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IKI Gender Action Plan

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Table of contents

1	Introduction: IKI Gender Strategy and Gender Action Plan	0
2	Scope of the IKI GAP	0
2.1	Time frame	1
2.2	References to safeguards and complaint mechanism	2
2.3	Development of the IKI GAP	2
3	Implementation of the IKI Gender Strategy	2
3.1	Field of action 1: Governance, scope, and accountability	3
3.2	Field of action 2: Guidelines for the implementing organisations and the adaptation of processes	4
3.3	Field of action 3: Gender competence (internal and external).....	6
3.4	Field of action 4: Knowledge management and communication	7
3.5	Field of action 5: Resources and budget	8
4	Monitoring of the achievement of objectives	8
5	Approaches to promoting gender justice in IKI projects	16
5.1	Cross-sectoral starting points	16
5.2	Approaches in the funding areas of the IKI	17
5.2.1	Climate policy	17
5.2.2	Climate finance	18
5.2.3	Energy and technology.....	18
5.2.4	Urban development, infrastructure, and sustainable mobility	19
5.2.5	Climate change adaptation.....	19
5.2.6	Forest and land use.....	20
5.2.7	Biodiversity.....	20

1 Introduction: IKI Gender Strategy and Gender Action Plan

Effective climate and biodiversity protection is always the result of successful cooperation between and with people. People bring their own identities, social and educational backgrounds, gender-specific needs, and perspectives with them. The International Climate Initiative (IKI) aims to reflect this diversity into account in its work. In order to anchor gender justice as a guiding principle in the financing of measures in the areas of climate change mitigation, climate change adaptation, and biodiversity conservation, the IKI has developed a gender strategy that is being implemented with the help of this Gender Action Plan (GAP).

The IKI is an instrument of the German Federal Government for the international financing of climate change mitigation and biodiversity projects within the context of the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement on Climate Change, and the Convention on Biological Diversity (CBD). It also operates within the framework of the guidelines for feminist foreign policy. It finances climate change mitigation, climate change adaptation, and biodiversity conservation in developing and emerging countries as well as in transition countries. Three ministries share political responsibility for the IKI: The Federal Ministry for Economic Affairs and Climate Action (BMWK), the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), and the Federal Foreign Office (AA). The ministries are supported in their supervision of the IKI by the lead partner Zukunft – Umwelt – Gesellschaft (ZUG) gGmbH (hereinafter referred to as “ZUG”).

The aim of IKI projects is to contribute to socio-ecological transformation in the areas of climate action. Since November 2021, the [IKI Gender Strategy](#) has been defining the overarching objectives for promoting gender justice. The IKI promotes gender-transformative approaches in international climate and biodiversity cooperation and stipulates a gender-responsive approach as a minimum standard at the project level.¹ IKI projects should be organised in such a way that gender-based disadvantages and discrimination are reduced. The potential of all participants is thus better utilised and contributes to improve the climate and biodiversity protection. The IKI Gender Strategy further serves to fulfil obligations arising from both federal and international frameworks of which the [UNFCCC Enhanced Lima Work Programme on Gender](#) (LWPG) and its associated GAP as well as the [CBD GAP](#) are of particular relevance. This IKI GAP serves to implement the IKI Gender Strategy. Following the introduction regarding the scope and framework of the IKI GAP ([Chapter 2](#)), its specific objectives and measures as well as their timeframe are defined ([Chapter 3](#)). These goals are provided with indicators in order to make their implementation measurable and to be able to report on them annually ([Chapter 4](#)). In addition, recommendations are given for the promotion of gender justice within individual funding areas of the IKI ([Chapter 5](#)).

2 Scope of the IKI GAP

The IKI GAP applies to the IKI as a whole, encompassing all projects and funding areas. All employees responsible for IKI projects and processes at the BMWK, BMUV, AA, and ZUG as

¹ For an explanation of the terms sensitive/responsive/transformative, see IKI Gender Strategy.

well as the implementing organisations in the context of project work are obligated to the IKI GAP. **How new projects (up from the 2023 selection process) should contribute to the promotion of gender justice as part of a gender-responsive approach is described in the respective funding calls.** The implementing organisations of *ongoing* projects are informed about the publication of the Gender Strategy and the IKI GAP and are encouraged (but not obliged) to apply them. Initially, this has no effect on the value of the order or the grant. The implementing organisations of newly approved/commissioned projects are obliged to comply with both documents and integrate expenditure for measures to promote gender justice into their project budget.

Additionally, the IKI GAP serves to inform the professional community, civil society organisations, and members of the German Bundestag about the incorporation of gender justice in the working areas of the IKI (Table 1). The IKI GAP does not apply in place of the respective equality plans within the meaning of the Federal Equal Opportunities Act but rather exclusively for the funding business of the IKI. The IKI GAP therefore has no direct effects on the internal processes of the implementing organisations. Together with the IKI GAP, the IKI Gender Strategy applies alongside other existing IKI strategies and is taken into account by those currently being developed.

Target groups of the IKI GAP	Relevance
Employees of the BMWK, BMUV, and AA who are responsible for IKI projects or processes	Implementation of the measures of the IKI GAP, in particular when deciding on project funding and the development of strategies, integrating into funding priorities, and entering into bilateral cooperation with political partners. In addition, integration of corresponding requirements in tenders and awarding of contracts.
Employees of ZUG who work within the framework of the IKI, personnel department for IKI-relevant tenders, awarding of IKI contracts	Implementation of IKI GAP measures, in particular in the project review, safeguarding, steering, and advising of implementing organisations as well as in the preparation of funding decisions, where applicable.
Implementing organisations of the IKI	Contribution to gender justice and capacity or willingness to build capacity within the projects to implement gender mainstreaming as a selection criterion.
Specialist and general public, in particular members of the German Bundestag, civil society organisations, and other federal ministries	Information on the contribution of the IKI to the promotion of gender justice at the programme and project level.

Table 1 – Target groups of the IKI GAP

2.1 Time frame

The IKI GAP defines short and medium-term targets and measures for the two years following publication (**January 2024 – January 2026**). An update of the IKI GAP based on an evaluation (see measure 4.1.5) is planned for spring 2026, in which target values are

adjusted, and learning experiences from the first implementation phase are processed. A correspondingly adjusted version or a new IKI GAP will be published in 2028.

2.2 References to safeguards and complaint mechanism

The IKI GAP contributes to the objectives of the [Safeguards Policy](#) of the IKI. The Safeguards Policy provides the overarching framework for preventing or minimising unintended negative project impacts. In addition to the safeguards review, the IKI GAP obliges implementing organisations to analyse and report on the effects of their planned project activities on all genders with the help of a gender analysis before the project begins. Furthermore, projects should demonstrate how their project activities prevent potential gender-based discrimination or disadvantage and contribute to reduce existing discriminatory practices.

The IKI [complaint mechanism](#) allows people to express complaints about (potentially) negative social and/or environmental consequences of IKI projects or report the improper use of funds. These complaints should be closely scrutinised and countermeasures are to be taken. The complaint mechanism should be designed in such a way that it explicitly offers a safe framework for complaints by people who are affected by gender-based discrimination or violence in the context of IKI projects. Building on this, gender-responsive mechanisms are being developed in order to address these complaints.

2.3 Development of the IKI GAP

The IKI GAP is based on a sphere and portfolio analysis of the IKI. As part of this process similar climate funds and IKI implementing organisations in all funding areas were consulted and interviews with project partners were conducted. Further, best practise examples in the creation and implementation of gender strategies, action plans, and other approaches to promoting gender justice were analysed. The implementing organisations were also surveyed regarding their experiences and needs in the implementation of gender-responsive and gender-transformative measures within the framework of IKI projects with the aim to identify existing and replicable approaches in promoting gender justice. The portfolio analysis was supplemented by a brief literature review in order to identify possible starting points for promoting gender justice in the various sectors of the IKI.

3 Implementation of the IKI Gender Strategy

The IKI GAP serves execute the objectives defined by the IKI Gender Strategy. To this end, it formulates specific measures that facilitate the necessary behavioural, attitudinal, and structural changes. The objectives of the IKI-GAP are therefore²:

- I. **The promotion of gender justice in IKI projects leads to more effective climate change mitigation, greater resilience to the effects of climate change, and an improved protection of biodiversity.**
- II. **The processes and structures of the IKI promote social transformation towards gender justice through the use of gender-transformative approaches or gender-responsive planning and implementation of projects as a minimum standard.**

² The objectives were taken from the gender strategy but formulated in such a way that they describe a specific target state.

III. The IKI as a funding programme, and the IKI projects, use specific measures to prevent and reduce gender-based discrimination and unequal treatment.

Five strategic fields of action provide the framework for achieving these goals. They apply across all programmes and funding areas. The strategic fields of action “1: Governance, scope, and accountability” and “5: Resources and budget” create the necessary implementation framework and anchoring in the organisations. With the fields of action “2: Guidelines for the implementing organisations and adaptation of processes”, “3: Gender competence (internal and external)”, and “4: Knowledge management and communication”, gender mainstreaming is implemented at the programme and project level. These fields of action, including their objectives, work packages, and measures are presented in the following sub-chapters.

3.1 Field of action 1: Governance, scope, and accountability

Objective: The BMWK, BMUV, AA and their contractors and funding recipients implement the gender strategy in the working area of the IKI. The respective management levels of the organisations or organisational units are aware of, support, and manage the implementation in order to ensure that the objectives of the gender strategy are achieved. By embedding the objectives of the gender strategy in existing structures, processes, and strategies, institutional barriers are removed and a cultural change is initiated. A division of tasks with clear responsibilities ensures commitment and accountability among employees and managers. Continual monitoring and reporting on the progress of implementation are incorporated into the further development of the gender strategy and the respective action plan. The IKI Gender Strategy and the IKI GAP retain their relevance through their continued contribution to implementing the goals and frameworks of the German government and the international community. They are orientated towards the needs of partner countries with regard to implementing the climate and biodiversity frameworks. The IKI further supports projects that have the promotion of gender justice as their main or important secondary objective.

Work package 1.1: The IKI Gender Strategy and the IKI GAP are embedded in the overall IKI strategy as well as the department-specific and cross-departmental strategies of the funding areas and are used to steer the IKI at both the programme and project level.

Measures

M 1.1.1 Integration of the objectives of the IKI Gender Strategy and the IKI GAP into current and future programme-wide strategic and cross-cutting processes such as the IKI Strategy, actions in the funding areas, safeguards, and the complaint mechanism.

M 1.1.2 Monitoring of the IKI Gender Strategy implementation through the IKI GAP with a dedicated monitoring system, reporting in the IKI Annual Report, and a separate progress report on the implementation of the Gender Strategy.

M 1.1.3 Reflection on the implementation level of the IKI Gender Strategy and coordination of the next steps in existing formats between the BMWK, BMUV, AA, and, if applicable, ZUG as well as in the IKI annual planning.

M 1.1.4 Development of guidelines for implementing the IKI Gender Strategy in projects and funds outside of funding call.

Work package 1.2: The Gender Strategy is implemented in line with international frameworks and the policies of the German Federal Government as well as the needs of the partner countries and their strategies.

Measures

M 1.2.1 Mainstreaming of the (updated) goals of the UNFCCC, including the LWPG, CBD, and strategies of the German government in the present IKI GAP.

M 1.2.2 Consideration of gender-relevant activities (in the sense of gender mainstreaming) in documents (e.g. protocols and status reports) and exchange formats for bilateral cooperation in the context of the IKI, especially with the IKI priority countries.

M 1.2.3 Relevant projects should consider options for supporting IKI partner countries in implementing the LWPG and fulfilling their gender justice goals.

3.2 Field of action 2: Guidelines for implementing organisations and the adaptation of processes

Objective:

Project level – Requirements for implementing organisations

All implementing organisations are encouraged and empowered to implement gender-transformative projects as well as gender-responsive measures as minimum standards. The tools and requirements of the IKI take into account the different starting points of the implementing organisations in terms of capacity, experience, and resources for promoting gender justice. In particular, organisations that do not yet have an established structure or policy to promote gender justice are supported by practical tools. This strengthens the existing undocumented approaches. All newly introduced processes are designed to conserve resources and contribute to flexible as well as context- and needs-orientated project implementation.

Programme level – Adaptation of processes

The IKI departments and their contractors systematically consider the impact of the IKI core and cross-cutting processes on gender justice at programme level. There is gender parity in the composition of delegations and panels. Measures planned for the IKI at the programme level are gender-responsive.

Work package 2.1: The IKI selection process (1st stage of the IKI selection procedure) takes into account activities to promote gender justice in the funding criteria and as a criterion for the evaluation of the outline. Gender-responsive approaches are taken into account and supported in the planning and implementation processes of the projects (2nd stage of the selection procedure until the end of the project).

Measures

M 2.1.1 Gender mainstreaming in all funding announcements and accompanying documents, including the inclusion of gender-responsive objectives in funding priorities insofar as thematically appropriate.

M 2.1.2 Implementation of a gender analysis according to IKI minimum standards is mandatory for all new thematic and country calls as well as bilateral IKI projects.

M 2.1.3 The quality of gender-responsive approaches in project outlines and capacities of implementing organisations to implement gender mainstreaming are used as an additional selection criterion for new projects.

M 2.1.4 Possibility to publish a funding priority for projects with the main objective of “promoting gender justice” in addition to the climate or biodiversity contribution as part of the IKI Medium Grants.

M 2.1.5 Possibility for the IKI departments to publish at least one funding priority with the main objective of “promoting gender justice” in addition to the climate or biodiversity contribution (GG-2) in each thematic call.

Work package 2.2: Project management, review, and monitoring on the part of the donor and project management agency are designed to ensure compliance with the IKI standards for gender-responsive project planning and implementation. Programme-wide measures as well as monitoring and evaluation are designed to be gender-responsive.

Measures

M 2.2.1 Guidance through the Gender Help Desk (iki-gender@z-u-g.org) to answer questions on the implementation of the IKI Gender Strategy and its action plan for implementing organisations as well as ZUG employees and ministries.

M 2.2.2 Development of review processes and working tools for ZUG and the BMWK, BMUV, and AA for the review of gender analyses, OECD-DAC markers, and gender-responsive project planning in the application phase.

M 2.2.3 Continuing development of gender-responsive further development of reporting and steering processes, including monitoring and evaluation of ongoing projects.

Work package 2.3: The IKI actively contributes to reducing gender-based discrimination and disadvantage at the programme level.

Measures

M 2.3.1 As far as possible, all IKI events organised within the framework of the UNFCCC and CBD COPs and other formats should be composed of at least 50% women or people who identify as diverse.³

M 2.3.2 Development and implementation of a guideline on gender-responsive event management and minimum parity⁴ in the composition of panels for all events organised by the IKI.

M 2.3.3 Development and use of a policy against sexualised violence and harassment in the context of IKI (sexual exploitation, sexual abuse, and sexual harassment). Coordination with the equal opportunities officers of the BMWK, BMUV, AA, and ZUG.

³ Lima Work Programme on Gender (LWPG), Section B.2: “Promote travel funds as a means of supporting the equal participation of women in all national delegations at UNFCCC sessions [...]”.

⁴ Minimum parity is understood as at least 50% of the panel members to be consisting of people who identify as women or diverse.

M 2.3.4 Gender-responsive further development of the complaint mechanism with a focus on access to information about the mechanism – especially for women, inter, trans*, and non-binary persons – as well as gender-sensitive complaints handling.

3.3 Field of action 3: Gender competence (internal and external)

Objective: Employees of the IKI in the BMWK, BMUV, AA, and ZUG as well as in IKI support projects are characterised by “gender competence”. This means that they are familiar with the IKI Gender Strategy, including its objectives and measures, and can implement it in programme and project business. Implementing organisations are supported by the IKI in capacity development for gender mainstreaming and gender-responsive project planning and implementation as required. There are established structures and materials for the development of skills.

Work package 3.1: The IKI departments and ZUG have functional structures in place to support the development of skills and the implementation of gender mainstreaming.

Measures

M 3.1.1 Continuation of the ZUG IKI Gender Team consisting of a coordinator and people from all specialist and cross-sectional areas and provision of all participants with activity descriptions.

M 3.1.2 Appointment of at least one person responsible for the implementation of the gender strategy in each of the IKI-coordinating units of the BMWK, BMUV, and AA.

M 3.1.3 Needs-based training of the ZUG IKI Gender Team to strengthen counselling skills in the IKI.

Work package 3.2: Members of the IKI Team at the BMWK, BMUV, AA and ZUG as well as other contractors have a good understanding and the skills necessary to implement the Gender Strategy and the GAP.

Measures

M 3.2.1 Development or adaptation of in-house training for the IKI on-boarding of ZUG and the IKI units.

M 3.2.2 Organisation of training and information events (by ZUG) on the implementation of the IKI Gender Strategy mandatory for the IKI Team at ZUG as well as employees in IKI departments and support projects. Funds and development banks as well as GIZ IKI Small Grants are invited to participate.

Work package 3.3:

Employees of the implementing organisations have a good understanding of the implementation of the gender strategy and the support provided by the IKI.

Measures

M 3.3.1 Creation and integration of a demand-oriented information programme for implementing organisations (from the call) for the implementation of the IKI Gender Strategy.

M 3.3.2 Implementation of the concept for integrating the interface projects into the capacity development and knowledge management process for the IKI Gender Strategy.

3.4 Field of action 4: Knowledge management and communication

Objective:

Knowledge management

A continuous knowledge management for the IKI Gender Strategy uses existing structures and processes in the respective organisations. In order to learn from the implementation of the IKI GAP for the future, findings on good practices and success factors as well as implementation gaps and challenges are systematically documented, processed, and shared. The transfer of knowledge on gender-responsive and gender-transformative work has been established between implementing organisations and the BMWK, BMUV, AA, and ZUG. Existing knowledge platforms and networks are actively used by the IKI in order to disseminate good practice examples from the programme and project level.

Communication

Internal communication on the implementation of the IKI Gender Strategy serves to make it visible within the IKI at programme level. Through external communication and public relations work on the IKI Gender Strategy, the implementation successes of the IKI projects and the IKI Gender Strategy are visualised in a national and international context in such a way that is appropriate for the target group.

Field of action 4.1: Instruments and approaches for knowledge generation, reflection, and learning from experience with gender mainstreaming and gender-transformative project approaches have been developed and are being used.
Measures
M 4.1.1 Mainstreaming of gender in the IKI knowledge management.
M 4.1.2 Development of a community of practice with the participation of implementing organisations and integration of regular exchange formats.
M 4.1.3 Development of annual learning questions to identify synergies between gender-transformative approaches and climate and biodiversity protection, determine gender-strategic priorities, and further develop the GAP.
M 4.1.4 Development and publication of a collection of good practices for the implementation of gender-responsive and gender-transformative measures (e.g. as part of the Community of Practice).
M 4.1.5 Conception and implementation of an interim evaluation of the gender-responsive programme and project implementation to update the IKI Gender Strategy and the IKI GAP.
M 4.1.6 Participation of the IKI departments in national and international exchange formats with actors from civil society, research, and the donor landscape on gender in the funding areas of the IKI.
Work package 4.2: Information on the IKI Gender Strategy and the IKI GAP is shared with internal and external IKI target groups.
Measures
M 4.2.1 Application of the constantly updated communication strategy for customised and regular communication with all target groups, including the application of the guidelines for gender-equitable and inclusive language in all activity areas of the IKI.

M 4.2.2 Presentation of the IKI Gender Strategy and the GAP to all IKI target groups using appropriate formats: IKI State Secretaries' Round Table, interdepartmental exchange formats, employees of ZUG, implementing organisations, expert community, parliamentary sphere.

M 4.2.3 Appointment of gender focal persons by implementing organisations in all new IKI projects.

3.5 Field of action 5: Resources and budget

Objective: The necessary human and financial resources are available to implement the IKI Gender Strategy in accordance with the ambition level of the GAP. Provision of these resources is tracked, reported, and adjusted as necessary. A gender budgeting approach is used for the IKI to track and plan the budget earmarked for activities to promote gender justice.

Work package 5.1: Provision of financial resources for capacity and personnel development in the organisations responsible for implementing the funding programme and the IKI Gender Strategy in the IKI projects.

Measures

M 5.1.1 Provision of financial resources for further training for the ZUG IKI Gender Team from the IKI assignment.

M 5.1.2 Regular review and reporting of financial and personnel requirements based on the timetable and priorities set out in the gender strategy as well as taking into account the respective contract terms.

Work package 5.2: The IKI has and takes a gender budgeting approach⁵.

Measures

M 5.2.1 Development of a feasibility study to track resources used for gender justice, taking various options into account.

4 Monitoring of the achievement of objectives

The implementation of the IKI GAP and the achievement of the objectives of the IKI Gender Strategy are continually monitored using indicators in accordance with Measure 1.1.2. In addition to the following indicators, the monitoring reflects on selected learning questions (see Measure 4.1.3) in order to strengthen the basis for the further development of the IKI GAP.

Objective of the IKI Gender Strategy

I: The promotion of gender justice in IKI projects leads to more effective climate action, greater resilience to the effects of climate change, and improved biodiversity conservation.

⁵ Lima Work Programme on Gender (LWPG), Section D.1: "Share experience and support capacity-building on gender budgeting, including on the integration of gender-responsive budgeting into national budgets to advance gender-responsive climate policies, plans, strategies and action, as appropriate".

Learning question	I.1: What indicates the effect of gender-responsive project planning and implementation on the achievement of project objectives?	
Baseline n/a		Target value (January 2026) <i>Qualitative:</i> Evidence and descriptions make it possible to recognise the effects of gender-responsive project planning on the achievement of objectives. The evidence shows in which cases there is a connection. Where possible, factors for success and failure in project implementation are presented, and good practice examples are developed.
Verification Internal study or evaluation. Information is collected from IKI projects as well as other comparable climate and biodiversity programmes.		
Learning question	I.2: Proportion of projects with GG-1 or GG-2 markers that provide examples of the positive effects of the promotion of gender justice on the results of projects in the IKI funding areas.	
Baseline 0%		Target value (January 2026) 60% of the IKI projects with GG-1 or GG-2 markers surveyed
Verification Quantitative survey of IKI projects. Enquiry regarding the effect of gender-responsive project planning on the effectiveness of the projects: to what extent is this observable? What specific examples are there?		
Objective of the IKI Gender Strategy	II: IKI processes and structures promote social transformation towards gender justice through the use of gender-transformative approaches and gender-responsive project planning and implementation as a minimum standard.	
Indicator	II.1: To what extent have processes and structures been adapted to promote gender justice? To what extent have they been used by projects?	
Baseline n/a		Target value (January 2026) <i>Qualitative:</i> Processes and structures are geared towards promoting gender justice in IKI projects. IKI projects and IKI Office use these structures and processes.
Verification Synthesis of existing indicators in the monitoring framework, and reflection within the ZUG IKI Gender Team, BMWK, BMUV, and AA. The following questions are considered: To what extent do projects employ gender-transformative and gender-responsive approaches? To what extent are		

the implementing organisations satisfied with the support of the IKI Office in implementing these approaches?	
Indicator	II.2: To what extent can changes with regard to gender justice contributions be observed in IKI project portfolios and the interface projects in IKI priority countries?
Baseline n/a	Target value (January 2026) <i>Qualitative:</i> Country portfolios take greater account of the promotion of gender justice. Interface projects sustain the gender-responsive implementation of IKI projects in the IKI priority countries.
Verification Implementation of internal evaluations focusing on portfolio changes in IKI priority countries. To this end, IKI Office country managers, the Community of Practice and interface projects are asked for their assessment of project activities. Results analysis of the indicators for field of action 2.	
Indicator	II.3: To what extent are adjusted requirements and new processes considered appropriate and realisable in project implementation?
Baseline n/a	Target value (January 2026) <i>Qualitative:</i> The IKI projects and ZUG consider the adjusted requirements and processes to be feasible and the additional effort to be reasonable. Data collection contain examples of where these requirements have created added value for the project work.
Verification Qualitative verification through exchange among projects within the Gender community of Practice and quantitative verification via surveys for implementing organisations and IKI Office project managers.	
Objective of the IKI Gender Strategy	III: The IKI programme and IKI projects employ concrete measures to prevent and reduce gender-based discrimination and unequal treatment.
Learning question	III.1: Number of ongoing projects with gender-transformative* approaches.
Baseline 0 projects in portfolio of ongoing projects in 2023, according to the estimate of the IKI Gender Team.	Target value (January 2026) 3 projects

The systematic recording of gender-transformative approaches in the portfolio is still being developed.	
<p>Verification</p> <p>Analysis of approved project proposals and assessment of measures based on the definitions of the IKI Gender Strategy.</p> <p><i>*Gender-transformative approaches are those that aim to address the underlying causes of gender-based discrimination in the areas of work of the IKI. Such approaches are sometimes part of projects with the marker GG-2; this is not always the case and depends on the design of such projects. Similarly, it cannot be ruled out that individual projects with the GG-1 marker implement gender-transformative approaches.</i></p>	
Indicator	III.2: Number of newly approved projects (project proposal for implementation phase) with gender-responsive planning and implementation*.
<p>Baseline</p> <p>Of 26 reviewed projects in 2023, 6 are planned to be gender responsive.</p>	<p>Target value (January 2026)</p> <p>20 projects</p>
<p>Verification</p> <p>Number of projects approved between 2023 and 2025 that have carried out a gender analysis and use its results in their project planning and implementation.</p> <p><i>*Gender-responsive project planning and implementation is based on a gender analysis, takes up its findings and derives from it measures and, where appropriate, objectives to combat gender-based discrimination and promote gender justice in the respective area of intervention.</i></p>	
Indicator	III.3: Number of projects in which gender-responsive planning and implementation or gender-transformative instruments are intersectional*.
<p>Baseline</p> <p>0 – to date, there are no projects in the portfolio that are explicitly intersectional.</p> <p>Standards for intersectionality and the ways it is captured in the IKI portfolio are being developed.</p>	<p>Target value (January 2026)</p> <p>10 projects</p>
<p>Verification</p> <p>Assessment as part of the project review by ZUG IKI Gender Team and exchange of experiences in the projects as part of the Gender Community of Practice. The intersectional approach must be reflected in the gender analysis of projects and measures as described in the relevant IKI guidelines.</p> <p><i>*The term “intersectional implementation” refers to measures that respond to people’s needs in a differentiated way and recognise and address forms of discrimination that overlap with gender. The projects recognise that the needs of a woman in poverty who belongs to an ethnic minority</i></p>	

differ from those of a white woman with an academic degree from the upper middle class, and the measures in the projects are focussed on these differences.

Field of action 1	Governance, scope, and accountability	
Indicator	1.1: Percentage of measures listed in the IKI GAP that have been fully implemented.	
Baseline	Target value (January 2026)	
The first measures were implemented or started in the 2022/23 pilot phase during the final coordination of the IKI GAP. At the beginning of the implementation of the GAP 4 out of 38 measures have been completed , and 15 measures are established and ongoing . Thus, in total, 50% of the measures (19 measures) are ongoing. (February 2024)	100%	
Verification		
List of implemented measures.		
Indicator	1.2: Percentage of heads of division and advisors in the BMWK, BMUV, and AA working in the IKI framework, as well as ZUG heads of department and ZUG heads of section who can give at least one example of how they have taken the IKI Gender Strategy and/or the IKI GAP into account in their planning and decision-making.	
Baseline	Target value (January 2026)	
0	80% of respondents	
Verification		
Web-based, anonymised survey.		
Indicator	1.3: Proportion of projects with gender justice as a significant objective (GG-1) or principal objective (GG-2) funded in the framework of IKI funding calls for proposals from 2023 onwards.	
Baseline	Target value (January 2026)	
IKI projects emanating from thematic and country calls approved in 2023: GG-1: 6 of 14, 43% GG-2: 0 of 14, 0%	IKI thematic and country-specific selection procedures: GG-1: 45% GG-2: 2.5%	

<p>Within IKI Medium Grants Projects (Call 2022) only one was approved in 2023. The project has a GG-1 marker. Further approvals are pending as of Q1 2024. The current percentage has nevertheless been included for the sake of completeness:</p> <p>GG-1: 1 of 1, 100%</p> <p>GG-2: 0 of 1, 0%</p> <p>Pending (ZUG): Baseline based on the present portfolio, including qualitative assessment of the quality of marker allocation.</p>		<p>IKI medium grants:</p> <p>GG-1: 45%</p> <p>GG-2: 10%</p>
<p>Verification</p> <p>Assessment of the project database.</p>		
Field of action 2	Guidelines for the implementing organisations and adjustment of processes	
Indicator	2.1: Number and proportion of projects that were “very satisfied” or “satisfied” with the guidelines provided by the IKI Office for the implementation of the Gender Strategy.	
<p>Baseline</p> <p>0</p>	<p>Target value (January 2026)</p> <p>75% of surveyed projects</p>	
<p>Verification</p> <p>Anonymised survey for IKI implementing organisations.</p>		
Indicator	2.2: Proportion of women or people with diverse gender identities in panels	
<p>Baseline</p> <p>IKI Brown Bag Lunches: 44%</p> <p>Baseline 2023:</p> <p>At IKI COP Events 2023 (network evening and high-level event), 5 of the 10 (50%) speakers and panellists were women or people with diverse gender identities.</p> <p>The complete data basis for 2023 is still being determined and analysed by ZUG.</p>	<p>Target value (January 2026)</p> <p>IKI Events (public): 40–60%</p> <p>IKI Brown Bag Lunches: 40–60%</p>	
<p>Verification</p> <p>Review of the composition of IKI panels (all internal IKI events such as networking evenings. No delegations).</p>		

Field of action 3	Gender competency (internal and external)	
Indicator	3.1: Number of IKI employees in coordinating divisions at the BMWK, AA, and BMUV and at ZUG, who have completed training on the IKI Gender Strategy.	
<p>Baseline</p> <p>110 IKI employees at the BMWK, AA, and BMUV, and ZUG*, of which 57 were IKI Office project managers and 8 advisors from BMWK, BMUV and AA. (February 2024)</p> <p>*Because of turnover, not all of the people trained were still working for the IKI at the time of the survey.</p>	<p>Target value (March 2025)</p> <p>BMWK, AA, and BMUV: 3 (one person per coordinating division)</p> <p>ZUG: 5 persons per section (35)</p>	
<p>Verification</p> <p>Participant lists of the training courses (including participants' positions). The target group at ZUG are IKI Office project managers and ZUG employees from IKI cross-cutting sections. The target group at the BMWK, AA, and BMUV are advisors from the IKI coordinating divisions. In addition, participation is also open to advisors from lead divisions.</p>		
Indicator	3.2: Percentage of IKI employees in IKI-coordinating divisions at the BMWK, AA and BMUV and ZUG who consider gender mainstreaming training to be useful for their daily work.	
<p>Baseline</p> <p>Of the 52 training participants interviewed, 45 people (86%) answered the question of whether the training was useful for their daily work with "somewhat true", "true", or "completely true".</p>	<p>Target value (March 2025)</p> <p>75% of the surveyed participants</p>	
<p>Verification</p> <p>Anonymised survey among the participants.</p>		
Indicator	3.3: Percentage of IKI projects newly invited to prepare a full project proposal (starting in 2023, per calendar year) for which the personnel had attended an information event on the requirements of the IKI Gender Strategy for their project implementation.	
<p>Baseline</p> <p>n/a</p>	<p>Target value (March 2025)</p> <p>70% of the newly called IKI projects</p>	

Verification	
Determination of the scope of information events by registering individual projects.	
Indicator	3.4: Percentage of participants in information events on the requirements of the IKI Gender Strategy for implementing organisations who consider the event to be useful for their project work.
Baseline	Target value (March 2025)
Webinars were held as part of both Calls the 2023 IKI Thematic and the 2023 IKI Medium Grants. The extent to which the participants consider the event to be useful for their project work has not yet been determined. Precise data are currently being collected by the ZUG team.	60% of the participants interviewed
Verification	
Anonymised survey on the use of the event content.	
Field of action 4	Knowledge management and communication
Indicator	4.1 Percentage of participating projects in the Gender Community of Practice that can name at least one specific example of how they were able to apply findings or good practices from the Community of Practice in their project work.
Baseline	Target value (January 2026)
0	75% of the surveyed projects
Verification	
Feedback survey with IKI projects that participate in the Gender Community of Practice.	
Indicator	4.2 Number of internal and external events at which the IKI Gender Strategy and its implementation are presented.
Baseline	Target value (January 2026)
<i>In 2023:</i> three events (one internal, two external)*	2 events per year (one internal, one external)
* Regular appointments such as internal training courses and meetings with the BMWK, BMUV and AA are not counted.	

Verification	
Number of events organised by BMWK, BMUV and AA or ZUG.	
Field of action 5	Resources and budget
Indicator	5.1: Proportion and amount of new funding approved annually for projects in all funding lines with the gender markers GG-1 and GG-2.
<p>Baseline</p> <p>IKI projects from thematic and country calls approved in 2023:</p> <p>GG-1: EUR 76.6 million, 33%</p> <p>GG-2: 0 EUR, 0%</p> <p>Of the IKI Medium Grants projects from the 2022 IMG Call, only one was approved in 2023. The project has a GG-1 marker. Further approvals are still pending in Q1 2024. The current percentage has nevertheless been included for the sake of completeness:</p> <p>GG-1: 800,000 EUR, 100%</p> <p>GG-2: 0 EUR, 0%</p>	<p>Target value (January 2026)</p> <p>IKI thematic and country calls (budget share, annual):</p> <p>GG-1: EUR xx, 45%</p> <p>GG-2: EUR xx, 2.5%</p> <p>IKI Medium Grants (budget share, annual):</p> <p>GG-1: EUR xx, 45%</p> <p>GG-2: EUR xx, 10%</p>
Verification	
Evaluation of the newly approved funds for the allocation of GG-1 and GG-2 markers.	

5 Approaches to promoting gender justice in IKI projects

Starting points for promoting gender justice in the IKI funding areas are diverse and context-specific. The most important starting points for cross-sectoral and sector-specific approaches in the context of the IKI are presented below. These serve as recommendations for the departments and implementing organisations.

5.1 Cross-sectoral starting points

The following points are relevant for all IKI projects across all sectors and funding areas. These are addressed by specific measures in the strategic fields of action:

- **Orientation towards the priorities of the political partners.** This is at the core of the bilateral cooperation of the IKI and, in addition to IKI projects, can take place through the NDC Partnership and requested support needs. It is also advisable to cooperate with the UNFCCC Gender Focal Points of the political partner organisations.

- **The collection of gender-disaggregated data on climate and biodiversity** at all levels in the climate and biodiversity sector is a necessary prerequisite for the development of targeted gender-responsive measures. There is a great need for improvement across all sectors to close the gender data gap. Also the UNFCCC GAP⁶ has a similar goal.
- **Context-specific gender analyses** are the starting point for the successful planning of programmes and projects to promote gender justice in international cooperation. In order to be able to offer customised solutions for a wide range of IKI project contexts, the IKI defines minimum standards and provides the necessary tools.
- **A participatory approach** is a fundamental element of all gender-responsive work. As part of the project work, measures should be developed and implemented together with target groups wherever possible. It is particularly important to create space for contributions from people who, for reasons of marginalisation, are rarely heard. Participatory elements can therefore also be decisive for the implementation of intersectional approaches.

5.2 Approaches in the funding areas of the IKI

The funding areas I–IV⁷ of the IKI occasionally cover several sectors and are therefore organised accordingly. These funding approaches are **not mandatory under the IKI GAP** but rather serve as a guide for implementing organisations as well as the BMWK, BMUV, AA and ZUG to develop at least gender-responsive objectives and activities for IKI projects.

5.2.1 Climate policy

- Possible **priorities are set out in the UNFCCC GAP⁸**: Capacity development for governments and other stakeholders on gender mainstreaming in NDCs and other policies and plans, including on climate finance (GAP, A1); capacity development for the collection and analyses of sex-disaggregated⁹ data (GAP A.4); capacity development for female members of negotiating teams (GAP B.1), and support for knowledge exchange between UNFCCC member states on the integration of gender into policies.
- The participation and representation of disadvantaged groups, in particular women and those who identify as LGBTQIA+, in national policy processes and climate negotiations should be supported. This also includes strengthening the role of the UNFCCC National Gender and Climate Change Focal Points and the overarching financing of gender-responsive climate policy.

⁶ D.7 Enhance the availability of sex-disaggregated data for gender analysis, taking into consideration multidimensional factors, to better inform gender-responsive climate policies, plans, strategies and action, as appropriate.

⁷ I – Mitigation of greenhouse gas emissions; II – Adaptation to the impacts of climate change; III – Conservation of natural carbon sinks with a focus on REDD+; IV – Protection of biodiversity

⁸ UNFCCC Gender Action Plan, Gender Action Plan – Decision 3/CP.25 and amendments agreed in Decision 24/CP.27, available here <https://unfccc.int/documents/627886> (last upload 29 August 2023)

⁹ The IKI uses gender-disaggregated data for its own monitoring. The political partner organisations are supported according to their own definition.

5.2.2 Climate finance

- The UNFCCC **GAP** prioritises capacity development for gender budgeting, in particular gender mainstreaming in budgets and policies, in the area of climate finance (LAP, D.1). In addition, the IKI itself contributes raising awareness of gender mainstreaming in financial and technical cooperation in the climate sector through the gender strategy and the associated IKI GAP (LAP D.2). At the project level, one focus could be access to climate finance for women and those who identify as LGBTQIA+.
- **Strengthening of the leadership role of women and those who identify as LGBTQIA+ in climate and sustainable finance processes as well as the Green Economy to increase the effectiveness of climate finance:** Here there are powerful synergies for cooperation with the private sector. With the transition to a green economy, numerous new green jobs are being created. However, most green jobs have so far been male-dominated. Green Growth is not automatically inclusive; it requires interventions in the areas of education and training, the dismantling of gender stereotypes, and improved framework conditions (e.g. labour standards and culture, adapted health and safety regulations, and childcare) so that also women can benefit and participate. Another approach is the promotion of female entrepreneurs and start-ups run by women or those who identify as LGBTQIA+ as well as the expansion of micro-enterprises into small- and medium-sized enterprises.

5.2.3 Energy and technology

- **Access to and use of clean and efficient energy sources and modern energy services:** Equal access for women and those who identify as LGBTQIA+ to new, clean technologies and electrification should be further promoted – also in order to open up opportunities for (better) education and employment.
- **Gender-responsive educational programme on sustainable energy supply:** The educational programme for technical and non-technical topics in the energy sector should continue to address the needs of women and girls in a context-specific manner. This includes governments, training institutes, chambers of commerce, and other stakeholders adapting their curricula accordingly and promoting women in apprenticeships and STEM (Science Technology Engineering Mathematics) degree programmes. The participation of women and those who identify as LGBTQIA+ in relevant events and network meetings should also be further promoted.
- **Improved entry and advancement in the labour market for sustainable energies:** It must be made easier for women and those who identify as LGBTQIA+ to enter the energy sector, and gender justice in the workplace must be ensured. In addition to gender-justice in access to education, this includes the participation of women and marginalised groups along the entire value chain and at all decision-making levels, equal pay, and the promotion of an inclusive labour market. Personnel measures (e.g. targets and quotas) should be supported to enable more women to be appointed to management, leadership, and board positions in energy-related organisations.

- **Gender mainstreaming in the energy sector:** When developing political measures, gender-differentiated effects should be taken into account – if possible, on the basis of existing gender mainstreaming plans. Guidelines that include women and marginalised groups in particular in the project development phase can support a more just access to electricity and make it more effective. This includes challenging cultural and social norms and increasing the visibility of women and those who identify as LGBTQIA+ in key positions of the energy industry.
- The **Lima Action Plan** (D.3) focuses on promoting the use of gender-justice in technological solutions to address climate change and promote the full participation and leadership of women and girls in science, technology, research, and development.

5.2.4 Urban development, infrastructure, and sustainable mobility

- **Sustainable gender-responsive mobility:** Mobility patterns and thus also the requirements for the design of transport systems and mobility solutions sometimes differ considerably between individual groups and their life situations. Inclusive and reliable public transport thus benefits poorer households and marginalised groups or women in particular. Safety is also an important element in the decision in favour of or against certain means of transport, especially for women or those who identify as LGBTQIA+. Sustainability and gender-justice in mobility solutions – from the promotion of cycling and walking to the conscious choice of environmentally and climate-friendly means of transport – offer great potential for CO₂ reduction contributions, participation and development, and the empowerment of women and marginalised groups.
- **Urban and spatial planning:** Better representation of women and those who identify as LGBTQIA+ in decision-making processes at the city level is necessary. The needs of women and marginalised groups must be taken into account in transport and land use strategies, policies, and projects and promoted in the development of national urban policies. The focus is on the protection of women from gender-specific violence and harassment as well as the compatibility of care and paid work in urban areas. A gender mainstreaming approach should be pursued in the development of policies and plans.

5.2.5 Climate change adaptation

- **Participatory design and implementation of ecosystem-based adaptation (EbA):** Women and marginalised groups should be involved in all steps of the planning, implementation, and evaluation of EbA projects. All genders should be favoured by projects according to their needs.
- **Gender mainstreaming in National Adaptation Plans (NAPs):** The NAP Global Network has defined how gender mainstreaming can work for the entire NAP process. This includes all steps of the NAP process and the implementation of NAPs.
- **Disaster Risk Reduction:** Women, girls, those who identify as LGBTQIA+, and other marginalised groups are particularly affected by climate-related natural disasters. In particular, access to sanitary facilities, protection against sexualised assaults, and a guarantee of food security are potential starting points. The participation of all genders and marginalised people as well as people affected by multiple discrimination contributes to the development of early warning systems so that they are reached according to their needs.

The ability to interpret weather data and design suitable measures to defend against extreme weather events must be anchored in the entire population. A gender mainstreaming approach should be pursued in the development of policies and plans as well as in humanitarian aid.

5.2.6 Forest and land use

- **Access to and use of land and landscape restoration:** All genders must be involved in decisions on the granting, amendment, or withdrawal of land use or access rights. The promotion of civil society approaches is particularly promising here. This includes an income guarantee for producers of agricultural and forestry products; this has so far often been lacking. Collective land ownership (mostly grazing land) is often used by marginalised groups (disadvantaged ethnic groups, poorer women, widows). However, the focus of international cooperation projects is on field work and is therefore more relevant for men. Women are often responsible for grazing goats and sheep; in many cases, this takes place on marginal land. These areas also offer great potential for landscape restoration. Both women's groups and women-led cooperatives can play a decisive role here.
- **Capacity and knowledge building:** In the land use sector, access to knowledge is often organised separately by gender. Special programmes are needed here to enable women and girls in particular to further their education. This explicitly includes approaches that take into account the low literacy rate among women in rural areas, especially in least developed countries.

5.2.7 Biodiversity

- **Participation in decisions to protect biodiversity:** IKI projects should enable the equal participation of all genders in decisions and measures for the protection and sustainable use of biodiversity (strategy development, planning) and prevent marginalisation and disadvantage as well as the negative effects of biodiversity loss or protection measures on women and girls. Here, participatory planning approaches could be a goal of IKI funding.
- **Integration of the traditional knowledge of marginalised groups:** Traditional knowledge of women and marginalised groups (e.g. about seeds or planting techniques) is to be taken up and made usable for biodiversity conservation. Indigenous groups are particularly important players in this area.

6 Approaches for promoting gender justice in IKI projects

Starting points for promoting gender justice in IKI's funding areas are diverse and context-specific. The most important starting points for cross-sectoral and sector-specific approaches in the context of the IKI are presented below. These serve as recommendations for the ministries and implementing organisations.

6.1 Cross-sectoral starting points

The following points are relevant for all IKI projects across all sectors and funding areas. These are addressed by specific measures in the strategic fields of action:

- **Orientation towards the priorities of the political partners.** This is at the heart of the IKI bilateral cooperation and, in addition to IKI projects, can be ensured through the NDC Partnership and requested support needs. Furthermore, it is recommended to cooperate with the UNFCCC Gender Focal Points of the political partner organisations.
- **The collection of gender-disaggregated data on climate and biodiversity** at all levels in the climate and biodiversity sector is a necessary prerequisite for the development of targeted gender-responsive measures. There is a great need for improvement across all sectors to close the gender data gap. This is also among the goals of the UNFCCC GAP¹⁰.
- **Context-specific gender analyses** are the starting point for successful planning of programmes and projects to promote gender justice in international cooperation. In order to be able to offer customised solutions for a wide range of IKI project contexts, the IKI defines minimum standards and provides necessary tools.
- **A participatory approach** is a fundamental element of all gender-responsive work. As part of the project work, measures should be developed and implemented together with target groups wherever possible. It is particularly important to create spaces that facilitate contributions from people who, for reasons of marginalisation, are rarely heard. Participatory elements can therefore also be decisive for the implementation of intersectional approaches.

6.2 Approaches in the funding areas of the IKI

In some cases, funding areas I-IV¹¹ of the IKI cover several sectors and are therefore organised accordingly. These funding approaches are **not mandatory under the IKI GAP** but rather serve as guidance for implementing organisations as well as the BMWK, BMUV, AA and ZUG to develop at least gender-responsive objectives and activities for IKI projects.

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- Possible **priorities are set out in the UNFCCC GAP¹²**: Capacity development for governments and other stakeholders on gender mainstreaming in NDCs and other policies and plans, including on climate finance (GAP, A1); capacity development for the collection and analyses of sex-disaggregated¹³ data (GAP A.4); capacity development for female members of negotiating teams (GAP B.1), and support for knowledge exchange between UNFCCC member states on the integration of gender into policies.

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¹¹ I – Mitigation of greenhouse gas emissions; II – Adaptation to the impacts of climate change; III – Preservation and restoration of natural carbon sinks with a focus on REDD+; IV – Conservation of biodiversity

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- **Strengthening the leadership role of women and those who identify as LGBTQIA+ in climate and sustainable finance processes as well as the Green Economy to increase the effectiveness of climate finance:** Here powerful synergies for cooperation with the private sector exist. Through the transition to a green economy, numerous new green jobs are being created. However, most green jobs have so far been male-dominated. Green Growth is not inclusive by default; it requires interventions in the areas of education and training, the dismantling of gender stereotypes, and improved framework conditions (e.g. labour standards and culture, adapted health and safety regulations, and childcare) so that also women can benefit and participate. Another approach is the promotion of female entrepreneurs and start-ups run by women or those who identify as LGBTQIA+ as well as the development of micro-enterprises into small- and medium-sized enterprises.

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- **Improved entry and promotion in the labour market for sustainable energies:** It must be made easier for women and those who identify as LGBTQIA+ to enter the energy sector professionally, and gender justice in the workplace must be ensured. In addition to gender-justice in access to education, this includes the participation of women and marginalised

groups along the entire value chain and at all decision-making levels, equal pay, and the promotion of an inclusive labour market. Personnel measures (e.g. targets and quotas) should be supported to enable more women to be appointed to management, leadership, and board positions in energy-related organisations.

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- **Sustainable gender-responsive mobility:** Mobility patterns and thus also the requirements for the design of transport systems and mobility solutions sometimes differ considerably between individual groups and their situations in life. Therefore, inclusive and reliable public transport benefits poorer households and marginalised groups or women in particular. Safety is also an important element in the decision in favour of or against certain means of transport, especially for women or those who identify as LGBTQIA+. Sustainable and gender-just mobility solutions – from the promotion of cycling and walking to the conscious choice of environmentally and climate-friendly means of transport – offer great potential for contributions to CO₂ reduction, participation and development, and the empowerment of women and marginalised groups.
- **Urban and spatial planning:** Better representation of women and those who identify as LGBTQIA+ in decision-making processes at the city level is necessary. The needs of women and marginalised groups must be taken into account in transport and land use strategies, policies, and projects and must be promoted in the development of national urban policies. The focus is on the protection of women from gender-specific violence and harassment as well as the compatibility of care and paid work in urban areas. A gender mainstreaming approach should be pursued in the development of policies and plans.

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- **Capacity and knowledge development:** In the land use sector, access to knowledge is often organised separately by gender. Special programmes are needed here to enable women and girls in particular to obtain (further) education. This explicitly includes approaches that take into account the low literacy rate among women in rural areas, especially in least developed countries.

6.2.7 Biodiversity

- **Participation in decisions to conserve biodiversity:** IKI projects should enable the equal participation of all genders in decisions and measures for the conservation and sustainable use of biodiversity (strategy development, planning) and prevent marginalisation and disadvantage as well as the negative effects of biodiversity loss or conservation measures on women and girls. Here, participatory planning approaches could be a goal of IKI funding.
- **Integration of marginalised groups’ traditional knowledge:** Traditional knowledge of women and marginalised groups (e.g. about seeds or planting techniques) is to be taken up and made applicable for biodiversity conservation. Indigenous groups are particularly important players in this area.