includes mandate/mission, and leadership and organizational structure); 2) information, data and analysis; 3) planning; 4) resources; and, 5) implementation, monitoring and evaluation, and knowledge management. These categories and their assessment criteria were used as the foundation for the eight categories in the evaluation's Maturity Matrix.³ The USAID tool ranks capacity across four categories: low capacity, basic capacity, moderate capacity, and strong capacity. The Maturity Matrix uses a similar ranking and assessment criteria but borrows from the GRES to apply a gender lens. The GRES was designed to capture variation in the type of gender results across five categories: 1) gender negative; 2) gender blind; 3) gender targeted; 4) gender responsive; and 5) gender transformative. The Maturity Matrix overlays these categories with the four-point capacity rating scale. The assessment criteria outlined in each cell of the matrix further highlights the criteria, characteristics or expectations of an organization at each point along the scale across the eight categories.

Data collected through the evaluation methodology - a survey of internal and external stakeholders (272 respondents), key informant interviews and focus group discussions (90 stakeholders interviewed) and desk reviewed documents – and evaluation findings and conclusions provided the basis for determining the organizational phase in the matrix. The matrix also supported development of the evaluation recommendations that would move the organization to reach a higher phase. The matrix is a unique and innovative feature of the evaluation that can be used to document and evaluate progress in the future as it provides a roadmap for increasing organizational capacity over time. Intersectionality and attention to marginalized groups and LNOB can also be addressed within the matrix. The matrix has applicability for other organizations seeking to strengthen their work on the climate and gender equality nexus.

Preliminary Findings

Preliminary Findings were developed in the form of a PPT that included findings, conclusions and recommendations. These were shared with reference group members in hard copy and also delivered during an in-person and recorded presentation for those unable to attend. The RG members had the opportunity to provide verbal and written comments to the findings, which were then taken into consideration in the development of the final report.

Quality Assurance

The Scoping Questions, Inception Report, Data Collection Tools and Data Management Plan, etc. were shared with the IEAS management for review and clearance. Key deliverables (Inception Report,

¹ Climate change' is referring to the broader environmental and DRR work.

² The [USAID Global Climate Change Institutional Capacity Assessment Tool](#) and the [UNDP/Impact Mapper Gender Results Effectiveness Scale \(GRES\)](#).

³ To allow for more nuance, the evaluation's matrix has separate categories for governance and leadership, adds a category on strategy and partnership, and has separate categories for design and implementation, monitoring and evaluation, and knowledge management.

Preliminary Findings, Draft Report) were also shared with the IES Peer Reviewed (WCARO Regional Evaluation Specialist) for the opportunity to review and provide feedback.

Stakeholder Consultations

Stakeholder consultations were an important element of the accountability and quality assurance approach of the evaluation. The consultations were organized through the internal and external evaluation reference groups. The internal reference group was comprised of UN Women representatives from country, regional and headquarters levels while the external reference group contained representatives from other UN agencies, regional organizations, civil society, youth organizations and subject matter experts.

The reference group members were consulted and had the opportunity to provide feedback on key evaluation deliverables, including the inception report, preliminary findings and draft final report. The inception report was circulated electronically for feedback. Preliminary findings were shared via presentation and discussion, and feedback was accepted during the discussion or through written comments. The final report was circulated electronically and comments were provided in writing. All comments were reviewed, and the evaluation team responded to each draft report comment so that stakeholders could see how their feedback was addressed in the final report.

Ethics

The evaluation was conducted in accordance with United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation (2020) and adhered to the four ethical principles for evaluation:⁴

Principle 1 Integrity	Honesty and truthfulness; professionalism; and independence, impartiality, and incorruptibility
Principle 2: Accountability	Transparency, responsiveness as questions or events arise; taking responsibility for meeting the evaluation purpose and for actions taken; and justifying and fairly and accurately reporting to stakeholders
Principle 3: Respect	Access to the evaluation process and products by all relevant stakeholders; meaningful engagement and fair treatment; and fair representation of different voices and perspectives
Principle 4: Beneficence	Explicit and ongoing consideration of risks and benefits; maximizing benefits at systemic, organizational and programmatic levels; doing no harm; and ensuring evaluation makes an overall positive contribution to human and natural systems

Informed consent was obtained for each interview and participants were made aware of their right to skip any question or stop the interview at any time. Recordings were used only for FGDs after obtaining consent from all participants. The evaluation team developed and followed a Data Management Plan (see Inception Report Annex 7), which describes key data protection processes that were followed during this evaluation, namely collection of data and study materials; treatment of consulted populations and observed topics; storage, security, and backups; archiving, preservation and curation; discovery, access and sharing and responsibilities of the key IES personnel involved. It is based on the IES' Data Management Guidance, which adheres to UN Women's relevant internal policies and also draws on the UNEG Ethical

⁴ [2020 Ethical Guidelines for Evaluation \(1\).pdf](#)


Guidelines for Evaluation and the UN Data Strategy of the Secretary-General for Action by Everyone, Everywhere and the Personal Data Protection and Privacy Principles adopted by the United Nations High-Level Committee on Management.⁵ Adhering to the Data Management Plan was a core component of ensuring confidentiality of the data provided by respondents.

No major ethical issues occurred during the evaluation. As outlined in the inception report, one external team member previously completed work in one region tangentially related to climate change. As a result, this team member was not involved in interviews or assessment of any work in which they may have been involved with. In addition, data connected to this work was anonymized prior to analysis.

⁵ Data Strategy of the Secretary-General for Action by Everyone, Everywhere with Insight, Impact and Integrity.
https://www.un.org/en/content/datastrategy/images/pdf/UN_SG_Data-Strategy.pdf

ANNEX 5. SURVEY RESULTS

The following embedded document outlines the internal and external survey results.

Document	File
Survey Findings	 Survey Findings

ANNEX 6. COMPREHENSIVE DESCRIPTION OF OPERATIONAL WORK TO SUPPLEMENT FINDING FOUR

Women's Economic Empowerment

Changing climate realities is the context in which women and girls must weigh their livelihood opportunities and economic risks. UN Women's work to address this reality to date and has focused the sub-thematic areas of climate resilient agriculture (CRA), green and blue economies, and sustainable energy. Support for gender-response and climate resilient economic policies crosscut these key areas while land rights, natural resource management and food security largely fell within the CRA work. This work has not always been couched in the language of just transitions from extractive to regenerative economies although it falls within this context.

Climate Resilient Agriculture

UN Women has provided targeted support to women smallholder farmers for climate readiness. A dedicated and well-resourced **Flagship Programme Initiative** created in 2016 identified the key barriers to readiness and adopted approaches to : 1) increasing land rights and tenure security; 2) ensuring equal access to information and resources for CRA to increase productivity and reduce labour burdens (e.g., the Women's Weather Watch); 3) access to financing to invest in CRA and 4) promoting participation in green value chains and markets (e.g. the Buy from Women platform).⁶ The CRA FPI adopted three approaches to address these barriers: (1) building women's agencies by organizing them into groups (mainly establishing co-operative production groups) for providing capacity development, (2) community-level gender sensitization and awareness raising, (3) supporting government institutions in policy advocacy and evidence generation (e.g., study on women farmers productivity). Mainly implemented in the WCARO and ESARO regions where the agricultural sector is both critical for women, food security and the overall economy and is also increasingly threatened by land degradation and biodiversity loss. Dedicated regional advisors were established in both regional offices to support the roll-out of regional and country-level CRA programmes under the FPI.³² Standalone CRA programmes were also implemented in the other four regions focusing on similar FPI priority. The work was often undertaken jointly - most often with Rome-based UN agencies who engage in the agricultural sector more broadly. Some indicative reported results are included below to illustrate the type of work undertake:⁷

- In **Malawi**, approximately 3,000 women were reported to have been oriented on the national land policy as an entry point towards promoting secure land ownership for women, adopted CRA technologies (e.g., double row planting, accessing weather forecasts) and gained access to labour and time saving technologies (e.g., threshers and shellers).
- In **Ethiopia**, approx. 5,500 women were reported to have accessed productive resources (land, technology) and financial/non-financial services such as business development and marketing.
- In **Liberia**, over 900 women farmers and 75 young women and girls living with HIV/AIDs (including those who were also living with disabilities) were reported to have enhanced entrepreneurship skills; increased access to market information and sustainable financial services; and increased investments in innovation and ICTs.⁸
- In **Nigeria**, 1,200 women farmers were reported to have been trained on modern agronomy for the rice value chain and on the use of motorized and manual irrigation systems, rice planting, and use of

⁶ Recent initiatives include the Joint Program for Rural Women Economic Empowerment (JP RWEE) as well as the Gender Transformative Climate Smart Agriculture and Agribusiness (CSAAB P).

⁷ A number of programme and project level evaluations of CRA work are available with more details on specific results.

⁸ The women were engaged with the JWREE joint programme (WFP, IFAD and FAO).

fertilizers. Technical support was also provided to review state government agricultural policies to strengthen women's access to agricultural productive resources.

- In **China**, over 69,000 smallholder women farmers (including ethnic minorities) were reported to have directly benefited a joint programme with IFAD that provided trainings on CRA practices, e-commerce, how to access finances, production inputs and technological packages.⁹
- In **Ecuador**, 350 indigenous women from rural communities were reported to have been supported through a joint programme with UNDP to play substantive roles in adaptation, mitigation and conservation initiatives. In addition, 68 indigenous women from rural communities in the Amazon were engaged in the production of non-timber forest products.
- In **Jordan**, UN Women promoted rural women's leadership in agriculture, advocacy within the national agricultural sector, and food security for rural women.
- In **Morocco**, UN Women supported 1000 women through the promotion and commercialization of agroecology products, smart technology and support along the value chain. 820 women were supported with leadership capacity building and climate change adaptation techniques including water management and agroecology. This work also emphasized women's role in protecting agricultural systems.

The work towards initial transitions to regenerative economies was meant to alert women producers of climate risks and potential adaptation strategies, as well as organizing them into cooperatives is an important baseline that can be further strengthened.¹⁰ It was relevant to the challenges that women farmers face in the context of climate change, as were the partnerships established with Rome-based agencies for meeting women farmers needs and priorities. In addition, some of the work made efforts to include women facing multiple forms of discrimination.

Given the experience with CRA across regions, the comparatively large investment made and the continuing need to support women smallholder farmers, the CRA work deserves a dedicated global assessment to further refine the approach and reassess UN Women's comparative advantage based on the lessons learned.¹¹ This was supported by some interview data. Some areas to examine include:

- UN Women's **strength in advocacy and normative work would seem to position it strongly for focusing on and taking a stronger leadership role related to women's land rights and security of tenure**. This is considered one of the key barriers for investing and incentivizing CRA practices and preventing land degradation. If women farmers do not have rights to the land or secure tenure, short-term considerations more often than not will trump long term considerations and the additional investments needed for sustainable land use. As a key barrier for adopting CRA practices, it emerges as a potential strategic focus as opposed to other priority areas where UN Women's may play a pivotal - but smaller – role although this indirectly benefits all other areas (e.g., improve access to financing and agricultural resources, etc.).
- The CRA work is strongly **grounded within the context of climate change as understood under the UNFCCC, but there are equally strong justifications for also grounding it within the context of land degradation and biodiversity** (UNCDD and UNCBD). However, these connections are not always explicitly identified or highlighted within the CRA work, even when these considerations have been integrated to some extent within the programmatic work. The work would benefit from highlighting how it contributes to the implementation of all three Rio Conventions and reporting it as such. This would allow for better defining and understanding these linkages. The links with natural resource

⁹ Strengthening Qinghai Women Farmers' Income Security and Resilience in a Changing Climate in collaboration with IFAD and local partners.

¹⁰ For example, to enable them to make more informed choices about seed diversity, soil health and restoration; water and land tenure security; and to have more involvement in 'climate change' discourses and locally led climate solutions.

¹¹ For example, this could be a key input to the finalization of a Signature Initiative and its implementation.

management, food security – considered to be drivers of future conflicts – are also important to capture within the CRA narrative.

- The **overall narrative and lens of the CRA work** may need to be reframed to focus more on women farmers knowledge and actual and potential contributions to CRA based on their real-world experience and traditional knowledge, as well as their central role in preventing and reversing land degradation, improving food security, effective natural resource management systems, conserving biodiversity and preventing disasters. While highlighting and addressing how discrimination and violence affects women’s ability to gain land rights, tenure security, financing, access to resources is important, opening spaces for women farmers to contribute to the science of CRA and solutions to the multiple environmental crises is equally important and would also benefit from more of a focus on women’s participation in key decision-making bodies.

Green and Blue Economy

Just transitions to new regenerative economic systems and the phasing out of brown/extractive economies into green/regenerative/circular economies offers opportunities and risks for women and girls. The emerging green economy has the potential to address issues that women often face in the labor market, such as limited employment choices, greater likelihood than men to have jobs with low pay and low security, and greater probability to be informally employed with fewer formal protections. However, it is not automatic that women will benefit from the green economy. There is a risk that green jobs may be concentrated in economic sectors which traditionally limited women participation. The challenge of breaking into new sectors of work is compounded if women, particularly young women, do not have the education or skills necessary to be employed in the green economy.¹² Stakeholders have also highlighted that the gender dimensions of the new green economy presents both opportunities and risks for women.

While at early stages, preparing for a phasing out of “business as usual” to regenerative and net-zero production systems presents UN Women and its partners with a noteworthy entry point to proactively locate women in the economies of the future. Work in this overall area is also nascent within UN Women and has mainly included research and capacity building efforts such as:

- A joint global programme with UNIDO for the **economic empowerment of women in green industry** in Cambodia, Peru, Senegal and South Africa from 2019 - 2021. The programme provided advice, support and individual and institutional capacity building for policy makers and practitioners to formulate and implement a coherent policy framework to integrate gender in green industrial policies.
- In 2021, UN Women released the **Green Jobs for Women in Africa** policy brief in partnerships with the African Development Bank. The publication presents findings of a study that applies a gender lens to job creation in the green transition in Sub-Saharan Africa.
- A Flagship Programme on **Sustainable Energy** sought to remove barriers for women to enter the green energy sector.

There is an opportunity for UN Women to add value in this area by creating a common understanding among government and private sector stakeholders of what a just transition entails and the gender dimensions of the green economy. For example, UN Women could implement strategic advocacy and communications initiatives and its convening power to build support for adopting gender-responsive transitions and then working with stakeholders to translate this into economic policies. The organization also has the ability to produce or commission research and data to support this work. UN Women can also support women through improving access to education and training and promoting private sector readiness so that women are able to benefit from the transition to a green economy.

¹² International Labour Organization. *Gender Equality and Green Jobs: Policy Brief* (2015). [wcms_360572.pdf \(ilo.org\)](https://www.ilo.org/wcmsp5/groups/public/-/dgrepublications/-/wcms_360572.pdf)

Sustainable Energy

Sustainable energy is also recognized as both an opportunity to advance women's economic empowerment, alleviate poverty and reduce carbon emissions.¹³ The development of renewable and sustainable energy sources provide an opportunity to address gender equality if women have equal access to necessary training and equal opportunity to engage in the transitioning energy sector, including decision-making that is part of the discussion above related to green and blue economy.¹⁴ However, improving women's access to affordable and reliable clean energy sources is also understood to alleviate poverty, improve safety, and reduce the unpaid care burden. Women are often responsible for collecting biomass fuels for household cooking, lighting and heat, and collecting these resources can become more difficult as the climate changes and as resources degrade or become scarcer. This increases the time burden and safety risks women experience collecting fuel. The use of clean energy over traditional fossil fuels reduces GHG emissions mitigating climate change and reducing overall pollution.

Like CRA, UN Women established a **Flagship Programme Initiative on Sustainable Energy**. However, the level of work under this FPI has been more limited and mainly consisted of a joint programme with UNEP that promoted gender inclusive energy planning, reducing barriers for women entrepreneurs, improved access to finance and productive use of sustainable energy.¹⁵ Some indicative results of the work include:

- In **Mozambique**, 650 rural households were reported to have been provided with renewable energy technologies (e.g., solar kits) for lighting and cooking.
- In **South Africa**, a multisectoral approach to address climate change included clean energy development to strengthen WEE.
- In the **Maldives**, UN Women promoted renewable energy technology as part of a programme to reduce GHG emissions to achieve carbon neutrality and build DRR and climate change adaptation frameworks.¹⁶
- In **Mali**, an intervention funded by the Mali Climate Fund aimed to reduce pressure on wood energy through community reforestation, capacity building and support for the manufacturing and distribution of efficient cook stoves.¹⁷

Although UN Women's work on sustainable energy is not yet extensive, stakeholder interviews and survey results provide some support to prioritizing and strengthening this work area and integrating it across all WEE programmes.¹⁸ Preparing women and advancing WEE agendas to better position women for future quality employment in renewable energy systems serves as an opportunity and entry point for UN Women, especially by promoting women's entrepreneurship and jobs in the renewable energy sector. However, programming that addresses energy poverty and natural resource management through clean sources is an area that also needs support given the linkages with poverty, the care economy, EAW, and governance. However, UN Women's strategy and specific role in supporting this needs to be further refined drawing on the experiences to date in providing, for example, solar cookstoves to women. This is an area where developing and leveraging partnerships with capacity for sustained delivery may be required in the long-term once smaller pilot initiatives are tested. Advocacy and communications, research and data and support to development and implementation of energy policies may be areas

¹³ [FPI Brief Energy globalUSV3.pdf \(unwomen.org\)](#)

¹⁴ UNEP *Global Gender and Environment Outlook* (2016), 79.

¹⁵ [FPI Brief Energy globalUSV3.pdf \(unwomen.org\)](#) and [Women's Sustainable Energy, Entrepreneurship, and Access in Senegal, Morocco, Myanmar, India, Indonesia and Bolivia](#)

¹⁶ The Low Emissions Climate Resilient Development (LECRd) programme

¹⁷ *Climate and Energy in Mali (CEMALI)*

¹⁸ For example, 72.7% of external stakeholders surveyed considered sustainable and green energy work to be a priority area within the 'climate change' and gender equality nexus. Almost 30% of internal stakeholders surveyed identified sustainable/green energy as a priority area where they needed to build capacity.

where comparative advantage is higher. A stronger engagement and partnership with UN Energy would also be appropriate.

Although not covered in full in this section, two emerging areas where engagement by UN Women would make sense is the care economy and social protection for women and girls which are expected to be increasingly affected and shaped by the forces of climate change.

Climate Migration

Other emerging areas where UN Women could become more engaged is with **climate or environmental migration** which is expected to be one of the key drivers for migration going forward due to changing topographies, natural resource depletion, loss of livelihoods and disasters, and climate induced conflict, among others. Although migration is understood as an adaptation strategy, it creates additional vulnerabilities for women and girls that require special attention and focus as they face additional risks and vulnerabilities whether they are the ones who migrate or if they are the ones left behind. Although UN Women engages in safe migration work for women and girls, the work has not been expressly connected to climate change and this could be improved.¹⁹ There is also an opportunity to strengthen work with migration organizations both within and outside the UN system to strengthen support for this work. For example, IMO has a pillar of work related to climate and environmental migration and strong interest to better integrate a gender lens within this work which it found was a gap.²⁰

Peace and Security/Humanitarian Assistance/Disaster Risk Reduction (PS/HA/DRR)

On PS/HA/DRR area of work UN Women has mainly focused its work on gender – responsive disaster management and in creating space for women and girls in building sustainable peace and resilience. Other emerging areas include women's resilience to disasters, which focuses on voice, agency and leadership; climate and security and collecting gender / intersectional data.

Disaster Risk Reduction (DRR)

UN Women's global DRR role was only established in 2017, although some countries have been working in this area long before. For instance, the UN Women Bangladesh Office started to work on climate change (and DRR) in 2013, with a focus on developing the capacities of disaster vulnerable women in flooded and cyclone-prone districts. The other focus was policy influence, involving a lot of research and studies on women at the grassroots levels, exploring their livelihood options and understanding their vulnerabilities. UN Women also led a study on cost effectiveness of investing in gender responsive climate change adaptation. From that project, UNW became a well-known player in the field of climate change and subsequently became one of the key partners in the National Resilience Program.

It is since 2017 that the organization has expanded its range of work, making an effort to consolidate and strategize its intervention. Examples of DRR work and results in different regions can be found below.

Taking their high level of vulnerability to disasters, SIDS in the Pacific and the Caribbean regions are of critical importance to UN Women's DRR-related projects. For example, in 2020, progress documented by UN Women in RMS made within the **Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER)** programme, with 5 completed studies on gender inequality and cost of inaction to climate change in Antigua and Barbuda, Belize, Guyana, Saint Vincent and the Grenadines, and Suriname. In the same year, the UN Women's reported in RMS significant results in identifying priorities in building resilience and informing national policies on relevant issues within the **Women's Resilience to Disasters (WRD)** programme in the Pacific. These results were a by-product of

¹⁹ One research initiative was identified in the Arab States region.

²⁰ See IMO evaluation report.

multiple consultations with women's organizations, CSOs, and line ministries held at the regional and country levels (e.g., in Fiji and Vanuatu) during the inception stage of the Women's Resilience to Disasters programme.

Within the Strategic Plan 2022-2025, the WRD approach is strategically positioned as the only **DRR signature intervention**, which provides the underlying theory of change for UN Women's DRR portfolio across UN Women's triple mandate at the national, regional, and global levels. In this context, the WRD programme contributes to UN Women's strategic priorities, including Agenda 2030 and the related Sustainable Development Goals.

The UN Women and UNEP joint project on **Gender-Responsive Disaster Management** in ASEAN facilitated the consultations with women-focused and disability-inclusive organizations to enhance their understanding of the Sendai Framework and contribute to the themes for the Asia-Pacific Ministerial Conference on Disaster Risk Reduction. A consultation with women-focused organizations on risk-informed development was organized to enhance their understanding of the Sendai Framework and to contribute to the APMCDRR process. As a result, representatives of women-focused and disability-inclusive organizations across the region enhanced their understanding on Sendai Framework and APMCDRR process, shared case studies and good practices on gender-responsive and disability-inclusive DRR and discussed further engagement with the key themes of APMCDRR. With UN Women support, among others, the ASEAN Committee on Disaster Management adopted the new ASEAN Agreement on Disaster Management and Emergency Response (AADMER) Work Program 2021-2025 that emphasizes gender and social inclusion more strongly. The ASEAN Comprehensive Recovery Framework, with priority given to mainstreaming gender equality, was also a result of UN Women advocacy support.

In 2020, the UN Women Bangladesh Country Office (BCO) contributed significantly to create space for women and girls in building sustainable peace and resilience and benefit equally from the prevention of disasters and conflicts and from humanitarian action. It was reported that a total of 38,732 Rohingya women and girls have demonstrated their capability to become leaders; and 2700 most disaster vulnerable women from the cyclone prone coastal Districts are better prepared with leadership skills to become disaster managers at their localities. Their advancements are further reinforced by strengthening GO-NGO coordination system. During this period, BCO strengthened the mechanisms in disaster risk management, climate and humanitarian actions by incorporating gender considerations into national plans and policies, and continued capacity building support to duty bearers and rights holders.

As we have seen from these examples, DRR is relevant to other thematic areas, such as peace and security, humanitarian action and WEE. There is a need to make the linkages and agree on how DRR and other thematic areas inform each other, while recognizing the different processes and roles of each thematic area. One of the challenges to this inclusive approach is that the international architecture, stakeholders and mechanisms are quite siloed between DRR and climate change. UN Women is making efforts to bring these stakeholders together, but it should also look at creating a more synergistic approach internally as well as build its own capacities. Given the wide range of DRR work, UN Women could continue and strengthen its strategic engagement with governments to ensure DRR policies or climate change policies are gender responsive. To this end there is an increasing interest in collecting gender / intersectional data to inform decisions and policies related to preparedness and UN Women is well suited to support and coordinate these efforts. UN Women has worked on strengthening the gender-responsiveness of guidance and knowledge products in this area, including the SG UN Resilience Guidance. The UN Resilience Guidance helps to bring coherence and convergence of action on risk managements, including climate risk management. The guidance informs the UNFCCC MPGCA pathways on climate resilience across and within sectors. This guidance is applicable to entire UN System with thanks to the efforts of UN Women, it recognizes the gender dimensions of resilience and DRR.

UN Women can also play the role of a knowledge hub to collect resources on women, resilience and climate and could coordinate a review on how the UN system could be strengthened to enhance gender responsive DRR. For instance, UN Women's EnGenDER programme spans over 9 countries and created knowledge products and mapped the landscape in terms of sex and gender disaggregate data for DRR policies. Other emerging areas where UN Women can play a role include women's resilience to disasters, with a focus on voice, agency and leadership, and climate and security. The "Strengthening Women's Disaster Resilience in Small Island Developing States (Pacific Region) - Inception Phase Project" can be considered as preparatory work given that its aim is to "design a multi-year program on women's resilience in Small Island Developing States in the Pacific Region". Programmatic works also let emerged that UN Women, through the Women Resilience to Disasters Inception Phase Program also successfully advanced gender equality and women's leadership in normative frameworks and coordination processes. This includes: the UN Plan of Action for DRR; the Capacity for Disaster Risk Reduction Initiative (CADRI); the Post Disaster Needs Assessment Core Group methodology (World Bank, European Union and UN system); the UN Resilience Guidance Core Drafting Team; the UN Focal Points Group on DRR and numerous regional and country level DRR processes in Latin America and Caribbean, Asia Pacific, Europe, Central Asia and Africa.

Another key program is **EmPower: Women for Climate-Resilient Societies (EmPower)**, a joint program with UNEP in Asia and the Pacific funded by the Swedish Government. It was implemented between 2018 and 2022 with a focus on Bangladesh, Cambodia and Vietnam, along with many governmental, non-governmental and civil society organization partners. The programme also collaborated with the Women Count programme for the data-related elements of the programme. The joint programme had five goals: (1) to encourage women and marginalized groups to participate in the decision-making process, (2) To generate, analyse and use sex, age, and diversity disaggregated data to inform policy, (3) to improve gender responsiveness in climate and disaster risk reduction policies, (4) to enable women to use renewable energy as economic resources for resilient livelihoods, (5) and to improve regional mechanism, processes and knowledge on climate change and disaster risk reduction to include gender and human rights.

UNEP brings its expertise in climate change and technology and UN Women in gender in addition to its country presence in Bangladesh, Cambodia and Vietnam. UNEP has a focal point in Vietnam and was able to leverage UNW's physical locations. In terms of architecture, while UNEP's gender focal point ensures that the gender dimension is considered in monitoring and project indicators and design, UNW's inputs and boundary go beyond. UNW was key in a) advocating for gender responsive policy making and data evidence, and its contribution to COP26 decision text, b) directly providing support on how to integrate gender into climate change policy making c) Telling the story and sharing these findings – how to integrate this evidence into learnings and lessons and advocate for more gender-responsive disaster risk resilience.

Through collaboration with the Women Count programme, EmPower and Women Count published a report entitled *Integrating Gender in Climate Change and Disaster-related Statistics in Asia and the Pacific: Example indicators*.²¹

Climate Security

UN Women's work within the gender-climate-security nexus is a growing area of work within the peacebuilding and conflict prevention portfolio. Operational work in this area centered on the **Joint Programme on Women, Natural Resources, Climate and Peace (2016-2020)** with UNEP, UNDP, and DPPA.

²¹ UN Women. *Integrating Gender in Climate Change and Disaster-related Statistics in Asia and the Pacific: Example indicators*. 2021.

The Joint Programme designed and piloted interventions around natural resources, the environment, and climate change to strengthen women's participation in three areas: 1) Participation in dialogue, mediation, and conflict resolution efforts; 2) Participation in governance and decision-making at all levels; and, 3) Contributions to economic recovery and sustainable development.²²

Through this programme, the partners produced the report, *Gender, Climate & Security: Sustaining inclusive peace on the frontlines of climate change*.²³ The report explores the intersectional gender dimensions of climate-related security risks and offers insights into potential entry points and opportunities for climate security operational work, such as natural resource management and women's participation in resolving natural resource related disputes, post-conflict recovery through sustainable livelihoods and inclusion of women in local decision making and governance.

There is need and opportunity to strengthen linkages between the work on climate security with thematic work in Governance and Participation in Public Life, WEE, and EVAWG and within the PS/HA/DRR thematic area to ensure climate security considerations are reflected across UN Women's work. There may also be opportunities for collaboration with Research and Data to contribute to research on the gender dimensions of climate related security risks.

Governance and participation in public life

The importance of gender-responsive governance and women's participation for the gender equality and climate change nexus was highlighted by stakeholders. Improving gender-responsive governance related to laws, policies and strategies related and supporting women's participation in key decision-making forums at the national level and supporting national planning and financing for gender equality is part of UN Women's core work in all thematic areas. In the area of climate change, governance and participation work is done as part of stand-alone programming but is also often incorporated within programmes and projects that have different thematic focuses. This made it more difficult to fully track and capture all governance and participation work. Capacity building and technical support to both rights holders and duty-bearers is a key strategy used, as well as convening and opening dialogue. Three key areas of work were found to be pursued:

First, UN Women has provided technical support and capacity development to governments on the **mainstreaming of gender in climate change related policies and plans** at the regional and country level.²⁴ In addition, work is also underway to **support gender machineries to also better incorporate nexus issues within their gender strategies and action plans**. Some indicative examples of this work include: support to incorporate of gender (and other vulnerable groups) into National Climate Change/DRR plans in Serbia, Cambodia, Bangladesh, and Ecuador; capacity building and technical assistance for the preparation of gender-inclusive Nationally Determined Contributions in Cambodia and Vietnam which resulted in submission of updated NDCs; and developing cross-sectoral assessments and indicators on gender equality in key mitigation and adaptation sectors in Bangladesh, Cambodia, Nepal and Vietnam. This led to the completion of the Gender and Climate Change Strategic Plan (GCCAP) 2019-2023 of the Ministry of Women's Affairs (MoWA) in Cambodia.

Second, **increasing women's participation** in relevant decision-making and leadership spaces around climate change is vital to ensuring that their perspectives are heard, and UN Women has taken steps to support. For example, through the EmPower Regional Program, young women students in STEM majors are supported in developing feminist thinking and build transformative leadership skills. UN Women has also invested in strengthening the participation of CSOs by building their capacity. For example, a CSO

²² [Projects - Gender, Natural Resources, Climate, and Peace \(gender-nr-peace.org\)](https://gender-nr-peace.org)

²³ UNEP, UN Women, DPPA, UNDP. *Gender, Climate & Security: Sustaining inclusive peace on the frontlines of climate change*. 2020.

²⁴ Some examples include the EMPOWER programme, PROAmazonia in Ecuador, National Resilience Program in Bangladesh.

Manual on Gender and Climate Change Resilience was developed, and a Training of Trainers is to be rolled out to be rolled out in Bangladesh, Cambodia and Vietnam. In Bangladesh, UN Women reported that it worked with 56 grassroots women's organizations in five of the most disaster-prone areas to ensure that women's perspectives, needs, and leadership were incorporated into DRR and crisis management efforts. Additionally, in Ecuador, a PROAmazonia program involved indigenous women in local political decision-making processes for sustainable development and adaptation to climate change. Finally, UN Women has also worked to ensure women's participation in natural resource management in different regions, including ESARO.

Third, with UN Women recognized as a leader on gender-responsive budgeting, it is a natural progression for the organization to build on this work to develop **green gender-responsive budgeting methodologies** and support their application. For example, green gender budgeting training took place in Cambodia, Peru, Senegal and South Africa. The demand for this work appears to be increasing. Overall, UN Women's work areas were relevant, but there are some key emerging areas and gaps that the organization is well placed to address through a more cohesive and clear prioritized approach to its governance and participation work. For example:

- Broadening the work for gender-responsive policies and plans to systematically **include not only climate change and DRR, but also those focused on interconnected environmental issues** (e.g., biodiversity, drought, natural resource management and food security, etc.) as well as focusing on **bringing ministries responsible for environmental** (e.g. ministries of environment and disaster management agencies, etc.) **and ministries responsible for women's empowerment and gender equality together** for capacity development and other joint governance initiatives
- The work on women's participation could aim to **focus on both the national and local level forums** for participation where key policies are established and where decisions on how they are implemented in community contexts can make all the difference in terms of actual benefits.
- Another area of potential focus is to draw attention to and support the participation of **women environmental defenders** who are a sub-group experiencing higher levels of violence traditionally directed against both women who engage in political spaces as well as towards environmental defenders. UN Women's experience and expertise in Violence Against Women in Politics (VAWP) make it well positioned to take up this work more specifically.
- Deepening and expanding the work on **green gender budgeting** as a core aspect of the financing for gender equality work to ensure that an adequate level of climate funding at the national level (earmarked and unearmarked) is allocated to address the gender equality and climate change nexus and to women's organizations.

Ending Violence Against Women

Despite an increasing recognition of a link between climate change and the exacerbation of violence against women and girls, the full interlinkages are not yet well defined or understood. Women are understood to face increased levels of violence due to disasters, participation in climate politics, in the face of zoonotic pandemics such as COVID-19, and due to climate-related changes to unpaid care work. While ERAW (and GBV) is one of the areas for which UN Women is mostly recognized; given that climate change/environment and ERAW is still an emerging area for research and practice, there has been limited climate change related work explicitly identified under the ERAW thematic area, but two areas of work were identified.

First, some work has also been done to **collect data to demonstrate the correlation between GBV and disasters** (e.g., GBV spiked when disasters happened) mostly in Asia Pacific region and in LAC. This evidence is critical to support the mainstreaming of gender into climate change/DRR related interventions, showing for example how gender responsive preparedness might also contribute to reduce

GBV. Nevertheless, up to now evidence is mostly anecdotal and there is not a systematic way to collect this data.

There is also an emerging area of work related to ensuring **safe and resilience cities** that brings together longstanding work in **prevention of sexual harassment and other forms of gender-based violence in public spaces** (e.g., markets, public transport, streets). So far, this has been done through UN Women's Safe Cities and Safe Public Spaces programmes although it may not always be embedded within each programme design. Rather, it has been addressed when emerging as a relevant issue in a specific context – mainly as a priority of national stakeholders and as part of urban, housing, and transportation planning interventions. In addition, UN Women has been engaging with **coordination mechanism that aim to leverage the potential of cities as hubs of innovation for tackling climate change** issues such as the World Bank Safe and Sustainable Transport Policy Group and Fora – SUM4All, U20, C40 Cities Climate Leadership Group, UNOPS focused on inclusive infrastructure for climate action. UN Women has contributed with its technical input to mainstream gender equality, especially by embedding an EVAW lens.

The work in these two areas constitute important entry points to mainstream more fully climate change considerations within UN Women's EVAW work. More can and should be done to collect and share data to build understanding of the EVAW and climate change nexus not just in relation to disasters and creating an enabling policy environment. It should focus on how challenges in climate action can compound risks for women and girls' safety and right to a life free from violence, especially those who experience multiple intersecting forms of discrimination. Similarly, work towards resilient cities can be more intentionally and systematically included within the Safe Cities and Safe Public Spaces programming within the context of the New Urban Agenda. There is also possible collaboration with violence against women and politics (VAWP) work, in relation to the prevention of Women Environmental Human Rights Defenders and holding perpetrators account.

Systemic Outcomes

The systemic outcome areas (excluding coordination and global norms) found to be the most relevant for strengthening climate change work include data and research, leadership and voice and financing for gender equality. These are covered below.

Data and Research

A significant number of the survey respondents stated that establishing UN Women as a reliable actor in the climate change area will require a systematic investment in generating more data, evidence, and knowledge products within various climate change-related sub-thematic areas to ensure their integration with gender equality and women's empowerment in an effective, consistent, and practical manner.

The evaluation found and studied various knowledge products that were generated by UN Women in the gender equality and climate change nexus. A review of a sample of documents identified, indicate that UN Women produced an average of between 4 and 5 publications on climate change a year since 2016. Of the 41 documents, 12 are guidance, briefing notes; 6 are training materials, toolkits or manuals, 3 are policy papers, 12 are research papers and the remaining are general reports. The majority of the reports were intended for policy makers at the national level, and other UN entities. One third of publications are from Asia Pacific region, most others are global or cross-regional. This is a noticeable imbalance. Summarizing the content and focus of these research and data products we find that:

- UN Women in Bangladesh kick-started the conceptual thinking on climate resilience drawing on field work with deep stakeholder engagement to produce two key docs in 2015 and continued presence in case study research through 2016 and 2017. The 2016 paper established the groundwork and framing for UN Women's Flagship programme initiative on DRR outlining gender considerations for the Sendai Framework and the four focus areas for transformative change. It was followed by a series of papers on DRR concerns – including research from China.

- Three key papers support the UNFCCC process: in 2013 and 2016 to track gender equity in the UNFCCC process and in 2017 a gender manual for the Green Climate Fund.
- Eight papers address climate smart agriculture and/or land rights concerns. Case studies are provided from across the globe.
- Climate finance is tackled directly in an initial research paper in 2016. Indirectly as a manual in 2017 for the Green Climate Fund, and indirectly in 2021 as part of the Public Development Banks paper.
- The science of reducing GHG emissions appears in 2021 – Asia-Pacific regional assessment.
- There are stand-alone research papers – notably in 2018 that begin to tackle normative issues re; energy, CBD, UNCCD.
- In 2019, the reports begin to draw inter-sectoral and interdisciplinary linkages and broadening of networks.
- By 2020, there is a broadening of analysis to peace and security issues / mitigation and energy / fisheries and blue economy / land rights.

Despite this, the online survey obtained mixed responses on the quality and availability of such data to stakeholders. Of 171 responses, only 19 UN Women personnel (11%) considered the quality of such data strong or very strong, while 60 respondents (28%) assessed such data as weak or very weak. Similarly, of 178 responses, only 22 respondents (12%) agreed or strongly agreed that these data products are available and accessible to stakeholders, while the vast majority of the respondents (79 UN Women personnel or 44%) disagreed or strongly disagreed with this statement. Among the most useful knowledge products for their work, UN Women’s reports and policy papers on climate change and gender equality (e.g., “From Words to Action: Projects with Innovative Solutions to Promote Nature Conservation, Climate Action and Gender Equality”²⁵ and “Why is Climate Change a Gender Issue?”²⁶) were most cited. External stakeholders also gave high priority to UN Women’s resource guides and toolkits (e.g., “Mainstreaming Gender in Green Climate Fund Projects,”²⁷ “Pacific Gender and Climate Change Toolkit,”²⁸ “Leveraging Co-benefits for Gender Equality and Climate Action for Sustainable Development,”²⁹ and “A Manual for Gender-Responsive Land Degradation Neutrality Transformative Projects and Programmes”³⁰). Among the high-potential knowledge products, they also pointed to gender-disaggregated data on climate change and biodiversity, training and educational materials, various media publications, and databases related to gender-responsive climate change and DRR legislation and policies. A key gap identified is an internal review of what is done with UNW papers that are produced – how are they used and by whom, and how digital technologies can broaden the reach of readership.

UN Women has also engaged in important work, primarily in Asia Pacific, to fill the data gap in the nexus space. Through the **Women Count Program**, UN Women in partnership with ESCAP, IUCN and UNEP developed indicators and a model questionnaire on gender and the environment. The tool is designed for countries to implement within existing survey processes or independently. The tool was piloted in Bangladesh and implemented in Mongolia with other countries looking to potentially conduct the survey. Currently, work is underway to develop and validate indicator calculation guidance at a global level to promote consistent measurement of gender and environment indicators. After the data collection period, additional and consistent work has been undertaken through the Women Count program, both in the area of data production (supporting countries to run surveys on gender and climate change) but also in increasing the utilization of data for policy making, for instance through capacity development activities. Additional efforts are foreseen in the Phase II of the same Program, paying particular attention to include

²⁵ Available here: <https://lac.unwomen.org/en/digiteca/publicaciones/2020/06/de-las-palabras-a-la-accion-soluciones-innovadoras-naturaleza-accion-climatica-e-igualdad-de-genero>

²⁶ Available here: <https://asiapacific.unwomen.org/en/digital-library/publications/2015/1/why-is-climate-change-a-gender-issue>

²⁷ Available here: <https://www.greenclimate.fund/document/mainstreaming-gender-green-climate-fund-projects>

²⁸ Available here: <https://www.unwomen.org/en/digital-library/publications/2015/9/pacific-gender-and-climate-change-toolkit>

²⁹ Available here: https://unfccc.int/files/gender_and_climate_change/application/pdf/leveraging_cobenefits.pdf

³⁰ Available here: <https://www.unccd.int/resources/publications/manual-gender-responsive-land-degradation-neutrality-transformative-projects>

countries that are most affected by climate change effects, such as Kiribati. After Covid-19, the Building Back Better project has also successfully contributed to generate data on gender and climate in some countries of the region. In addition, Asia Pacific region has also produced relevant knowledge products on different aspects of the topic (e.g. sustainable energy, environmental decision-making, methodology for gender-environment data collection).

Financing for gender equality

Currently, a lot of interest and resources are put into climate financing either from known development banks and funds but also from philanthropic entities and impact investors. However, several stakeholders agree that climate financing is gender blind or does not have a strong gender component and therefore, insufficient financing is directed to gender equality and women's action in climate space, with a small percentage of funding looking at climate change and women's rights. Access to funding by women's organizations is complicated by requirements for accreditation, complexity of financial language, and the narrative of women as victims in the climate change discourse. UN Women has begun doing some work in engaging with sustainable financing mechanisms for gender equality such as gender bonds and these may be able to incorporate 'green' considerations as well in line with the growing popularity in ESG investing.

However, there is strong demand from stakeholders for UN Women to engage in climate financing, not as the provider or implementer of funding, but as an intermediary (from a technical and advocacy perspective) between women's organizations and climate financing entities. To do so, stakeholders indicated that UN Women needs to strengthen its climate financing experience and expertise across offices, make some substantive investment in specialized human resources and receive greater support and endorsement by senior management in this pursuit.

Leadership and voice

UN Women's leading role in advancing women's rights and supporting women's voices can be used as an entry point to engage in all thematic areas, but also specifically to support women environmental defenders who are reported to face many barriers, including violence, for making their voice heard.

Sustainability of Results

Survey findings reflect that there is limited evidence of the sustainability of the results of UN Women's work in the climate change area. It is difficult to determine the extent to which most programmes and projects results have been (or are likely to be) sustainable in the long run. Of 141 responses, 62 of the surveyed UN Women personnel and external stakeholders (44%) assessed the sustainability level of the climate change-related results in a neutral way (neither strong nor weak). Only 39 respondents (28%) assessed the sustainability level as very strong or strong, while 19 respondents (13%) considered this level very weak or weak (Figure 14). In addition, a significant number of the respondents (15%) were not able to assess the sustainability level of their results in the climate change area (ibid.). Based on various comments received from the survey respondents, good examples of UN Women's sustainable results were observed within the Climate Smart Agriculture and Agribusiness projects prominent in ESA and WCA. Concerns were raised by both UN Women personnel and external stakeholders with many respondents reporting a lack of continuity of work, insufficient engagement, and short intervention duration as key challenges in achieving sustainable results. Several of the surveyed UN Women personnel observed limited and short-term funding as having negative effects on the sustainability level of the results in climate change programming.

ANNEX 7. OPERATIONAL WORK DATA TABLES

Figure 1: Sub-Thematic Work on Climate Change (2011 – 2021) (N=82)

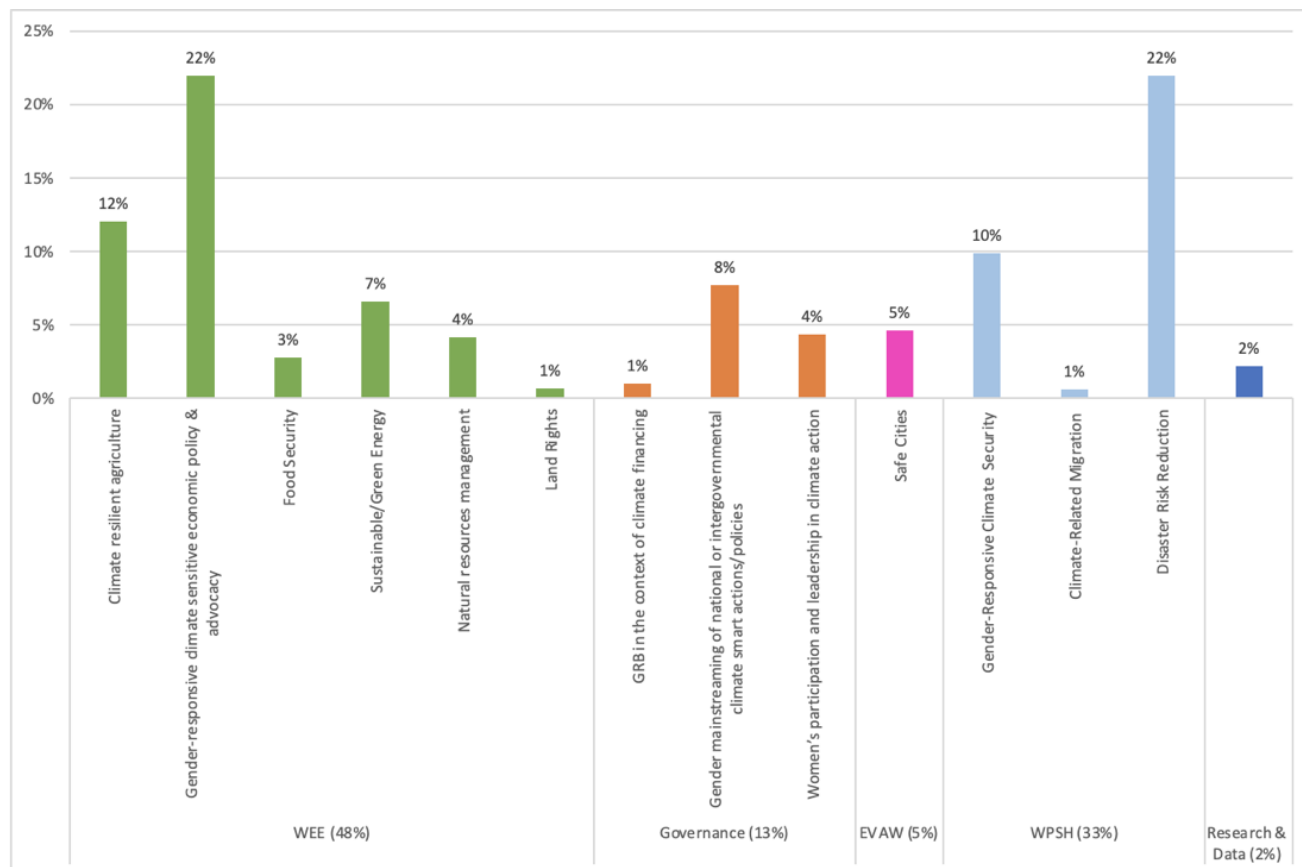


Table 1: Thematic Programming Budget and Delivery (2011 to 2021) ³¹

Impact Code	Budget (\$)	Delivery (\$)
Women's Economic Empowerment (WEE)	\$60,619,629.98	\$52,582,017.46
Elimination of Violence Against Women (EVAW)	\$17,014,911.98	\$14,550,392.01
Peace and Security/Humanitarian Action and Disaster Risk Reduction	\$98,137,374.18	\$85,699,062.73
Governance and Participation in Public Life	\$6,171,129.87	\$5,730,074.35
Un-Mapped	\$2,922,140.22	\$2,489,349.16
Total	\$184,865,186.23	\$161,050,895.71

³¹ Source: UN Women One App. The OEEF budget (\$20,419,587.41) and Delivery (\$17,277,922.17) was not considered in the table due to uncertainty on what the numbers refer to (e.g. staffing, coordination, facilities, etc.)

ANNEX 8. COORDINATION MECHANISMS AND NORMATIVE PROCESSES

Coordination Bodies

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Membership on interagency group: UN Water										
Membership on interagency group: UN Energy										
Membership on interagency group: Sustainable Energy for All										
Membership on interagency group: Climate Principals Group Meeting										
Membership in UN Environmental Management Group including EMG on Biodiversity and UN Issue Management Group on Environmental Sustainability Management										
Membership on Interagency Group: Sustainable United Nations										
MOPAN Reporting										
UN Resilience Guidance interagency group										
Membership on interagency group: PDNA interagency group										
Membership on interagency group: UN Plan of Action on DRR - Senior Leadership Group										
Climate Neutrality Certificate (CNC)									Greening the Blue Initiative	
Membership on interagency group: Resilience Pillar of the UN Integrated Strategy for the Sahel										
JIU reporting					Membership on interagency group: Climate Security Mechanism (including Community of Practice on Climate and Security)					
Membership on interagency group: Climate Action Summit										
Chapter of Strategic Plans of UNDP, UNICEF, UNFPA and UN Women										
LEED Certificate			UN Passenger Mobility & Carpooling Services (JP: WFP)				Secretariat for the Feminist Action Climate Justice AC			
									Secretariat for the Compact on Women, Peace and Security and Humanitarian Action	

Normative Processes

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
			UNGA side events, gender, climate, and women's land rights				HLPF Policy Brief 12 on Energy and Gender	HLPF event-SG's Climate Action Summit		
		Gender balance in intergovernmental and multilateral processes report	Advancing norms and standards on GE in outcomes of Rio+20 follow-up processes, CC negotiations and the conferences on SIDS and DRR	Engagement with GCF		GEF online course				
COP17 - Urban Climate Conference	Rio+20			Training for GCF	Mainstreaming gender in GCF projects manual	CEDAW General Recommendation 37	Inputs to resolutions in Human Rights Council			
Engagement with/participation UNFCCC intergovernmental process										
					Gender balance in the UNFCCC process report (with MRF)			UNFCCC 5-year enhanced Lima work programme on gender action plan		
					COP - first UNFCCC gender action plan					
Engagement with UNCCD										
					UNCCD gender action plan	Gender-Responsive Implementation of UNCCD	UNCCD Manual for gender-responsive land degradation			
Engagement with CBD process										
					CBD gender action plan	CBD Friends of GE group formed	Gender-Responsive Implementation of UN Convention on Biological Diversity			EMG consultative and monitoring on biodiversity framework
Engagement with CSW process										
					Beijing+20 report		CSW62 SG report on empowerment of rural women and girls	Improvement of the situation of women and girls in rural areas: SG Report	Beijing +25 report	Preparation for CSW66
Engagement with DRR process										
UN DRR intergovernmental processes, including the Global and Regional Platforms on Disasters Risk Reduction										
					Asia-Pacific Regional Conference on Gender and DRR	Gender-responsive implementation of the Sendai Framework for DRR				
							Training Manual on Gender-responsive DRR "Gender and Disaster Risk Reduction in Europe and Central Asia"			Gender Action Plan for the Sendai Framework for DRR

ANNEX 9. ISSUE AND MANAGEMENT BASED INTER-AGENCY COORDINATION GROUPS

Group	Description
Inter-Agency Team on DRR	<p>The <i>Inter-Agency Team on DRR</i> (coordinated by UNDRR) brings together the DRR focal points across the UN to develop a UN System plan to support implementation of the Sendai Framework. The UN Women DRR Unit (once constituted) has consistently engaged with the group to advocate for better inclusion of gender equality issues and the technical support to realize it. In the face of an existing plan that was found to be gender blind or neutral, the Unit successfully negotiated the integration of gender equality considerations within the monitoring and reporting framework of the plan. This included adoption of gender-responsive indicators against which all UN agencies are required to report against since 2019. With multiple years of reporting data available as of 2021, there is now a more complete understanding among all entities of the importance of engendering DRR processes. In 2021, UN Women was also able to successfully advocate for the adoption of 9 recommendations to more fully mainstream gender equality and women’s leadership and empowerment within the UN system’s DRR work.³²</p>
UN Plan of Action on DRR - Senior Leadership Group	<p>The Special Representative of the Secretary-General (SRSG) for Disaster Risk Reduction convenes the UN Senior Leadership Group on DRR annually with the aim of ensuring that DRR remains a strategic priority. UN Women was represented at the ELT level during its 2021 meeting (6th edition) and presented a joint “GEWEL-DRR”³³ study undertaken with UNFPA and UNDRR that identified changes needed across the UN system in order to make significant and practical progress on gender equality in DRR by 2030 and proposed joint and individual actions that UN entities could pursue.</p>
UN Climate Security Mechanism	<p>The UN Women WPS Unit engages with the UN Climate Security Mechanism (CSM) jointly established by DPPA, UNDP, UNEP and DPO in 2018. The mechanism is meant to support the UN system to systematically address climate security risks and has identified gender equality as a key area of focus. UN Women engages with the Community of Practice and a donor <i>Group of Friends on Climate and Security</i> that was established and made important contributions to a joint report on gender, climate and security that provides an initial framework for understanding the connections between these dimensions and included practical case studies.³⁴ The WPS Unit continues to engage with the mechanism - which is expected to deepen and expand its work in the coming years - by attending in-depth discussions and events, as well as contributing to policy recommendations and the engendering of programmatic practices.</p>
Inter-agency and Expert Group on Gender Statistics (IAEG-GS)	<p>The Data and Statistics Unit co-leads the <i>Inter-agency and Expert Group on Gender Statistics (IAEG-GS)</i> with the UN Statistics Division which leads the mainstreaming of gender equality within environment statistics. UN Women is also a member of the <i>Technical Working Group on Disaster Statistics</i> where it works to integrate gender equality. It’s data and statistics work in APRO examining the link between ERAW and disasters is seen as contributing to the work of this group.</p>
UN Energy and UN Water	<p>Both UN Energy and UN Water were established by the CEB to bring coherence to the UN system’s response to SDG 7 and SDG 8 in the absence of a dedicated UN agency addressing these issues. Both are intended to enhance coordination and collaboration through policy development, implementation, monitoring and reporting, and knowledge sharing. The UN Women WEE Unit represents the organization in UN Energy and two focal points (from WEE Unit and Coordination Division) have been assigned as representatives for UN Water. Both provide potentially robust platforms for mainstreaming gender equality within sustainable energy initiatives (where UN Women has engaged) and water and sanitation initiatives (where there has been some engagement and interest in the WCARO and ASRO regions). Through UN Energy, UN Women contributed to the High-Level Dialogue on Energy 2021 and contributed to, <i>Accelerating SDG 7 Achievement, Policy Brief 12, Global Progress of SDG 7 – Energy and Gender</i>.³⁵</p>
UN Environmental Management Group – Issue Based Groups	<p>UN Women is a member of the UN EMG, a system-wide coordination body on environment and human settlements established to collectively address relevant issues on the international environment agenda. It’s issue-based groups include biodiversity, pollution, human rights and environment, sustainable infrastructure, and marine litter and microplastics. Of these, it was reported that the WEE Unit participates</p>

³² Please see “Beyond vulnerability to gender equality and women’s empowerment and leadership in disaster risk reduction: critical actions for the United Nations system” (GEWEL-DRR study) which is a joint report by UN Women and UNFPA in 2021.

³³ Ibid

³⁴ Please see Gender, Climate and Security: Sustaining inclusive peace on the frontlines of ‘climate change’. UNDP, UNEP, UN Women, DPPA, 2020.

³⁵ UNDESA, Accelerating SDG 7 Achievement, Policy Brief 12, Global Progress of SDG 7 – Energy and Gender.

in the biodiversity group, but engagement has been minimal to date. The group’s anticipated work on a UN Common Approach to Biodiversity, as well as the groups on pollution and infrastructure provide a key opportunity for UN Women to advocate for the inclusion of gender perspectives.

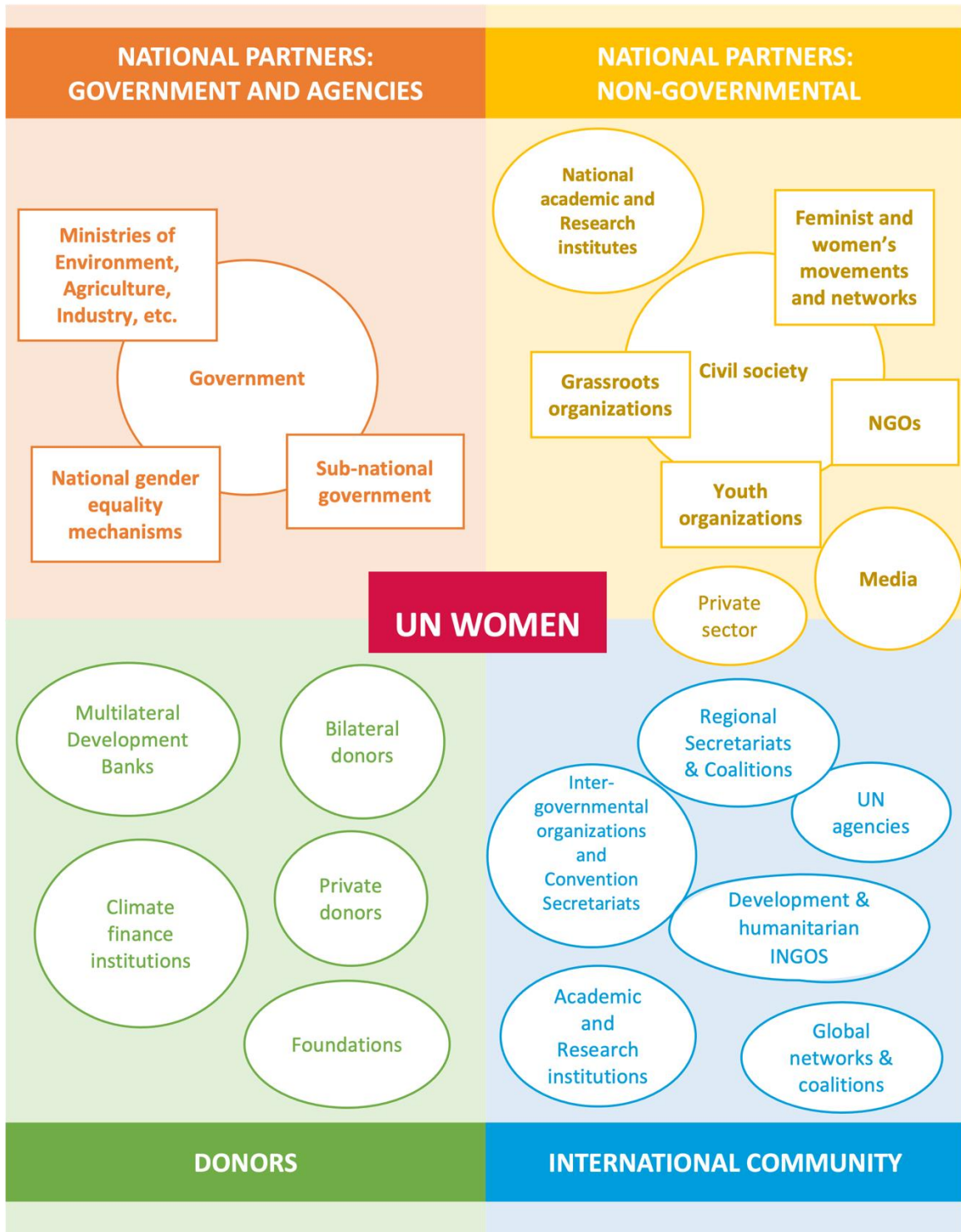
UN Environmental Management Group – Environmental and Social Sustainability

The management-based groups of the EMG have focused on environmental and social sustainability in policies and programmes, environmental sustainability management and environmental peer reviews. These have worked to develop the UN Sustainability Strategy 2020 – 2030, the Model Approach to Environmental and Social Standard, and the Greening the Blue initiative to achieve carbon neutrality within the UN system. The Facilities Unit in NYHQ has had more consistent engagement on environmental sustainability management and the Greening the Blue Initiative.³⁶ Participation in the environmental and social sustainability began in 2022 with the Coordination Unit in NYHQ representing UN Women and the UN Women China Office participated in an environmental peer review in 2017. UN Women also engages in efforts to harmonize its individual reporting with UN-wide climate change reporting requirements (e.g., environmental-related aspects of MOPAN follow-up, relevant JIU reports, Greening the Blue, QCPR, etc.), This is often (but not always) coordinated within the EMG management groups.³⁷


³⁶ The Greening the Blue initiative was constituted to engage and support UN System personnel to integrate environmental considerations into management decisions and actions. It is coordinated by the Sustainability UN facility of UNEP established to develop a harmonized UN-wide approach to measurements of GHG emissions.

³⁷ See Finding 12 for more information on the work with these groups.

ANNEX 10. NETWORK MAP OF THE CLIMATE CHANGE AND GENDER EQUALITY NEXUS



ANNEX 11. NETWORK MAP DATABASE OF EXISTING AND POTENTIAL PARTNERS, AND EXAMPLE OPPORTUNITIES FOR ENGAGEMENT

Document	File
Network mapping database	 Network mapping database.xlsx

ANNEX 12. CLIMATE CHANGE AND GENDER EQUALITY

MATURITY MATRIX

This matrix was developed to provide a roadmap for UN Women to strengthen its work on climate change in the short/medium-term.³⁸ It is grounded in the findings and conclusions of the evaluation and balances the urgent nature of the existential environmental crises with an understanding of what is practically feasible within the organization given the current phase assessed for each criterion. The matrix informs evaluation recommendations and can be used to document and evaluate progress in the future, providing a roadmap for increasing organizational capacity over time. Intersectionality and attention to marginalized groups and LNOB can also be addressed within the matrix.

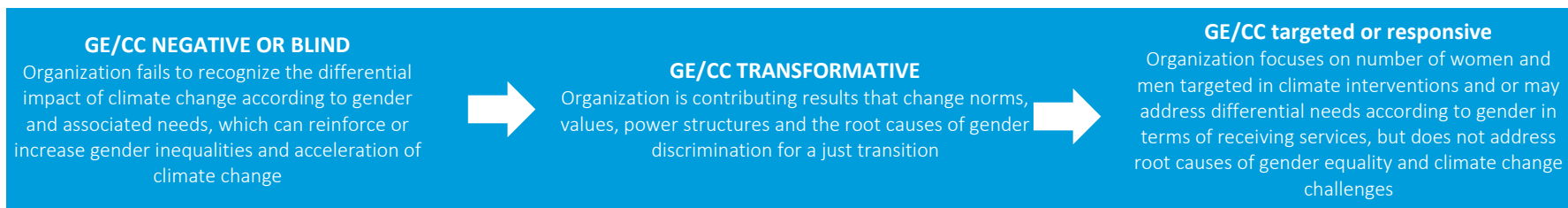
The maturity matrix was developed by adapting the Global Climate Change Institutional Capacity Assessment by USAID and the Gender Results Effectiveness Scale (GRES) by UNDP.³⁹ The Global Climate Change Institutional Capacity Assessment was designed to assess an organization's capacity to address climate change issues. The framework measures capacity across five areas of organizational capacity: 1) governance (which includes mandate/mission, and leadership and organizational structure); 2) information, data and analysis; 3) planning; 4) resources; and, 5) implementation, monitoring and evaluation, and knowledge management. These categories and their assessment criteria were used as the foundation for the eight categories in the evaluation's Maturity Matrix.⁴⁰ The USAID tool ranks capacity across four categories: low capacity, basic capacity, moderate capacity, and strong capacity. The Maturity Matrix uses a similar ranking and assessment criteria but borrows from the GRES to apply a gender lens. The GRES was designed to capture variation in the type of gender results across five categories: 1) gender negative; 2) gender blind; 3) gender targeted; 4) gender responsive; and 5) gender transformative. The Maturity Matrix overlays these categories with the four-point capacity rating scale. The assessment criteria outlined in each cell of the matrix further highlights the criteria, characteristics or expectations of an organization at each point along the scale across the eight categories.

Data collected through the evaluation methodology - a survey of internal and external stakeholders (272 respondents), key informant interviews and focus group discussions (90 stakeholders interviewed) and desk reviewed documents – and evaluation findings and conclusions provided the basis for determining the organizational phase in the matrix.

³⁸ The matrix was shared with internal and external reference groups for feedback and validation before being finalized. For more information on the matrix and its development, as well as the tools that it draws on, please see Annex 4.

³⁹ [The USAID Global Climate Change Institutional Capacity Assessment](#) and the [UNDP/Impact Mapper Gender Results Effectiveness Scale \(GRES\)](#).

⁴⁰ To allow for more nuance, the evaluation's matrix has separate categories for governance and leadership, adds a category on strategy and partnership, and has separate categories for design and implementation, monitoring and evaluation, and knowledge management.



	LOW	BASIC	MODERATE	STRONG	RELATED EVALUATION FINDINGS
Governance	<ul style="list-style-type: none"> No clearly stated mandate or mission, policy or vision statement to address climate change. 	<ul style="list-style-type: none"> Formally or informally articulated mandate or mission to address climate change but lacks specificity or clarity and is only occasionally used to set priorities and guide actions. climate change mandate or mission is not widely known or accepted by relevant stakeholders (internal and external). 	<ul style="list-style-type: none"> Formally articulated mandate or mission to address climate change that is reasonably clear, consistent with the organization's overall mission. The climate change mandate or mission are fairly well known and accepted by relevant stakeholders (internal and external). The mandate or mission are usually considered in setting priorities and guiding actions. 	<ul style="list-style-type: none"> Formally articulated a mandate or mission to address climate change that is clear and furthers the organization's overall mission. The climate change mandate or mission are well known and accepted by relevant stakeholders (internal and external). The mandate or mission are consistently considered in setting priorities and guiding actions. 	Finding 6, 8,12
Strategy and Policy	<ul style="list-style-type: none"> A climate change strategy or a general plan with climate change objectives does not exist. No environmental sustainability policy in place, 	<ul style="list-style-type: none"> A climate change strategy exists that includes clear and specific climate change priorities, measurable objectives/targets and reflects stakeholders' climate change priorities exists and is realistically resourced. Environmental sustainability policy in place, but not fully implemented. 	<ul style="list-style-type: none"> A fully resourced climate change strategy exists and is implemented effectively and consistently used for management decisions or operational planning Processes, procedures, tools in place to integrate climate change into planning Plan is regularly reviewed based on information, learning, and appropriate climate information, data and analysis Environmental sustainability policy implemented effectively. 	<ul style="list-style-type: none"> climate change is incorporated into the organizational Strategic Plan and IRRF Organizational problem analysis, objectives, and approaches are based on sound analysis of climate change risks and opportunities Integration of win-win climate change adaptation/mitigation objectives into broader organizational objectives Climate-aware organization. 	Finding 6, 12
Partnerships	<ul style="list-style-type: none"> Key partners not identified 	<ul style="list-style-type: none"> Some key partners identified 	<ul style="list-style-type: none"> All key partners identified Collaborations strengthened with a range of partners. 	<ul style="list-style-type: none"> Key partnerships formalized across UN Women's work (operational, coordination, normative) 	Finding 7, 12

GE/CC NEGATIVE OR BLIND

Organization fails to recognize the differential impact of climate change according to gender and associated needs, which can reinforce or increase gender inequalities and acceleration of climate change



GE/CC TRANSFORMATIVE

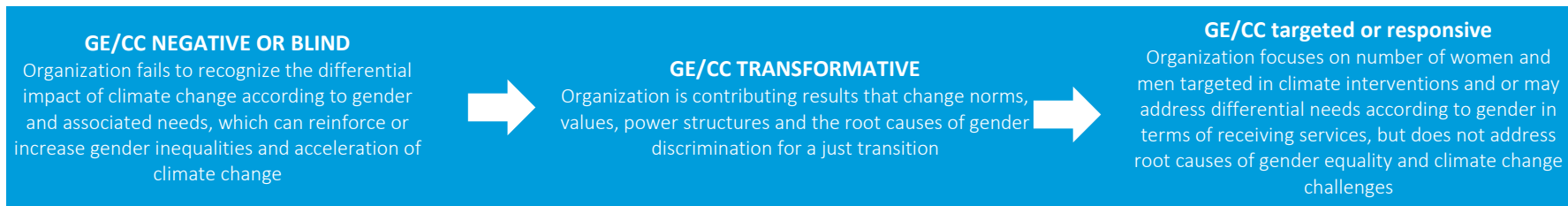
Organization is contributing results that change norms, values, power structures and the root causes of gender discrimination for a just transition



GE/CC targeted or responsive

Organization focuses on number of women and men targeted in climate interventions and or may address differential needs according to gender in terms of receiving services, but does not address root causes of gender equality and climate change challenges

	LOW	BASIC	MODERATE	STRONG	RELATED EVALUATION FINDINGS
		<ul style="list-style-type: none"> • Collaborations formed with some partners, however, often opportunistic or limited in scope 		<ul style="list-style-type: none"> • Key strategic partnerships formalized at HQ level. 	
Leadership and Organizational Ownership	<ul style="list-style-type: none"> • Commitment of leadership is unknown. • No formal organizational structure to address climate change. • Roles and responsibilities of departments, functions, and lines of authority for defining the organization's climate change policies are not established. • Coordination when defining the organization's climate change goals and objectives across departments or key functions does not take place or is rare. 	<ul style="list-style-type: none"> • Commitment of leadership is varied or unknown. • There is an organizational structure, but it is inadequate for leading and executing the climate change mandate, mission or policy • Roles and responsibilities of departments, functions, and lines of authority for defining the organization's climate change policies are not clear. • Coordination when defining the organization's climate change goals and objectives across departments or key functions is weak. 	<ul style="list-style-type: none"> • Commitment of leadership to prioritize is generally consistent and clear. • There is a documented organizational structure or mechanism that is adequate for leading and executing the climate change mandate, strategy and policy. (e.g., focal point system, internal network established, senior person is assigned, and empowered unit charged with addressing climate change, coordinating bodies in place) • Roles and responsibilities of leadership, departments or functions, and lines of authority for defining the organization's climate change policies are defined and adequate. • Coordination when defining the organization's climate change goals and objectives across departments or key functions is adequate. 	<ul style="list-style-type: none"> • Commitment of leadership to prioritize climate change is evident to all. • There is a documented organizational structure that enables leadership and execution of the climate change mandate, mission, or policy. • Roles and responsibilities of leadership, departments or functions, and lines of authority for defining the organization's climate change policies are defined and effective. • Coordination when defining the organization's climate change goals and objectives across departments or key functions is strong. 	Finding 8, 11, 12
Resources	<ul style="list-style-type: none"> • A staffing and capacity building plan does not exist to facilitate the achievement of climate change goals and 	<ul style="list-style-type: none"> • A staffing and capacity building plan is minimally aligned to climate change goals and objectives and resource mobilization needs. 	<ul style="list-style-type: none"> • Key climate change-related positions identified in the plan have been established 	<ul style="list-style-type: none"> • All key climate change-related positions have been established and filled with candidates with appropriate skills. 	Finding 9



	LOW	BASIC	MODERATE	STRONG	RELATED EVALUATION FINDINGS
	<p>priorities, although some key positions established.</p> <ul style="list-style-type: none"> • There is currently inadequate financial resources to achieve climate change priorities and objectives • Funding sources for climate change are unknown, unstable or unreliable 	<ul style="list-style-type: none"> • Minimal financial resources to achieve climate change priorities and objectives and fundings sources are identified, occasionally stable and reliable 	<p>and funded, filled by people with appropriate skills</p> <ul style="list-style-type: none"> • The staff capacity building plan is aligned to climate change goals, objectives and resource mobilization needs is implemented. • Modest financial resources to achieve climate change priorities and objectives with funding sources identified, generally stable and reliable 	<ul style="list-style-type: none"> • Staff have the capacity to address climate change goals and objectives and mobilize resources from climate financers. • There is currently adequate financial resources to achieve climate change priorities and objectives with fundings sources stable and reliable. 	
Design and Implementation	<ul style="list-style-type: none"> • Programmes do not adequately mainstream climate change objectives and priorities. • Substantial difficulty setting meaningful climate change performance indicators and realistic targets • Programmes do not assess the possible climate change risks and opportunities during implementation • Membership in some climate change related coordination mechanism, but very rarely participates. 	<ul style="list-style-type: none"> • Programmes minimally mainstream climate change objectives and priorities, including stakeholder priorities. • Minimal ability to set meaningful climate change performance indicators and realistic targets • Programmes minimally assess the possible climate change risks and opportunities during implementation but may not take steps to address them. • Membership in several climate change related coordination mechanisms, but limited contributions in the majority with some exceptions. 	<ul style="list-style-type: none"> • Programmes moderately mainstream climate change objectives and priorities, including stakeholder priorities and are informed by adequate climate information, data and analysis. • Usually sets meaningful climate change performance indicators that align to goals and objectives and realistic targets • Programmes regularly assess the possible climate change risks and opportunities during implementation and take steps to address them based on best practices. • Membership in several climate change related coordination mechanisms, and strong contributions towards integrating gender equality 	<ul style="list-style-type: none"> • Programmes effectively mainstream climate change objectives and priorities to generate meaningful results. • Consistently sets meaningful climate change performance indicators that align to goals and objectives and realistic targets • Programmes are able to report on climate change adaptation or mitigation results that are significant, sustainable and/or systemic • Membership in all key climate change related coordination mechanisms and strongly and consistently contributes as a key actor representing the priorities and needs of women and girls 	Finding 1, 2, 3, 4, 12

GE/CC NEGATIVE OR BLIND

Organization fails to recognize the differential impact of climate change according to gender and associated needs, which can reinforce or increase gender inequalities and acceleration of climate change



GE/CC TRANSFORMATIVE

Organization is contributing results that change norms, values, power structures and the root causes of gender discrimination for a just transition



GE/CC targeted or responsive

Organization focuses on number of women and men targeted in climate interventions and or may address differential needs according to gender in terms of receiving services, but does not address root causes of gender equality and climate change challenges

	LOW	BASIC	MODERATE	STRONG	RELATED EVALUATION FINDINGS
Monitoring, Evaluation and Reporting	<ul style="list-style-type: none"> climate change performance monitoring data are missing, unreliable, or not timely climate change inclusion is not regularly evaluated. Corporate reporting mechanisms do not capture any climate change work. 	<ul style="list-style-type: none"> climate change performance monitoring data are often not complete or timely climate change is mainstreamed within all evaluations. Corporate reporting systems allow for more reporting on climate change work. 	<ul style="list-style-type: none"> climate change performance monitoring data that are reasonably complete and reliable, but may not be timely climate change related findings, conclusions, lessons, and recommendations are included in some evaluations. Corporate reporting systems allow for comprehensive reporting on climate change work, which is included in the organization's Annual Report. 	<ul style="list-style-type: none"> climate change performance monitoring data are complete and reliable, and timely climate change related results are regularly included in evaluations. Corporate reporting systems allow for annual reporting on climate change as a mainstreamed and cross-cutting issue. 	Finding 10, 12
Knowledge Management	<ul style="list-style-type: none"> No systematic approach to documenting, storing, and disseminating (internal and external) climate change knowledge and best practices. Best practices and lessons learned in climate change strategy and programming are rarely analyzed, shared and applied through a regular process Not joined or very rarely participates in climate change related knowledge sharing networks 	<ul style="list-style-type: none"> Weak systems for documenting, storing, and disseminating (internal and external) climate change knowledge Best practices and lessons learned in climate change strategy and programming are sometimes analyzed, shared and applied through a regular process Has joined but rarely participated in climate change related knowledge sharing networks 	<ul style="list-style-type: none"> Moderate systems for documenting, storing, and disseminating (internal and external) climate change program knowledge Best practices and lessons learned in climate change strategy and programming regularly analyzed, shared and applied through a regular process. CoP established. Occasionally participates in climate change related knowledge sharing networks 	<ul style="list-style-type: none"> Sufficient systems for documenting, storing, and disseminating (internal and external) climate change program knowledge Best practices and lessons learned in climate change strategy and programming are effectively analyzed, shared, and applied through a regular process Frequently and routinely participate in climate change related knowledge sharing networks 	Finding 10, 12



ANNEX 13. LIST OF STAKEHOLDERS

List of Individuals Interviewed -Scoping and Data Collection Phase	
# of stakeholders	Organization/Unit/Office
UN Women	
1	Rwanda Country Office
3	Intergovernmental Support Division
4	Asia and Pacific Regional Office (one written response)
2	Caribbean Multi-Country Office
1	Ecuador Country Office
1	Ethiopia Country Office
1	Pacific Multi-Country Office
1	Mali Country Office
1	China Country Office
3	DRR Unit
1	Serbia Country Office
1	PAPDU
2	Coordination Division
2	Leadership and Governance Unit
1	Change Management
1	PPID Directorate
2	WEE Unit
1	Programme Analyst
1	Programme Manager LCB
1	Global Policy Advisor
1	Global Policy Advisor
1	National Programme Officer
1	Sustainable Finance Specialist
1	Resource Mobilization specialist (written response)
1	Strategic Partnerships Division
5	Executive Director's Office and Deputy Executive Director's Office
2	Morocco Multi-Country Office (one written response)
2	Civil Society Unit
2	Facilities Unit
2	Peace and Security Unit
1	Planning, Programme and Guidance Unit
3	Southern Africa Multi-Country Office
1	Europe and Central Asia Regional Office
1	EVAW Unit
1	West and Central Africa Regional Office

1	Policy Specialist, Sustainable Development, Economic Empowerment
1	Gender and Climate Specialist
1	UN Women Representative – Americas and Caribbean
Other UN Agency	
2	UNDP
3	FAO
1	UN CDB
1	UN DRR
4	UNEP
3	UNFCCC
1	UN Climate Security Mechanism
1	WFP
2	UNCCD
Civil Society	
1	DIKO, Niger
1	Women-Friendly Disaster Management, Nepal
1	Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN), Asia
1	The Nature Conservancy, Latin America
1	WEDO
Youth Organizations	
1	Girls for Climate
1	Tejiendo pensamientos
1	Engajamundo
International and regional organizations	
2	IUCN
2	CDEMA
2	ASEAN
Donors	
1	SIDA
1	Global Green Grants Fund
1	Green Climate Fund (GCF)
Observer	Development Cooperation- Regional Asia and the Pacific
1	Government of Canada
2	FCDO - UK
1	Adaptation Fund
1	DFAT Australia
Subject Matter Expert / Academic	
1	Humanitarian Consulting Pty Ltd
1	Independent Expert, Costa Rica
National government	
1	Ministry of Women's Affairs, Gender and Climate Change Committee, Government of Cambodia
1	Government of China (written response)

FGD Participants	
Organization	Position
UN Women's regional climate change focal points	
UN Women	Partnership Specialist
UN Women	Deputy Regional Director, Regional Office for the Arab States
UN Women	Policy Advisor, Women Economic Empowerment, West and Central Africa
UN Women's regional DRR focal points	
UN Women	Women, Peace and Security and Humanitarian Programme Specialist at UN Women Turkey Country Office
UN Women	Project Coordinator, Lake Chad Basin and Sahel
UN Women	Environment and Climate Change Specialist
Subject Matter Expert	
E.T. Jackson & Associates	Senior Associate
Heinrich-Böll-Stiftung Washington, DC	Associate Director of the Heinrich Böll Foundation North America
EIB	Senior Gender Specialist
WOCAN	Forester and gender and development expert
Adaptation Fund	Governance Specialist
Academic	
World Resources	Senior Gender Advisor
African Organic Sector	Expert

ANNEX 14. REFERENCE GROUP TORS AND MEMBERS

Document	File
Internal Reference Group TOR	 TOR - Internal Reference Group
External Reference Group TOR	 TOR - External Reference Group

UN Women Internal Reference Group	
Name	Title
Headquarters	
Julien Pellaux/Alison Rowe	Head of Executive Office
Shoko Ishikawa	Deputy Director
Verona Collantes	Intergovernmental Specialist, Intergovernmental Support
Louise Nylin	Chief, Political Analysis and Programme Development Unit
Seemin Qayum	Policy Advisor, Sustainable Development, WEE
Rahel Steinbach	Programme Specialist, DRR
Laura Capobianco	Policy Advisor, EVAWG
Zohra Khan	Policy Advisor, GRB
Katherine Gifford	Policy Specialist, GNP
Tatyana Jiteneva	Policy Specialist, WPS
Kyra Luchtenberg	Programme Analyst, WPS
Priyanka Teeluck	Thematic Lead, Feminist Action for Climate Justice Action Coalition, WEE
Dan Seymour	Director, Strategic Partnerships Division
Fumie Nakamura	Strategic Planning Unit
Priya Alvarez	Coordination Advisor, UN System Coordination Division and UNEMG focal point
Sebastian Rottmair	Change Management Advisor
Marianna Belsky	Administration and Facilities Specialist, Administrative Services
Country and Regional Offices	
Maria Ines Salamanca	Partnerships and Resource Mobilization Specialist
Tonni Ann Brodber	UN Women Representative, Caribbean MCO
Kyana Bowen	Programme Officer, Caribbean MCO
Nidya Pesantez	Programme Specialist, Ecuador

Mohammad Naciri	Regional Director, Asia Pacific
Sara Duerto Valero	Regional Gender Statistics Specialist
Michiyo Yamada	Gender & Protection Specialist, Fiji MCO
Dilruba Haider	Program Specialist, DRR Climate, Bangladesh
Meriem Bolata	Programme Manager, Morocco MCO
Gielan El Messiri	Deputy Country Representative, Egypt
Ela Ionescu	Partner & Resource Mobilization Specialist, Europe and Central Asia
Ayanda Mvimbi	Programme Specialist, South Africa MCO
Geleta Kedir	Program Officer, Ethiopia
Hady Sangare	Agriculture Flagship Coordinator, Mali
Elena Ruiz Abril	Policy Advisor, West and Central Africa
Rokhaya Gaye	Leadership and Participation, Senegal

External reference group	
Name	Position
Branwen Millar	Gender Advisor for the United Nations Office for Disaster Risk Reduction (UNDRR)
Tacko Ndiaye	Senior Office, FAO
Ilaria Sisto	Gender and Development Officer, FAO
Reuben Sessa	Deputy Workstream Leader, Innovations for Sustainability, FAO
Inkar Kadyrzhanova	FAO
Rockaya Aidara	Policy & Gender Specialist, UNCCD
Tanya McGregor	UNCBD
Miguel Musngi	Senior Officer, Poverty Eradication and Gender Division, ASEAN
Jacel Paguio	OIC Assistant Regional Director, Department of Social Welfare and Development, NCR
Bridget Burns	Director, Women's Environment & Development Organization (WEDO)
Katie Tobin	COP26 Policy Advisor- Science and Innovation, UK Government Office for Science
Joanita Babirye	Co-founder of Girls For Climate Action
Nohora Alejandra Quiguanter	Leader of Tejiendo pensamientos, Coordinator for Sustainable Development and Gender
Lorena Aguilar	Subject matter expert

ANNEX 15. EVALUATION TEAM BIOGRAPHIES

Shravanti Reddy is an Evaluation Specialist with UN Women's Independent Evaluation Service (IES). She has led complex corporate and joint evaluations and studies for over 15 years. She has also contributed to the development of norms, standards, policy and guidance within UN Women and larger UN system that support integration of gender equality, human rights, environmental issues and big data in evaluation. She is a co-author of the *Inclusive Systemic Evaluation for Gender Equality, Environments and Marginalized Voices (ISE4GEMs): A new approach for the SDG Era*. She has lived in Zimbabwe, Kenya and India and has extensively travelled around the world for her work. She holds a Master of International Affairs from the School of International and Public Affairs, Columbia University.

Ross Tanner is an Evaluation Specialist with UN Women's Independent Evaluation Service (IES) where he supports corporate evaluations of UN Women's programmes and operations and country portfolio evaluations. Prior to joining UN Women, Ross worked in the nongovernmental space and supported gender responsive evaluations of multi-year projects across many sectors, including maternal, newborn and child health, education, child protection, adolescent sexual reproductive health and rights, food security and humanitarian programmes. He has also been responsible for providing policy support and strategic advice to inform the development of government social policy and programmes in Ontario, Canada. He holds a MSc in Development Management from the London School of Economics and Political Science.

Tania Gatto is an independent consultant working as a Research Assistant for the UN Women IES. She has a Master's degree in international development and further specialization on gender. She has worked at the began her professional career at the Gender Unit of the International Training Centre of the ILO where she has been an intern, a professional and currently a consultant. She works as an independent consultant for UN agencies (such as ITC-ILO, FAO and UN Women), NGOs and the private sector, mainly on the integration of gender perspective into projects, conducting gender analysis, writing EU projects proposals and designing on-line and face-to-face learning contents on gender issues. Since 2017 she conducts final and mid-term evaluations of humanitarian and development gender-related projects. In the last year, she has been working on the design and implementation of sustainable development projects, mainly in relation to climate change and with a gender perspective. Among her interests: intersectionality and discrimination, gender and climate change and masculinities studies. She lived and travelled around South America and she speaks and works in English, Spanish, Italian.

Mariam Nasser is an evaluation and internal audit analyst with UN Women HQ's Independent Evaluation and Audit Services (IEAS). She holds a Master's degree in International Development from Sciences Po with specializations in human rights and global economic policy. Prior to joining UN Women, she worked in several roles ranging from strategy and business performance in the private sector to policy analysis, partnerships, and knowledge management at international organizations such as the OECD, UNESCO, and CARE. Currently, she is supporting the IES team with the corporate evaluations on climate change and on policy and advocacy. She has lived and worked in the MENA region, Europe and North America, and speaks English, Arabic, and French fluently, and Spanish conversationally.

Nidhi Tandon is an independent consultant working as the Gender Quality and Climate Change Evaluator for this evaluation. She works on a range of economic development and climate change concerns with national governments, policy makers and civil society organizations in developing countries and is a gender expert for the independent technical review panel of the Green Climate Fund. She launched her

career as an investigative economics reporter (Zimbabwe International News Agency and BBC Africa Service) before developing policy and technical expertise at the Commonwealth Secretariat and Overseas Development Institute (London) and then establishing an independent consulting practice in 1997 (Toronto). Nidhi brings 30+ years' experience in gender research & analysis, programme MEL and organizational strategy – built through work on the African continent, Caribbean Island economies, Central Europe and Asia. Schooled in Tanzania, Kenya and Uganda, Nidhi has an MA in Agrarian Economics and at heart, is an animator for change.

Yulia Krylova, a gender and evaluation specialist. Over the past 15 years, Yulia has been working as a data analyst and researcher at various international development organizations and academia. She was responsible for leading and managing multiple projects in the areas of gender equality, inclusive societies, and sustainable development. At the World Bank Group, Yulia was involved with the Development Economics Unit, the East Asia and the Pacific Gender Innovation Lab, the Development Impact Evaluation Unit, the Canada-Caribbean Resilience Facility, and the Global Facility for Disaster Reduction and Recovery. In 2009-2010, she was a Fulbright scholar at the Department of Economics at Duke University and the Georgetown University Law School. Yulia holds a PhD degree in Economics from St. Petersburg University and a PhD degree in Political Science from George Mason University. She is proficient in English, Spanish, and Russian, and has limited working German.

ANNEX 16. DATA MANAGEMENT

The evaluation team followed the data management plan (Inception Report Annex 7) during the course of the evaluation. Software used for data storage and processing were MS Word, MS Excel, MS PowerPoint, MS Teams, NVivo, Survey Monkey, and One Drive. All data was stored on OneDrive, accessible only to evaluation team members to ensure confidentiality of collected data. Digital recordings of FGDs were deleted once data analysis was completed. Survey data was also stored on Survey Monkey before being downloaded to OneDrive.

Upon completion of the evaluation, files that might be relevant future evaluations or research by UN Women were saved in a folder accessible to IEAS. Personal data (names and last names) of interviewees were removed/deleted from the interview notes and summaries. IEAS management will take responsibility for this archived data. All data not assigned to the archive was deleted upon completion of the evaluation.

No data management issues or breaches were reported by the team during the evaluation.

ANNEX 17. LIST OF CONSULTED DOCUMENTS

Gender and Climate Change Literature Review

1. [A gender-responsive approach to disaster risk reduction \(DRR\) planning in the agriculture sector. FAO](#)
2. [Addressing the gender differentiated investment risks to climate-smart agriculture. Y. Glemarec \(2017\)](#)
3. [Climate Change 2007: Impacts, Adaptation and Vulnerability \(2007\)](#)
4. [Climate Change and Gender. USAID Fact Sheet](#)
5. [Gender and Climate Finance – Climate Finance Fundamentals \(2020\)](#)
6. [Gender and Environment Statistics: Unlocking information for action and measuring the SDGs. UNEP \(2019\)](#)
7. [Gender and Waste Nexus. Experiences from Bhutan, Mongolia and Nepal. UNEP \(2019\)](#)
8. [Gender, climate and security: Sustaining inclusive peace on the frontlines of climate change \(2020\)](#)
9. [Gender Inclusion & Women’s Empowerment at the Centre of Resilience Building.](#)
10. [IPBES-IPCC Co-Sponsored Workshop Report on Biodiversity and Climate Change \(2021\)](#)
11. [Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance](#)
12. [International Labour Organization: Gender Equality and Green Jobs: Policy Brief \(2015\)](#)
13. [Liane Schalatek, “Gender and Climate Finance”, *Climate Funds Update*, Climate Finance Fundamentals 10 \(November 2018\).](#)
14. [Men cause more climate emissions than women, study finds | Greenhouse gas emissions | The Guardian](#)
15. [Pacific Gender and Climate Change Toolkit. A guide for practitioners \(draft\) \(2014\)](#)
16. [Powering Equality. Women’s entrepreneurship transforming Asia’s energy sector. UNEP \(2020\)](#)
17. [The Future We Want \(2012\)](#)
18. [UNDP Human Development Report: The Next Frontier – Human Development and the Anthropocene \(2020\)](#)
19. [UNEP Global Gender and Environment Outlook \(2016\)](#)
20. [United Nations Disability Inclusion Strategy](#)
21. [Women and Natural Resources Unlocking the Peacebuilding Potential \(2013\)](#)
22. [Women and Economic dimensions of Climate Change. H. Babacan](#)
23. [World Meteorological Organization, *State of the Global Climate 2020 Provisional Report*, \(New York/Geneva, WMO, 2021\).](#)
24. [UN Environment Programme, *Global Gender and Environment Outlook \(GGEO\)*, p. 30, 160. \(Nairobi, Kenya, 2016\)](#)
25. [UNDP Resource Guide on Gender And Climate Change](#)
26. [UNEP. *Greening the Blue Report 2021: The UN System’s Environmental Footprint and Efforts to Reduce it*. \(Geneva, 2021\)](#)
27. [The broken \\$100-billion promise of climate finance — and how to fix it \(2021\)](#)

UN Climate Change Related Normative Frameworks and Processes

28. [CEDAW General Recommendation No. 37 on Gender-related dimensions of disaster risk reduction in the context of climate change \(2018\)](#)
29. [Report on the United Nations Conference on the Human Environment \(1972\)](#)
30. [United Nations Conference on Environment and Development, Rio de Janeiro, Brazil, 3-14 June \(1992\)](#)
31. [Report of the United Nations Conference on Environment and Development \(1992\)](#)
32. [Agenda 21, UNCED \(1992\)](#)
33. [UN Framework Convention for Climate Change \(1994\)](#)
34. [UNFCCC Conference of Parties \(COPs\) \(2011 – 2021\)](#)
35. [Kyoto Protocol](#)
36. [United Nations Conference on Sustainable Development, Rio+20 \(2012\)](#)
37. [The UNFCCC's enhanced Lima work programme on gender and GAP\(2014\)](#)
38. [The Paris Agreement \(2015\)](#)
39. [Convention on Biological Diversity \(CBD\) \(1992\)](#)
40. [Gender Plan of Action of the Convention on Biological Diversity \(2014\)](#)
41. [CBD Guide: Addressing Gender Issues and Actions in Biodiversity Objectives](#)
42. [United Nations Convention to Combat Desertification \(1994\)](#)
43. [Gender Action Plan of the United Nations Convention to Combat Desertification \(2018\)](#)
44. [Climate Change 2021. The physical science base. IPCC \(2021\)](#)
45. [Improvement of the situation of women and girls in rural areas: Report of the Secretary-General to the GA 74th Session \(2019\)\(2019\)](#)
46. [Sendai Framework for Disaster Risk Reduction 2015 - 2030 \(2015\)](#)
47. [The New Urban Agenda \(2017\)](#)
48. [United Nations 75th Economic and Social Council – 2020 QCPR \(2020\)](#)
49. United Nations Framework Convention on Climate Change, "Introduction to Science," UNFCCC Topics, 2022.
50. [UNSCR 2242 \(2015\)](#)
51. [UN Women CSW66 \(2022\)](#)
52. [Ha Noi recommendations for action on gender and disaster risk reduction](#) UN Women, 2016

Commission on the Status of Women 66 (CSW66)

53. [Commission on the Status of Women - Sixty-sixth session: Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes - Draft agreed conclusion \(2022\)](#)
54. [CSW 66 Agreed Conclusions – Advanced Unedited Version \(2022\)](#)
55. [Future organization and methods of work of the Commission on the Status of Women \(based on ECOSOC resolution 2015/6\) \(2022\)](#)
56. [Background Papers, Expert Papers, and Observer Papers \(2022\)](#)

UN Women Climate Change General Documents

57. [Leveraging Co-benefits Between Gender Equality and Climate Action for Sustainable Development. Mainstreaming Gender Considerations in Climate Change Projects \(2016\)](#)
58. [Mainstreaming Gender in Green Climate Fund Projects. Green Climate Fund. UN Women \(2017\)](#)
59. [Report and Recommendation. Expert Group Meeting on “Building sustainable and resilient societies through the gender-responsive implementation of the 2030 Agenda for Sustainable Development” \(2018\)](#)
60. [Strategic Plan 2014–17: Making this the century for women and gender equality](#)
61. [UN Women and African Development Bank. *Green Jobs for Women in Africa*. \(2021\)](#)
62. [UN Women Strategic Plan 2011 - 2013](#)
63. [UN Women Strategic Plan 2014 - 2017](#)
64. [UN Women Strategic Plan 2018–2021](#)
65. [UN Women Strategic Plan 2022–2025](#)
66. [UN Women Corporate Evaluation Plan \(2018 – 2021\)](#)
67. [UN Women Fact Sheet: Women, Gender Equality and Climate Change](#)
68. UN Women SIDS Strategy (draft version)
69. UN Women, “UN Women Supports Greening the Blue”, News and Events, 26 February 2014.
70. The [General Recommendation 37](#) of the CEDAW Committee on gender-related dimensions of disaster risk reduction in the context of climate change
71. [Women’s Resilience to Disasters Concept Note. UN Women \(2021\)](#)

UN Women Climate Change Related UN System Coordination Documents

72. [Feminist Action for Climate Justice Action Coalition](#)
73. [Gender Theme Groups: Standards and Procedures. UN Sustainable Development Group \(2021\)](#)
74. [Global Acceleration Plan. Generation Equality Action Coalition. \(2021\)](#)
75. [Greening the Blue. The UN System’s Environmental Sustainability Commitments \(2020\)](#)
76. Greening the Blue. “UNITED NATIONS WOMEN (UN Women)”. UN Entities Performance, n.d.
77. [IPCC. *Climate Change 2022: Impacts, Adaptation and Vulnerability*. \(2022\)](#)
78. [Moving towards a Common Approach to Environmental and Social Standards for UN Programming. UN Environmental Management Group \(2019\)](#)
79. Sustainable Finance: Scaling Capital for Gender Equality. UN Women (2021)
80. [United Nations Plan of Action on Disaster Risk Reduction for Resilience. Towards a Risk-informed and Integrated Approach to Sustainable Development. \(2017\)](#)
81. [Peer Review of UN Women Beijing corporate environmental management. UN Environmental Management Group.](#)

UN Women Media

82. [Address the interlocking crises of care, jobs and the environment to achieve the promise of the SDGs, say experts at the High-Level Political Forum UN Women – Headquarters](#)
83. [From where I stand “A better understanding of climate change has transformed the way we work” UN Women – Headquarters](#)
84. [From where I stand “With smart and efficient use of natural resources, we can alleviate climate change” UN Women – Headquarters](#)

85. [How women in Ecuador are restoring a fragile ecosystem in the face of climate crisis](#) UN Women – Headquarters
86. [I am Generation Equality](#) Devishi Jha, youth climate activist UN Women – Headquarters
87. [I am Generation Equality](#) Immaculate Akello, climate change activist and lawyer standing up for rural women UN Women – Headquarters
88. [I am Generation Equality](#) Kehkashan Basu, feminist youth leader and environmentalist UN Women – Headquarters

UN Women Publications

89. [Accelerating SDG Achievement. Policy Brief 12. Global Progress of SDG 7—Energy and Gender” \(2018\)](#) (Co-publication with several UN Agencies)
90. [Action not words: Confronting gender inequality through climate change action and disaster risk reduction in Asia](#) UN Women, 2016
91. [Addressing the gender inequality of risk in a changing climate.](#) UN Women, 2016
92. [A Manual for Gender-responsive Land Degradation Neutrality Transformative Projects and Programmes \(Co-publication IUCN, UNCCD\)](#)
93. [Beyond COVID-19: A feminist plan for sustainability and social justice](#)
94. [Beyond Vulnerability to Gender Equality and Women’s Empowerment and Leadership in Disaster Risk Reduction. Critical Actions for the United Nations System. A United Nations Joint Study on the Status of Gender Equality and Women’s Leadership in DRR.](#) UN Women, UNFPA, UNDRR (2021)
95. [Climate change, gender equality and human rights in Asia: Regional review and promising practices.](#) Stockholm Environment Institute; UN Women, 2021
96. [Climate change disasters and gender-based violence in the Pacific](#) UNEP; DPPA; UN Women; UNDP, 2014
97. [Climate resilient and empowering livelihoods for women.](#) UN Women, 2015
98. [Disaster management in Bangladesh: What women need \(2015\)](#)
99. [Ensuring a comprehensive approach to achieve the goal of gender balance in the UNFCCC process \(2016\) \(Co-publication with Mary Robinson Foundation\)](#)
100. [From Words to Actions: Projects with Innovative Solutions to Promote Nature Conservation, Climate Action and Gender Equality \(Co-publication with UNEP, UNDP\)](#)
101. [Gender and age inequality of disaster risk.](#) United Nations Children's Fund; UN Women, 2019
102. [Gender Dimensions of Vulnerability to Climate Change in China](#)
103. [Gender equality and women’s empowerment in disaster recovery](#) GFDRR, UNDRR, UN Women, WB, GEF, 2018
104. [Progress on the Sustainable Development Goals. The Gender Snapshot 2019.](#)
105. [Promoting gender responsive approaches to natural resource management for peace in North Kordofan, Sudan \(co-publication with UNDP, UNEP\)](#)
106. [Realizing Women’s Rights to Land and Other Productive Resources \(Co-publication UNHCR\)](#)
107. [Rural Women and Climate Change in Jordan](#)
108. [Sustainable Energy for All: the gender dimensions](#) (Co-publication UNIDO)
109. [Think-piece on gender and climate change in the context of COVID-19.](#) UN Women, 2020
110. [Towards a Gender-responsive Implementation of the Convention on Biological Diversity \(2018\)](#)

111. [Towards a Gender-responsive implementation of The United Nations Convention to Combat Desertification \(2018\)](#)
112. [Understanding Cost-Effectiveness of Gender-Aware Climate Change Adaptation Intervention in Bangladesh](#)
113. [Vulnerabilidad de las Mujeres Indígenas del norte de Chile frente al Cambio Climático \(2018\)](#)
114. [Women's Economic Empowerment in Fisheries in the Blue Economy of The Indian Ocean Rim. A Baseline Report](#)
115. [Women's Land Rights and Tenure Security in the Context of the 2030 Agenda For Sustainable Development](#)
116. [World Survey on the Role of Women in Development. Gender Equality and Sustainable Development. 2014](#)

UN Women Programme Documentation

117. Documentation was collected for the 82 programmes/projects identified (concepts notes, donor reports, budgets, etc.).

Evaluations, Other Assessments, Guidance

UN Women Evaluations and Other Assessments

118. [Corporate Evaluation of UN Women's Contribution to Women's Political Participation and Leadership SYNTHESIS REPORT \(2018\)](#)
119. [Corporate Thematic Evaluation of Un Women's Contribution to Humanitarian Action. Final Report \(2019\)](#)
120. [Corporate Formative Evaluation of UN Women's Approach to Innovation](#)
121. Facilities and Administrative Services Certifications
122. Final Evaluation "Evaluación de proceso del Proyecto "Fortalecimiento de la capacidad de resiliencia en páramo y el mejoramiento de la posición y condición de las mujeres" (Ecuador. 2018)
123. Final Evaluation of the project "Expanding Women's Role in Agricultural Production and Natural Resource Management as a Strategy for Improved Food Security and Climate Change Resilience" in Gaza province, Mozambique. (2019)
124. Final Evaluation of the project "Reducing Vulnerability of Women Affected by Climate Change through Livelihood Options." (Bangladesh. 2015)
125. Final Evaluation of the project "Rural Women's Economic Empowerment (RWEE)" (Ethiopia. 2018. JP: FAO, WFP, IFAD)
126. Final Evaluation of the project "Rural Women's Food Security in Jordan" (2017. JP: FAO)
127. Final Evaluation of the project "Securing Livelihoods for Vulnerable Women, Men and Children, through their Participation in Community Governance of Water Resources, and Enhanced Ability to Use Water Efficiently (2015-2018)." (Kyrgyzstan. 2018)
128. Final Evaluation of the project "Strengthening women's capacity in disaster risk reduction to cope with climate change in Viet Nam (2013 – 2016)." (Vietnam, 2016)
129. Final Evaluation of the project "Supporting rural women's economic empowerment in the context of food insecurity and climate change." (Mali. 2016. JP: FAO)

130. Mid-term review of the Strengthening Human Rights and Gender Equality through Climate Change Action and Disaster Risk Reduction (EmPower: Women for Climate Resilience Societies), JP with UNEP Regional Project (2020)
131. UN Women [Evaluation Evidence Gap Mapping \(EGM\) Analysis Narrative Report \(2020\)](#)
132. UN Women [Internal Audit Report Travel Management In Un Women \(2020\)](#)
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