



**Evaluation of the
Global Gender and Climate Alliance (GGCA)
Inception Report**

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1 Background of the GGCA Evaluation

1.1 Purpose and objectives

This evaluation is being conducted at the request of the Project Board of the Global Gender and Climate Alliance (GGCA). The Project Board (PB) is comprised of the United Nations Development Programme (UNDP), the International Union for the Conservation of Nature (IUCN), and the Women’s Environment and Development Organization (WEDO). These three agencies constitute the implementing agencies of the umbrella programme of the GGCA. The evaluation is being undertaken in order to assess the effectiveness of the objectives, outcomes, and results of the umbrella programme of the GGCA. In addition, the evaluation will attempt to answer questions related to relevance, sustainability, efficiency and effectiveness of the programme activities. The evaluation will include anecdotal information from beneficiaries about their experience of such issues as the increase of women at all levels of decision making, inclusion of gender in national action plans, and the inclusion of gender language in key climate change documents.

The first phase of programme implementation between 2008 and 2010 was geared primarily toward knowledge generation, capacity building, outreach and policy advocacy on the once hidden issue on gender and climate change. As such, work during this time laid the groundwork and created entry points for the second phase of activities (2010 to 2012) which focused on ensuring that gender equality and women’s rights issues are integrated in to global, regional and national climate change initiatives. The evaluation will cover this recently concluded second phase of programme implementation, spanning from 2010 to 2012, as well as the third phase (2012 to 2014), to the extent possible, which will include activities from the GGCA umbrella programme during 2013 to date.

The purpose of the evaluation is to assess whether and to what extent the planned objectives, outcomes and results of the umbrella programme have been or are being achieved as a result of the GGCA partners’ work. It will focus on global, regional, and national level activities on gender and climate change, including key areas such as capacity building, awareness raising and advocacy, strategy development, and support in implementing policies and initiatives at the international and national levels.

Further, the evaluation is envisaged to go beyond this and address questions related to relevance, sustainability, efficiency and effectiveness of programme activities. Specifically, the evaluation will assist the three implementing partners (UNDP, IUCN, WEDO) in gaining a better understanding of the following aspects of their interventions:

- The extent to which the planned and related objectives, outcomes and results of the programme have been or are being achieved;
- The efficiency and effectiveness of the programme in achieving its objectives, outcomes and results; and

- The identification of project activities that have had the most tangible results and benefits from the beneficiaries’ perspective (for e.g., women at all levels of decision making; women on country negotiation teams; etc.).

1.2 Outputs

The GGCA evaluation is expected to produce the following outputs:

- Inception report
- Draft evaluation report
- Final evaluation report
- Evaluation debriefing presentation (envisaged to be presented over Skype)

1.3 Scope

The GGCA will be evaluated using the following criteria: relevance, effectiveness, efficiency, sustainability. These criteria generally correspond with the five OECD/DAC criteria for good evaluation practice (see box below). The UNDP’s “Handbook on Planning, Monitoring and Evaluating for Development Results” specifies that UNDP evaluations generally should apply the OECD/DAC criteria. While noted that this is not a UNDP specific evaluation, these criteria will be adopted herein. It is also noted that the “impact” criterion is not included, although the evaluation will cover the related aspect results under effectiveness. In this context it should be kept in mind that the programme is a policy and advocacy programme, so on the ground impacts are linked to the translation into on-the-ground interventions of the international agreements and funding mechanisms, as well as national policies and plans. Hence, the focus on direct results rather than impact is appropriate.

OECD/DAC and UNDP criterion definition:	
Relevance:	<p>OECD/DAC: The extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies.</p> <p>UNDP: Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the initiative is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues. Relevance concerns the congruency between the perception of what is needed as envisioned by the initiative planners and the reality of what is needed from the perspective of intended beneficiaries. It also incorporates the concept of responsiveness—that is, the extent to which UNDP was able to respond to changing and emerging development priorities and needs in a responsive manner.</p>
Effectiveness:	<p>OECD/DAC: The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.</p> <p>UNDP: Effectiveness is a measure of the extent to which the initiative’s intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.</p>

Efficiency:	<p>OECD/DAC: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.</p> <p>UNDP: Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.</p>
Impact:	<p>OECD/DAC: Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended</p> <p>UNDP: Impact measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. Many development organizations evaluate impact because it generates useful information for decision making and supports accountability for delivering results. At times, evaluating impact faces challenges: Confirming whether benefits to beneficiaries can be directly attributed to UNDP support can be difficult, especially when UNDP is one of many contributors. However, the impact of UNDP initiatives should be assessed whenever their direct benefits on people are discernible.</p>
Sustainability:	<p>OECD/DAC: The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.</p> <p>UNDP: Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.</p>
Sources:	
<p>1) Glossary of Key Terms in Evaluation and Results Based Management (http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/2754804.pdf)</p> <p>2) UNDP Handbook on Planning, Monitoring and Evaluating for Development Results</p>	

The evaluation is also guided by the principles of human rights, gender equality, gender mainstreaming, and environmental sustainability.

2 Methodology

2.1 Main elements

The programme evaluation comprises the following main elements:

- Review of relevant documentation
- Individual interviews with a sample of key stakeholders. Stakeholders interviewed will include government at all levels, community representatives; GGCA members; UNFCCC members; the GGCA Secretariat, Steering Committee and Project Board; and international agencies

- Individual interviews with selected GGCA members will be done by skype.
- Site/ field visits to one country in Asia and one country in Africa – TBD in consultation with GGCA Project Board and determined by a range of criteria (see below)
- Analysis and report writing

2.2 Stakeholder consultation

In order to triangulate and verify findings, the evaluation team will consult a wide range of stakeholders to get different perspectives. Interviews will be conducted in English with key stakeholders. Interviews by Skype or telephone may be supplemented by email correspondence and questionnaires to enhance the outreach of the evaluation. Stakeholders to be consulted will include the GGCA Project Board members (UNDP, WEDO, IUCN); the GGCA Secretariat; the GGCA Steering Committee; a sample of GGCA members (both UN agencies and CSOs); government representatives involved in working with the GGCA on ccGAPs; members of UNFCCC negotiating bodies; participants in the WDF programme; and other individuals (TBD). Interviews will vary in length between one and two hours. Structured questions and format will help guide the interviews, but the interviewers recognize the need to be free-flowing to some extent to solicit more information and opinion from the key interviewees.

The key questions that will guide the interviews include the following:

- What were challenges in achieving the objectives, and how could they be addressed in the future?
- What factors have contributed to achieving, or have undermined, programme objectives?
- How did collaboration and synergies between partners and different project activities affect achieving programme objectives?
- How can programme objectives be optimized?
- What are gaps and entry points for future activities to achieve gender-sensitive policies and programmes on the global, regional, and national level?
- What are good practices and key lessons from the programme?
- Were the stated programme objectives, outcomes and results achieved?
- To what extent are new policies and strategies actually being implemented?
- Are there any factors that promote or inhibit this being done?

Specific areas of focus during the evaluation include, but are not limited to the following:

- Comparison of the differences in the log-frames of phase 2 and 3 of the umbrella programme, and formulation of recommendations in view of a fourth phase with a focus on the effectiveness and monitoring component;
- Effectiveness of the national-level work implemented under the umbrella programme, especially from the point of view of integrating a gender approach in national-level decision-making, its implementation and long-term sustainability, and identification of the most effective modalities in this respect;
- Effectiveness of the Women Delegates Fund support and formulation of training;
- Provision of recommendations in relation to the general structure of the umbrella programme.

As the stakeholders are too numerous to interview all in person by Skype, short questionnaires will be sent out by email and tailored to specific categories of stakeholders, e.g.:

- Participants in TOT trainings
- Participants in ccGAP trainings
- WDF participants
- Country level participants in workshops and within specific Ministries
- GGCA Members

The use of short and tailored questionnaires will enable the Evaluation to reach a larger number of stakeholders provide quantifiable information on their roles, benefits and opinions of the programme.

2.3 Field missions

Field missions to two countries in Africa and Asia will be carried out to get a more in-depth understanding of the work carried out at national level. If the budget is made available, the number of countries visited may be increased to 3 or 4. The countries are chosen based on the following criteria as discussed at the Project Board meeting on July 17, 2013:

- At least one country where there is a ccGAP
- At least one country where there is a UNDP programme
- Countries that demonstrate activities by at least a few GGCA members, particularly, but not necessarily limited to, the organizations represented on the GGCA SC
- Countries that have engaged in national policy implementation on gender and climate change through working with the GGCA
- Countries where participants of the WDF programme are based
- Countries where other UN agencies have collaborated or cooperated at a programmatic country level with the GGCA
- Countries where the GGCA umbrella programme has been operational for some time

The table in Annex C provides the assessment, which guided the country selection.

Based on the above and on a dialogue with IUCN, UNDP, WEDO the following countries have been selected:

First priority countries: **Liberia, Bangladesh**

Second priority countries (to be covered if additional funding is provided): **Kenya, Vietnam**

2.4 Document review

The evaluation team will carry out a desk review of key documentation, including annual reports, progress reports, monitoring data, development plans, board meeting minutes, products, training materials, UNFCCC meeting workshop materials and agendas, country specific reports, budgets,

financial reports, and other relevant documentation. These documents will be reviewed for the purposes of evaluating the extent to which the GGCA umbrella programme has carried out the activities and commitments found in the log frames and the proposals for funding and delivered the specific outputs. In addition, the Evaluation Team will use their judgement to make a determination of whether the reported results can be attributed to the GGCA umbrella programme.

In addition, selected key UNFCCC documents will be reviewed for the purpose of determining the extent of gender specific language in the policies that can be linked to the GGCA advocacy, for example, at the COPs and other meetings.

2.5 Role and responsibilities of the Evaluation Team

The evaluation team will work in close consultation with the GGCA Project Board. The duties of the Team Leader and the Evaluation Specialist have been changed from the original TORs in agreement with UNDP, the contracting agency, given the delay in the start of the evaluation. These changes are reflected below.

The Evaluation Team Leader will be responsible for the overall coordination of the evaluation team and for the overall quality and timely submission of the evaluation report to implementing partners. Specifically, the Evaluation Team Leader will perform the following tasks:

- Agree with the Evaluation Specialist on the division of tasks and responsibilities within the evaluation team;
- Provide input and guidance to the Evaluation Specialist on the design of the evaluation methodology and inception report;
- Provide feedback to the Evaluation Specialist for the document review;
- Arrange travel and interviews to one country for a field mission of no more than a week;
- Conduct in dept interviews with selected individuals;
- Liaise with UNDP, IUCN and WEDO staff, the GGCA Secretariat, and other GGCA members to provide contacts to assist in the organizing of the field mission;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per scope of the evaluation described above);
- Draft the main evaluation report;
- Finalize the final evaluation report; and
- Present evaluation findings to the Project Board (by skype, phone or email).

The Evaluation Specialist will support the Evaluation Team Leader during the evaluation process. Specifically, the Evaluation Specialist will perform the following tasks:

- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis) presented in the inception report for review by the Team Leader, and then by the GGCA Project Board at the July 17 2013 meeting in New York;
- Attend the GGCA write-shop meeting in New York on July 17 to present the draft inception report for feedback;
- Carry out a desk review of relevant documents;

- Liaise with UNDP, IUCN and WEDO staff, the GGCA Secretariat, and other GGCA members to provide contacts to assist in the organizing of the field mission;
- To determine from the desk review and consultations which country to travel to;
- Arrange travel and interviews to one country for field mission of no more than a week;
- Conduct in-depth interviews with selected individuals;
- Draft related parts of the evaluation report to submit to the Team Leader; and
- Support Evaluation Team Leader in finalizing documents through importing suggestions received on the draft evaluation report with a view to overall quality and timely submission of the deliverable.

Both the Team Leader and the Evaluation Specialist will have equal responsibility for conveying their findings; should there be any difference of opinion, they will make that known in their recommendations.

2.6 Role and responsibilities of the GGCA Board Members (UNDP, IUCN, WEDO, GGCA Secretariat)

All three partners (UNDP, IUCN and WEDO) and the GGCA Secretariat are responsible for the provision of relevant data and documents and facilitating contact to the stakeholders, specifically in the context of their projects and respective roles. The UNDP GGCA Programme Manager will be responsible for the administration of the evaluation process. UNDP, IUCN and WEDO will support the team in ensuring that their respective country/regional offices and national partners, are mobilised to assist the Evaluation Team with arranging for the programme, logistics and interviews for the field missions. The UNDP Gender Team will assist with travel arrangements such as tickets and DSA

The evaluation will be conducted in a participatory manner to ensure accuracy and consideration given to the views of the partners. Hence, the Evaluation Team will at different stages during the evaluation request the partners (UNDP, IUCN, WEDO) and the GGCA Secretariat to provide specific inputs. At this stage the following needs for inputs from the partners have been identified:

- Facilitate contract with country/regional offices and national partners in the selected countries for the field missions and request them to assist with arranging logistics, mission schedules, and meetings with stakeholders
- Provide contact details for key/priority stakeholders to consult through interviews or questionnaires, including:
 - Participants in ToTs
 - Pool of experts
 - Participants in ccGAP trainings
 - WDF supported participants to the COPs and other UNFCCC meetings
 - Country level participants in workshops
 - Country level participants within specific Ministries
 - GGCA members
- Check the accuracy and comprehensiveness of the key stakeholder tracking form provided by the Evaluation Team

- Distribute questionnaires to stakeholders and encourage stakeholders to fill in questionnaires
- Prepare an overview of progress, status and results against the logframe indicators and targets for phase 2 and 3, and reflections on the status of the assumptions – using the template provided by the Evaluation Team
- Prioritise of the issues and topics mentioned in the meeting held on July 17, 2013
- Provide feedback on draft questionnaires

2.7 Evaluation Ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’.

2.8 Main limitations and assumptions

- The ability to prepare and conduct effective field visits where all the key stakeholders are consulted will depend on the ability and willingness of UNDP/IUCN/WEDO country/regional offices and national partners to assist with arranging logistics, mission schedules, and meetings with stakeholders
- The full provision of requested inputs to the evaluation, and the timely provision of these, from the partners (UNDP, IUCN, WEDO) and GGCA Secretariat is an important prerequisite for Evaluation Team to be able to carry out an accurate and comprehensive evaluation.
- Time and limited site visits – due to time and budget constraints only two site/field visits will be undertaken, unless an additional budget allocation is made to cover additional travel costs and an additional 7 days in fees for each additional country.
- Due to the reduced budget, the original scope and coverage of the evaluation outlined in the ToR has been reduced.
- UNDP processes and administrative procedures could cause further delays, for example in relation to getting security clearance, visas, and tickets etc. arranged for the country visits.

3 Schedule

Key milestones include:

- | | |
|--|-----------------|
| • Preliminary desk review of documents provided by GGCA: | July 31 2013 |
| • Attendance by team member at meeting of GGCA write-shop: | July 17 2013 |
| • Draft inception report presented to meeting: | July 17 2013 |
| • Revision of inception report based on feedback at meeting on July 17 provided by Project Board and further by UNDP in the telcon on July 31, 2013: | August 1, 2013 |
| • Finalize questionnaires: | August 12, 2013 |
| • Send out all questionnaires by email: | August 15, 2013 |
| • Carry out interviews with selected stakeholders and GGCA | |

members by skype, email and telephone where necessary
(budget TBD):

- Site visits carried out: August 31, 2013
September 15, 2013
- Draft evaluation report submitted to GGCA Project Board: October 15, 2013
- Review of draft evaluation report by implementing partners
and comments returned to Evaluation team: October 22, 2013
- Final evaluation report submitted: October 31, 2013

Annex A Evaluation Report Outline

Title Page

List of acronyms

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3. List of meetings attended
4. List of interviewees
5. List of documents reviewed

Annex B Evaluation Questions

The key questions that will guide the evaluation include the following:

- What factors have contributed to achieving or undermining programme objectives?
- What were challenges in achieving the objectives?
- How could they be addressed in the future?
- How did collaboration and synergies between partners and different project activities affect achieving programme objectives?
- How can programme objectives be optimized?
- What are gaps and entry points for future activities to achieve gender-sensitive policies and programmes on the global, regional, and national level?
- What are good practices and key lessons from the programme?
- Were the stated programme objectives, outcomes and results achieved?
- To what extent are new policies and strategies actually being implemented?
- Are there any factors that promote or inhibit this being done?
- How did the GGCA ensure that gender was more coherently addressed in the climate change discourse?
- To what extent was the GGCA able to influence key policies, strategies and plans on climate change at the global level and in the programme countries (especially the two that we will be visiting)?
- Has the GGCA influenced the way that climate change and gender are addressed at the global level? The national level?
- Has the GGCA helped programme countries and their stakeholders to build their capacity to implement such policies and strategies so that gender is mainstreamed?
- Did the GGCA support address the actual needs of the national governments?
- Did the support lead to the expected results? Did it adequately build the capacity to overcome constraints?
- What were the skills and knowledge obtained and applied at the national level? How has this been integrated into national policies?
- Could or should the GGCA programme have been done differently? If so, how?
- Were there areas where support was needed, but not provided/available?
- What was the best/most valuable training, support or capacity built or received (please explain what, why)? And the poorest?
- Specific recommendations for the next phase of the GGCA?

Specific areas of focus during the evaluation include, but are not limited to the following:

- Comparison of the differences in the log-frames of phase 2 and 3 of the umbrella programme, and formulation of recommendations in view of a fourth phase with a focus on the effectiveness and monitoring component;
- Effectiveness of the national-level work implemented under the umbrella programme, especially from the point of view of integrating a gender approach in national-level decision-making, its implementation and long-term sustainability, and identification of the most effective modalities in this respect;

- Effectiveness of the GGCA umbrella programme as compared to individual organizations carrying out their own work;
- Effectiveness of the Women Delegates Fund support and formulation of training;
- Provision of recommendations in relation to the general structure of the umbrella programme;
- Determination of efficiency and value for money (cost-effectiveness) – have GGCA umbrella programme and implementing partner resources (financial and staff) been utilised efficiently or are there significant inefficiencies?
- What is the value added of the GGCA to the global work on gender and climate change?

Annex C Country Selection

Country	Region	IUCN	UNDP	WEDO/WDF	Mature	Young	Questions/comments	Value	Priority
Ghana	Africa	1		1	1		Tech support, pool of experts	3	
Liberia	Africa	1		1	1			3	1
Mozambique	Africa	1	1		1		ccGAP not funded by GGCA	3	3
Tanzania	Africa	1		1	1			3	4
Gabon	Africa	1		1	1		Tech support, pool of experts	3	
Kenya	Africa		1	1		-1	UNEP presence, easy to reach	2	2
Namibia	Africa		1		1			2	
South Africa	Africa			1	1			2	
Malawi	Africa	1		1		-1	Tech support, pool of experts	2	
Burkina Faso	Africa		1			-1		0	
Niger	Africa		1			-1		0	
Egypt	Arab	1			1			2	
Jordan	Arab	1			1			2	
Bangladesh	Asia	1	1	1	1			4	1
Nepal	Asia	1	1	1	1			4	3
Viet Nam	Asia		1	1	1			3	2
Cambodia	Asia		1		1			2	4
Kyrgyzstan	Asia			1	1			2	
Bhutan	Asia		1			-1		0	
Thailand	Asia		1			-1		0	
Costa Rica	LAC	1		1	1			3	
Haiti	LAC	1		1	1			3	
Panama	LAC	1		1	1			3	
Cook Islands	Pacific			1	1			2	
Fiji	Pacific			1	1			2	
AAP	Regional		1		1			-1	1
Arab States	Regional	1			1			-1	1
SADC	Regional					-1		-1	-2

Annex D Terms of Reference

TWO POSITIONS: EVALUATION TEAM LEADER & EVALUATION SPECIALIST

Location :	Home-based, with travel to selected GGCA programme countries
Application Deadline :	08-Apr-13
Additional Category	Environment and Energy
Type of Contract :	Individual Contract
Post Level :	International Consultant
Languages Required :	English
Starting Date : (date when the selected candidate is expected to start)	01-May-2013
Duration of Initial Contract :	Evaluation Team Leader: up to 40 days; Evaluation Specialist: up to 30 days
Expected Duration of Assignment :	Evaluation Team Leader: up to 40 days; Evaluation Specialist: up to 30 days

Background

Background and context

The global umbrella programme “Gender-responsive Climate Change Initiatives and Decision-making” comprises three projects each implemented by a different partner organization: the International Union for the Conservation of Nature (IUCN); the United Nations Development Programme (UNDP), in collaboration with the United Nations Environment Programme (UNEP); and the Women’s Environment and Development Organization (WEDO);

These projects have been running since 2008 and have supported a paradigm shift on gender and climate change. Through a coordinated partnership approach, they have ensured that gender equality principles are integrated into the outcome documents and processes of UNFCCC negotiations, as well as the operations of major climate funds. They have provided technical expertise and recommendations to over 100 governments; trained more than 500 national gender and climate change experts from over 100 countries; and integrated gender concerns into national climate change policies and programmes across several countries.

The umbrella programme is made possible through contributions from the governments of Finland and Denmark to the UNDP Gender Thematic Trust

Fund; UNDP is the fund manager for the global umbrella programme. The first phase of funding covered the years 2008 – 2010. The second phase of funding supported the implementation of activities from 2010-2012. Funding entered its third phase in April 2012 and will continue through June 2014. Based on the timeliness of the issue of gender and climate change and the great demand for activities by governments and other stakeholders, implementing partners envision expanding ongoing activities and extending the current project implementation period beyond 2014. Evaluation outcomes are expected to influence future programming.

The umbrella programme is one of the main programming vehicles for the Global Gender and Climate Alliance (GGCA), which was formed in November 2007 by IUCN, UNDP, UNEP, and WEDO with the objective to ensure that climate change policies, decision-making, and initiatives at the global, regional and national levels are gender responsive. As of November 2012, the Alliance comprises 69 UN agencies, non-governmental organizations and inter-governmental organizations. Its core strategy includes a focus on advocacy and capacity development at all levels. GGCA member organizations and activities are coordinated through the GGCA Secretariat (facilitation of which is a complementary initiative under the joint programme.)

On behalf of all implementing partners, UNDP is now looking to retain the services of an Evaluation Team Leader and an Evaluation Specialist to undertake a medium-term evaluation of the global umbrella programme. The evaluation will focus on both the programme's second phase of activities spanning from 2010 – 2012, and the third phase to the extent possible, and encompass an assessment of selected activities by all implementing partners on the global, regional, and national level, as well as the work of the GGCA Secretariat.

Phase 2 of the umbrella programme built on successes achieved in the first phase and aimed at 1) integrating a gender perspective into policy and decision-making in order to ensure that the UN mandates on gender equality are fully implemented; and 2) building capacities at all levels to design and implement gender-responsive climate change policies, strategies, and programmes. The current, ongoing, third phase of activities, from 2012 to 2014, moves to action and targets the promotion of women's leadership from local to global levels and the successful implementation of national and regional gender and climate change activities in various countries around the world; it aims at 1) integrating a gender perspective into the post 2012 UNFCCC agreement and relevant programme decisions as well as other international, regional and national policy and decision-making related to climate change; and 2) promoting the leadership of women at global, regional and national levels through the Women Delegates

Fund.

Further information on objectives, outcomes, and results of Phase 2 and 3 of the umbrella programme as well as details on activities, indicators, and risks will be made available to the evaluation team leader and evaluation specialist together with additional material (such as project documents, quarterly and annual reports etc.) upon recruitment.

Purpose

The purpose of the evaluation is to assess whether and to what extent the planned objectives, outcomes and results of the umbrella programme have been or are being achieved as a result of the partners' work. Further, the evaluation is envisaged to go beyond this and address questions related to relevance, sustainability, efficiency and effectiveness of programme activities. Specifically, the evaluation will assist implementing partners in gaining a better understanding of the following aspects of their interventions:

- The extent to which the planned and related objectives, outcomes and results of the programme have been or are being achieved;
- The efficiency and effectiveness of the programme in achieving its objectives, outcomes and results; and
- The identification of project activities that have had the most tangible results and benefits from the beneficiaries' perspective (i.e. women at all levels of decision making).

Further, the work of the GGCA Secretariat will be assessed.

The findings and lessons learnt from the evaluation will feed into the planning process of the next programme cycle (2014 - 2015) and will provide overall guidance for future project strategies and approaches.

Scope and objectives

The objective and scope of the evaluation is to assess the extent to which the planned outcomes have been or are being achieved as a result of the GGCA's work through the umbrella programme; identify existing practices and lessons that effectively contribute to achieving planned outcomes; analyze challenges in delivering targeted results; and recommend any overall strategy and approaches that can further focus and improve the effectiveness of the programme.

The evaluation is envisioned to generate data and substantive information to provide implementing partners with a basis for strategic planning, including the

identification of gaps and entry points for future action and recommendations for a fourth phase of activities spanning from 2014-2015. Further, the findings are expected to support distilling lessons for learning and knowledge sharing with a wide audience of gender and climate change practitioners.

Timeframe:

The first phase of programme implementation between 2008 and 2010 was geared primarily toward knowledge generation, capacity building, outreach and policy advocacy on the once hidden issue on gender and climate change. As such, work during this time laid the groundwork and created entry points for the second phase of activities which focused on ensuring that gender equality and women's rights issues are integrated in global, regional and national climate change initiatives. The evaluation will cover this recently concluded second phase of programme implementation, spanning from 2010-2012, as well as the third phase to the extent possible, including activities from the GGCA Secretariat during this period. It will focus on global, regional, and national level activities on gender and climate change, including key areas such as capacity building, awareness raising and advocacy, strategy development, and support in implementing policies and initiatives on the ground.

Geographic coverage:

The three projects under the global umbrella programme cover countries in Africa, Asia-Pacific, Latin America and the Caribbean, and the Arab League of States. The planned outputs intend to contribute to planned outcomes at a global, regional and country level. During the inception period, the consultants will identify a sample of countries to be reviewed and visited which will be agreed upon in the approval of the inception report. The sample will be representative of the geographical coverage and focus of intervention.

Target groups and stakeholders:

Target groups and stakeholders of the three projects vary, depending on the planned results of each output. They include, but are not limited to, local and national governments, national and regional institutions and mechanisms, civil society organizations, and practitioners. During the inception period, the consultants will identify a sample of target groups/stakeholders to be reviewed based on the project objective to integrate a gender approach to all climate change related decision-making at all levels. The sample should include representatives from the different target group/stakeholders of the three projects throughout the second phase of programme implementation, spanning from 2010-2012, as well as the third phase to the extent possible; should reflect the

geographical coverage of the global umbrella programme; and will be agreed upon in the approval of the inception report. The evaluation will also look at interventions on gender and climate change undertaken by other key actors and assess the extent to which implementing partners of the global umbrella programme have built partnerships with other actors in the field of gender and climate change, utilized synergies, and have built on each other's respective strengths to achieve maximum outcomes.

Methodology

The consultants are expected to develop a detailed, adequate and participatory methodology to identify the strengths, weaknesses, opportunities, and threats of the global umbrella programme during the inception period. The methodology should speak to the purpose and objectives of the evaluation and will need to be approved by all implementing partners (IUCN, UNDP WEDO.) As the evaluator(s) will be contracted by UNDP on behalf of the partners, the methodology is required to be in line with UNDP's 'Programme and Operations Policy and Procedures' and UNEG 'Ethical Guidelines for Evaluation'.

Evaluation questions and focus areas

Overall questions that will guide the evaluation include, but are not limited to the following:

Were stated programme objectives, outcomes and results achieved?

- What were challenges in achieving the objectives, and how could they be addressed in the future?
- What factors have contributed to achieving, or have undermined, programme objectives?
- How did collaboration and synergies between partners and different project activities affect achieving programme objectives?
- How can programme objectives be optimized?
- What are gaps and entry points for future activities to achieve gender-sensitive policies and programmes on the global, regional, and national level?
- What are good practices and key lessons from the programme?

These questions are envisioned to be specified further by the consultants during the inception period.

Specific areas of focus during the evaluation include, but are not limited to the following:

- Comparison of the differences in the log-frames of phase 2 and 3 of the umbrella programme, and formulation of recommendations in view of a fourth phase with a focus on the effectiveness and monitoring component;
- Effectiveness of the national-level work implemented under the umbrella programme, especially from the point of view of integrating a gender approach in national-level decision-making, its implementation and long-term sustainability, and identification of the most effective modalities in this respect;
- Effectiveness of the Women Delegates Fund support and formulation of training;
- Provision of recommendations in relation to the general structure of the umbrella programme.

Evaluation ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.

Duties and Responsibilities

Evaluation team composition and competency requirements

The evaluation team will consist of two members: 1 Evaluation Team Leader, and 1 Evaluation Specialist.

Evaluation Team Leader

The Evaluation Team Leader (1 position) will be responsible for the overall coordination of the evaluation team and for the overall quality and timely submission of the evaluation report to implementing partners. Specifically, the evaluation team leader will perform the following tasks:

- Lead and manage the evaluation missions;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Suggest and find agreement with the Evaluation Specialist on the division of tasks and responsibilities within the evaluation team;
- Conduct an analysis of the outcome, outputs and partnership strategy (as per scope of the evaluation described above);

- Present evaluation findings;
- Draft related parts of the evaluation report; and
- Finalize the final evaluation report.

Evaluation Specialist

The Evaluation Specialist will support the Evaluation Team Leader during the evaluation process. Specifically, the Evaluation Specialist will perform the following tasks:

- Review relevant documents;
- Participate in the design of the evaluation methodology;
- Liaise with UNDP staff and partner organizations to organize missions;
- Liaise with implementing partners to organize meetings with relevant stakeholders;
- Conduct analysis of the outcomes, outputs and partnership strategy;
- Draft related parts of the evaluation report; and
- Support Evaluation Team Leader in finalizing documents through importing suggestions received on the draft evaluation report with a view to overall quality and timely submission of the deliverable.

Deliverables

The consultants are expected to provide the following deliverables:

Evaluation inception report

- the inception report is expected at the beginning of the evaluation and will include an overview of the evaluators' understanding of what is being evaluated and why; outline the detailed evaluation method, including proposed sources of data and data collection procedures and list of sample countries and target groups/stakeholders; include specified evaluation questions; outline specified activities and time-frame; and assigned responsibilities of each team member. The inception report should also include an evaluation matrix which summarizes evaluation criteria, key evaluation questions, specific sub-questions, data sources, data collection methods and tools, indicators/success standards, and methods for data analysis. The inception report will be shared with all

implementing partners for comments and approval.

Draft evaluation report

- The draft evaluation report will be reviewed by implementing partners to ensure that the evaluation meets the required quality criteria (as specified in UNDP's Programme and Operations Policy and Procedures), and purpose and objectives are fulfilled. After approval, the consultants will prepare the final evaluation report.

Evaluation debriefing

- Meeting with the implementing partners IUCN, UNDP/UNEP, and WEDO key stakeholders where main findings will be presented. Partners and stakeholders who participated/contributed to the evaluation will have an opportunity to provide comments on the report.

Final evaluation report

- The final report should include an executive summary; introduction; description of the programme and its development context; findings and conclusions; good practices and lessons learned; overall rating of programme implementation and recommendations; examples and case studies; and an evaluation Annex.

Competencies

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