Women’s economic empowerment – the missing piece in low-carbon plans and actions

Key messages

1. Women are far behind men on measures of economic empowerment. Progress in closing the gap stalled in recent years; and slid backwards during the Covid-19 pandemic. Sustainable Development Goal (SDG) 5 for gender equality is still far from being met.

2. In the context of the global climate crisis, there is an imperative to shift investments into low-carbon production and consumption. There is a risk that pursuing low-carbon transitions in a gender-blind way could further widen, not narrow, the gender development gap.

3. There is a lack of academic scholarship that deeply and meaningfully links the potential synergies between women’s economic empowerment and low-carbon transitions at country, regional and global levels.

4. Some of the most exciting and progressive integrative work has been done by non-governmental and civil society organisations (NGOs and CSOs) in projects and initiatives. In certain locations and programmes of the agriculture and forestry sectors, the integration is more mature in both theory and practice.

5. Greater government leadership is urgently needed. Women’s and men’s differing vulnerabilities to climate change impacts are fairly well documented, and a pressing need remains for more – and more – effective adaptation funding. However, policy narratives linking women and climate change mitigation opportunities are largely absent. In this low-carbon development context, public policies must be intentionally designed to empower women in their diversity, meet their specific needs, grow their talents, and ensure they are not left behind.

6. A small handful of governments, such as Antigua and Barbuda, Nepal and the Republic of the Marshall Islands are on the leading edge of expressing integrated visions. They may need significant external resources to realise their visions. Other governments should follow the leads of these pioneering countries.
Role of the GLOW programme

A cohort of 12 research projects in the IDRC-funded programme GLOW – Gender Equality in a Low Carbon World – is investigating how, in practical terms, government and business policies and investments can enhance women’s economic empowerment while transitioning to, or embedding, low-carbon processes in specific sectors and value chains in low- and middle-income countries (see https://glowprogramme.org). These research projects have the potential to contribute substantially to the gaps in transdisciplinary thinking described in this brief.

The opportunity for the GLOW projects lies not only in informing practice locally and nationally and in sectors. It lies also in collaborating across borders to synthesise the key implications from diverse project findings and small-scale trials of revised business practice, and to inform global meta-narratives and ultimately large-scale investments in gender-responsive, socially-inclusive economic transitions. Researchers will collaborate in 2022–24 to identify the transversal challenges and opportunities for advancing women’s economic empowerment and climate action more integrally in countries’ low-carbon policies and investments. GLOW will explicitly seek to contribute to, and influence, these economy-wide ‘meta narratives’ in low- and middle-income countries.

One example of how action research under GLOW is integrating women’s economic empowerment across sectors in the context of Covid-19 recovery is the project ‘Energy transition for the economic empowerment of women in the horticultural value chain in Senegal and Guinea’. The project aims to improve the economic empowerment of women involved in the horticultural value chain, and it does so by linking with access to clean energy systems. It will provide evidence for the benefits of women’s access to, and control of, solar-powered irrigation systems. This evidence will inform decisions for the establishment of a regulatory framework and public policies to support the large-scale adoption of such systems. For more information on this and other GLOW projects, please visit: https://glowprogramme.org.
Context: The development gap and women’s economic empowerment

Many aspects of development progress have suffered from backsliding in the face of multiple shocks in recent years. Globally, these include the cascading impacts of the Covid-19 pandemic and supply shocks arising from the Ukraine war. Meanwhile, countries experience increasingly frequent extreme weather events with both localised and transboundary impacts (IPCC, 2022a). Progress on gender equality has been particularly set back. Only some measures of women’s economic empowerment (see box 1) are consistently measured in, and across, countries. With regards to labour market participation and income, women’s status has been backsliding since the outbreak of the global pandemic in 2020, both in absolute terms and compared to men. There has been little subsequent recovery to narrow this gender gap (World Economic Forum, 2022; United Nations, 2022: 26, 28, 37).

Box 1: Defining women’s economic empowerment

There is no single accepted definition of women’s economic empowerment: “The question of how to measure women’s economic empowerment is neither new nor resolved. The concept itself is complex, multi-dimensional, and sensitive to culture and context, meaning that its measurement is likely to be equally so” (Dowie et al., in Grantham et al., eds., 2021; 6). For the purposes of the review, the authors focused around the following six components of women’s economic empowerment – shown in bold – which are most often identified and investigated in the literature:

- Labour market participation: do women have equitable access to, and equitable participation in, the low-carbon economy segments of labour markets?
- Quality of work: is the work well paying (enhancing income, assets) and secure (reliable/stable)? Does it include benefits and ‘wrap-around’ social protection?
- Skills development: do women have equitable access to, and participation in, training as a pathway to employment in low-carbon, climate compatible work?
- Care economy: do low-carbon economic transitions evidence shifts toward greater equality of burden-sharing in the care economy and compensation for unpaid labour?
- Agency: do low-carbon economic transitions provide evidence of strengthening women’s decision-making power, not just over their own economic assets, but their lives and wellbeing?
- Resources: are women offered equitable resources to enable them to enter or continue in low-carbon/climate compatible vocations, including the ability to overcome legal, financial and social barriers to economic empowerment?
Box 2: The connection between women’s empowerment and climate action

Societies’ responses to climate change, including climate change mitigation, will not just have environmental consequences. They are inherently connected to social and economic sustainability, changing people’s access to jobs, resources and life choices (for examples, see page 8, below). As such, climate mitigation measures can have consequences for gender relations and other forms of social equality. The Paris Agreement (UNFCCC, 2015) recognises these connections:

“Emphasizing the intrinsic relationship that climate change actions, responses and impacts have with equitable access to sustainable development and eradication of poverty;

Taking into account the imperatives of a just transition of the workforce and the creation of decent work and quality jobs in accordance with nationally defined development priorities;

Acknowledging that climate change is a common concern of humankind. Parties should, when taking action to address climate change, respect, promote and consider their respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity” (UNFCCC, 2015; 3).
About this study

CDKN reviewed the degree to which women’s economic empowerment and low-carbon transitions are integrated in theory and in practice. The central research questions were:

To what degree are low-carbon trajectories and women’s economic empowerment integrated in the literature?

To what degree are low-carbon development policies and their implementation being linked to women’s economic empowerment in policy and practice? What is the evidence?

The study was funded by Canada’s International Development Research Centre (IDRC) and is intended to inform IDRC’s Gender Equality in a Low Carbon World (GLOW) programme, 2021–2024. It focused on evidence from low- and middle-income countries, which are the geographic focus of GLOW.

Based on the study’s findings, this brief sets out an agenda for international finance institutions, multilateral agencies, governments, non-governmental organisations, civil society organisations, research funders and researchers to advance a more gender-equal, climate-compatible development.

In so doing, societies may capitalise on the synergies between SDG 5, Gender equality and SDG 13, Climate action. The clear linkages between these SDGs are explicitly described in the Paris Agreement (see box 2).

Box 3: Climate change mitigation and low-carbon development

Climate change mitigation refers to activities that aim to reduce or avoid emissions of greenhouse gases, or sequester greenhouse gases into plants and soils. These include, for example:

- decarbonisation of the energy sector in more advanced economies (in low-income countries this focuses on providing access to energy that has a low environmental footprint);
- improving efficiency and lowering emissions in industrial processes and transport systems; and
- managing land use and land use changes that store and sequester, rather than release, greenhouse gases.

The terms ‘low-carbon development’ and ‘low-carbon transitions’ refer to the processes of transitioning the global economy toward net zero carbon emissions by the middle of the 21st century, to limit warming and so avoid very high climate risks to the natural environment and human societies.
Women’s economic empowerment in low-carbon transitions: What the literature says

Research on the theory and practice of women’s economic empowerment in economy-wide, low-carbon transitions is thin (see box 3 for a definition of low-carbon transitions).

Green economy narratives, which proliferated before the signing of the Paris Agreement and since, have been pitched at mainstreaming climate change mitigation measures in economy-wide public policies and in private sector codes and practices (e.g. Government of the United Kingdom, 2006; Faye, 2012; GGGI et al, 2014). These have framed the opportunities for low-carbon transition principally at country level. They give only superficial treatment to the concerns and targeted measures needed for women and other disadvantaged groups within societies to benefit from such transitions.

Just transition narratives have been debated and championed by labour movements, particularly unionised workers in the global North. The dominant voices in the ‘just transition’ policy narratives were at first workers in male-dominated fossil-fuel-dependent industries in Europe, North America and Australia, e.g. arguing for compensation and retraining of coal and oil workers (ITUC, 2018; Climate Change, u.d.1). In this framing, the voices of women leaders, informal sector and rural workers, and particularly those in low- and middle-income countries, were scarcely heard.

The International Labour Organization (ILO) has analysed, more expansively, what the concept of a ‘just transition’ to a low-carbon economy could be, including in low- and middle-income countries (ILO, 2018). They find that “climate change mitigation could bring down slightly the share of women in total employment unless action is taken to reduce occupational segregation, as employment gains associated with the 2°C scenario are likely to create jobs in currently male-dominated industries (renewables, manufacturing and construction)” (ILO, 2018; 2). Aguilar (2021) highlights that in Latin America, more than 80% of the new jobs created by the decarbonisation agenda will be in sectors that are currently dominated by men; women will not benefit from job creation unless this segregation is addressed. Unfortunately, this important analysis of labour markets has, as yet, failed to significantly influence global and national policies.

1 The Silesia Just Transition Declaration of the COP24 Polish Presidency may be accessed via the Climate Chance website, following links from: https://www.climate-chance.org/en/card/silese-une-transition-juste-au-centre-de-toutes-les-attentions/ [Accessed 1 September 2022].
Only recently have groups of activist scholars (Atteridge et al., 2022; Atteridge and Strambo, 2020; AmWA, 2022) sought to reframe the idea of just transitions. They have galvanised insights from workers’ groups in the global South, often female, rural and in the informal sector of economies. These recent studies have spotlighted the concerns of workers who were previously marginalised from decent work and deserve – as a matter of justice – to access stable, secure and well-paid jobs as economies are restructured away from fossil fuel dependency and high-emissions land uses. Indeed, this work is framed as ‘climate justice’ in recognition that such marginalised groups may experience disproportionate negative impacts from climate change, without having contributed to the problem (AmWA, 2022).

Policy narratives focused on specific economic sectors have, in places, presented strong analytic frameworks for integrating women’s economic empowerment into low-carbon transitions. There are examples of such integration in the agriculture and forest sector literature. Edmunds et al. (2013) present a programme framework based on evidence that gender-responsive, climate-smart forest and agriculture projects can yield multiple benefits for climate change mitigation and adaptation, food security, health and nutrition, women’s wellbeing and their participation in decision-making. Similar win-win opportunities are discussed in the IPCC’s report on Climate Change and Land (IPCC, 2019: Chapter 7, Box 11; Dupar, 2019; 21–22). Women leaders of Kenya’s community-based Green Belt Movement, focused on tree planting and ecological restoration, recognised the connection between their longstanding environmental aims and emergent climate awareness and sought to link the two agendas (Aguilar, 2010: 177).

By contrast, evidence from REDD+ (Reducing Emissions from Deforestation and forest Degradation) schemes showed that when policymakers or programme managers prioritise carbon capture above other socioeconomic uses of forest and agricultural land, local communities may lose access to and benefits from natural resources. Without careful design and management, such schemes could harm local women’s wellbeing and resilience (Aguilar, 2009; Aguilar, 2010).

The development of women’s economic empowerment frameworks and their application in decarbonising sectors such as energy, industry and transport is still relatively emergent (see Rojas, 2015; WEDO et al., 2013, Johnson et al., 2020).

In the energy sector, in both theory and practice, women have long been framed as important consumers of clean energy in the household context (see Aguilar, 2009; Dankelman, 2010; Aguilar et al., 2015 for examples). Since the mid-2010s, some agencies and networks have begun to stress the potential for women’s economic empowerment as producers and engineers in the renewable energy field but this potential is still to be more widely pursued and documented (for best practice examples, see Brill, 2021; Rojas, 2015).
When women are viewed not merely as consumers of clean energy technologies but also producers and traders, they can increase their economic wellbeing, confidence and agency (Brill, 2021; Dupar and Velasco, 2021). Studies also showed that when women were trained as producers and traders in low-carbon technologies, it produced a significant ‘role model effect’, encouraging other women to become involved (Brill, 2021). Evidence from Brill’s study of the Energising Development programme in Tanzania, together with experience from the Educating Nigerian Girls in New Enterprises (ENGINE) programme (Krishnan and Tesfaye, 2021) suggests that intentionally designed woman-to-woman mentorship schemes could further enhance the positive effects of training women in low-carbon jobs.

There is a relatively strong evidence base on women’s vulnerabilities to climate change and their roles in adaptation from the perspective of livelihoods and economic development (although with notable gaps, e.g. from women in drylands communities). The fact that climate hazards affect socially and socioeconomically marginalised people the most is well documented. Women with intersecting vulnerabilities such as their age, ethnicity, class, marital status and (dis)ability may be especially exposed and vulnerable to such hazards (IPCC, 2022a; IPCC, 2019).

The research and policy focus on women in the climate risk and adaptation context is needed. However, the gap in thinking and practice on women’s roles in low-carbon transitions is worrying. There are risks in pursuing low-carbon, economy-wide transitions in a ‘gender-blind’ way that could reinforce existing stereotypes and discriminatory norms against women (Dupar and Velasco, 2021: 8–9). There is also a risk of developing low-carbon products and processes that exclude or do not benefit women and girls.

Climate policies may have a tendency to be approached in technocratic and patriarchal ways that exclude women (Westholm and Arora-Jonsson, 2018). Bhusal et al., (2020) and Bhusal and Khatri (2020) describe how early efforts to roll out climate-smart agriculture in Nepal were centred on men as archetypal users of climate-smart technologies. Only after field testing was completed, were technologies adapted to be more physically suitable for women and preferred by them. This shift to gender-responsive programming was vital, given that men have migrated away from many rural districts in search of work elsewhere, leaving women as the majority of farmers in these areas.
Women’s economic empowerment in low-carbon policies

One hundred and ninety three countries have signed up to the Sustainable Development Goals. SDG 13, Climate action, is aligned with the Paris Agreement, whose Parties commit to limiting global warming to under 2°C and as close as possible to 1.5°C, through urgent efforts to reduce greenhouse gas emissions. The 1.5°C threshold has long been advised by scientists as a level of warming beyond which social and environmental systems face very high risks of harm (IPCC, 2018; IPCC, 2022a). This requires reducing net global carbon emissions to zero by mid-century and dramatically reducing emissions of other greenhouse gases (IPCC, 2018; IPCC, 2021). Increasing investment in low-carbon and environmentally regenerative and restorative activities (‘green’ investment) and rapidly decreasing investment in fossil-fuel-dependent, high emitting activities (‘brown’ investment) is necessary to achieve these emissions reductions (UNFCCC, 2015, Article 2.1c; IPCC, 2018; IPCC, 2022b).

The integration challenge

Delivering synergistically across multiple SDGs is a known implementation challenge (Risse, 2016). When it comes to Gender equality (SDG 5) and Climate action (SDG 13), a type of dual integration is needed: integration of gender and low-carbon pathways into economic development writ large; and integration of each domain – gender and low-carbon – into the other.

In policies, the integration is generally poor, although there is some progress. Forty percent of countries’ Nationally Determined Contributions (NDCs) submitted to the UNFCCC in 2015–16 mentioned ‘gender’ (IUCN, 2021). When the second round of NDCs were submitted in 2020–21, 78% mentioned ‘gender’ (IUCN, 2021;).

Progress to date is attributed, in part, to the existence of the Lima Work Programme on Gender and its Gender Action Plan (2014), the Enhanced Lima Work Programme (2019) and the consistent efforts of NGOs and CSOs to keep governments accountable to its aims (see box 4).

High ambition countries

An in-depth study by CARE International (2020; 2021) scored countries on both the climate change mitigation ambition and the gender equality ambition of their NDCs. The authors found that among low- and middle-income countries, Nepal and the Republic of the Marshall Islands are pioneers in integrating high ambition mitigation and gender equality goals (see boxes 5, 6). Their leading-edge policy commitments put them in the ‘role model’ category.

The present study validates CARE’s findings and also identifies Antigua and Barbuda’s NDC as an exemplar (see box 7; Antigua and Barbuda’s plan was published in December 2021, after the CARE study). Other countries have a way to go.

The ambition of these three countries on both gender equality and mitigation action exceeds the integration of these themes in academic scholarship. We observe that real-world policy is ahead of research.
Pioneering countries will need finance, technology transfer and capacity-strengthening to realise their visions for women’s empowerment and gender equality in low-carbon transitions.

A synthesis report of gender achievements in NDCs by the UNFCCC Secretariat (UNFCCC, 2022) found that even where high political will exists, the means of implementation are often sorely lacking.

**Box 4: Setting international standards: The Enhanced Lima Work Programme**

An anchor for gender-equitable climate policies is the Enhanced Lima Work Programme for Gender and its corresponding Gender Action Plan (2019–2024), which built on the earlier work programme and action plan agreed in Lima in 2014. The enhanced instruments were adopted by Parties to the Paris Agreement with the intent to “integrate[e] gender considerations into all activities concerning adaptation, mitigation and related means of implementation (finance, technology development and transfer, and capacity-building), as well as decision-making in the implementation of climate policies (UNFCCC, 2017). The UNFCCC Secretariat considers the Enhanced Lima Work Programme and Gender Action Plan to have been influential in increasing the number of new and updated NDCs that integrate gender (UNFCCC, 2022: 5).

Persistent efforts by Observer Organisations and their networks, such as the Women’s Environment and Development Organization (WEDO) and the Global Gender and Climate Alliance (GGCA²) were pivotal in the creation of the original Lima Work Programme in 2014, as well as its successor programme. These non-governmental civil society networks have also played key roles in scrutinising international policies and investment flows, and sustaining calls for stronger gender perspectives in countries’ climate plans and actions (Aguilar et al., 2015).

**Box 5: Nepal seeks to foster climate leadership of women and marginalised groups**

Although a least developed country with tiny per capita emissions by global standards, Nepal’s enhanced climate NDC is high on climate change mitigation ambition. The country presents plans to avoid greenhouse gas emissions by giving its population access to a range of low-carbon energy sources, from hydropower, solar and wind power, and biogas, and by investing in infrastructure for electric-powered vehicles. In the agriculture, forestry and land use sectors, Nepal has clear targets to strengthen the management of carbon-rich resources by women and other marginalised groups – but also to achieve equitable benefits of sustainable development. The targets include:

- By 2030, institutional mechanisms and structures in place and adequate provision of budget to ensure social and environmental safeguards including Free, Prior and Informed Consent (FPIC); forest tenure and access to finance and technology for Local Communities, women and Indigenous People.
- Ensure fair and equitable benefits (carbon and non-carbon) from sustainable forest management, watershed management, and biodiversity conservation among Local Communities, women and Indigenous People” (Government of Nepal, 2020: 5).

The government commits to an Action Plan for integrating gender and social inclusion in NDC implementation by 2030, explicitly stating that it intends to enable the climate leadership of women, youth, indigenous people and other marginalised groups (Government of Nepal, 2020:).

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² See https://www.wedo.org and https://genderclimatetracker.org
Box 6: Human rights including women’s rights are central to the Marshall Islands’ climate plans

The Republic of Marshall Islands second NDC (2018) sets a path for the small island developing state to reach net zero greenhouse gas emissions by 2050 and to do so in a way that considers the status and wellbeing of women, men and youth at every stage.

In a substantive section of the plan entitled ‘Gender and human rights’, the government asserts that “social considerations – including the differentiated impacts of climate change and the response initiatives on women, men and youth – should be systematically integrated into all climate change policy, planning and implementation” (Government of the RMI, 2018: 15–16).

Here, the Marshall Islands articulates a critical point that many other national climate plans have missed: the ‘response initiatives’ – namely, the way societies decide to tackle the root causes and consequences of climate change – can themselves have significant social effects.

To ensure that responses to climate change do not inadvertently cause harm to any group of people, a human rights lens should be used to frame and guide climate actions.

Box 7: Antigua and Barbuda’s NDC foregrounds gender equality in climate action plans

Antigua and Barbuda, a small island state in the Eastern Caribbean, published its updated Nationally Determined Contribution in September 2021. The NDC dedicates a separate subsection to gender as an “area of additional targets” since its initial NDC in 2015. ‘Women’ are mentioned 37 times in the document. The NDC’s foreword emphasises “… adequate policies to ensure sustainable and socially inclusive growth for all citizens, particularly women” and building “… climate action plans are focused on building the entrepreneurial capacity of women, youth, and MSMEs” (Government of Antigua and Barbuda, 2021; 7, 9).

One of the NDC’s target areas calls explicitly for “… an inclusive, gender responsive approach to the energy transition with special focus on women fully participating in the new economy …” (ibid, 11). The country commits to achieving SDG 5 (Gender equality) by “promoting low carbon development where men and women’s contributions to climate change mitigation and adaptation are recognized and valued, existing gender inequalities are reduced and opportunities for effective empowerment for women are promoted” (ibid, 15).

To achieve this, the plan calls for gender-sensitive and -differentiated policies and access to resources, including:

- 100% of female-headed households have all barriers removed to access back-up renewable energy generation and storage systems (i.e., 20,000 homes), 20% increase in the number of women-led businesses implementing renewable energy and adaptation interventions;
- 100% of community businesses and organisations that support women in their post-extreme weather event recovery are identified and provided with support for their efforts to facilitate women’s ability to resume work/livelihoods; and
- Develop a gender-responsive approach to the just transition of men in the energy and construction sectors (baseline: currently employment in these sectors is approximately 95% male).
Post-2020 economic recovery policies are weak on climate and gender

The Covid pandemic set back progress on women’s economic empowerment and stalled climate change mitigation action. In spite of a temporary reduction of greenhouse gas emissions at the height of lock-downs, these decreases were not sustained (IEA, 2022).

Furthermore, with few honourable exceptions such as the pioneering countries mentioned here, governments’ economic recovery and stabilisation policies have generally regressed in terms of both their ‘green’ and gender equality ambitions (Vivid Economics, u.d.).

Policy statements of multilateral institutions such as the International Monetary Fund (IMF), tasked with shepherding fiscal support to afflicted low- and middle-income economies, have at times highlighted the prerogative of socially inclusive, gender-responsive and green Covid recoveries, but they have not connected these intentions in an integrated manner (Georgieva and Shah, 2020; Georgieva et al., 2022; see lack of gender mentions in IMF, 2022). Gender and low-carbon ambitions have been presented in isolation; whereas grounded experience in communities and countries demonstrates that the two spheres of activity and impact are integrally connected.

Findings and recommendations

Some pilot projects and sectoral initiatives have integrated women’s economic empowerment and climate change mitigation action, in theory and practice. These have been spearheaded primarily by non-governmental and civil society actors. The most mature examples are in the agriculture and forest sectors.

Sectoral action counts heavily. However, it is also important to have whole-of-government and whole-of-economy narratives around integration of women’s economic empowerment in low carbon transitions, in order to drive broader investment, oversight and accountability.

A few governments have produced cutting edge, integrative policies in this regard. Antigua and Barbuda, Nepal and the Republic of the Marshall Islands have stand-out NDCs, which place gender equality at the heart of economic transitions and appear to be well ahead of the academic literature on this topic.

There must be shifts in broader international policy literature, debate and research, to steer international consensus, action and investment to follow the leads of pioneering countries and programmes. It will be particularly important that development finance institutions cease to treat gender equality and climate change mitigation in isolation and recognise and embrace the synergies between women’s economic empowerment and low-carbon transitions.
References


About GLOW

Gender Equality in a Low Carbon World (GLOW), 2022–25, is a three-year programme funded by the International Development Research Centre (IDRC) of Canada. It supports research on promising women-led solutions for green economies and climate action.

Twelve action research projects were selected following an open, competitive call, based on their relevance to local challenges and clear plans to influence policies and actions.

The research projects span 17 countries across South and Southeast Asia, the Middle East and North Africa, Sub-Saharan Africa and Central and South America. They are exploring innovations for women’s economic empowerment and climate action in agriculture, forestry, land restoration and tourism. The projects are led by local research experts, who are working hand-in-hand with the people who can implement solutions. Please visit: https://glowprogramme.org

About CDKN

The Climate and Development Knowledge Network works to enhance the quality of life for those most affected by climate change, including women and girls. It does so by combining knowledge, research and advisory services in support of locally owned and managed processes. CDKN works in partnership with decision-makers in the public, private and non-governmental sectors, nationally, regionally and globally. Since 2018, CDKN has been led by South Africa-based SouthSouthNorth (SSN), working closely with its partners Fundación Futuro Latinoamericano (FFLA) in Quito and ICLEI South Asia in Delhi, as well as ODI in London. Please visit: https://www.cdkn.org

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