

United Nations Development Programme

Project Title: Global Gender Responsive Climate Change Programme

Strategic Plan Outcome: Faster progress is achieved in reducing gender inequality and promoting women's empowerment

Outcome Indicator: International processes including UNFCCC and post-2015 climate agreements integrate gender equality dimensions which promote gender-responsive global, regional and national climate change policies and programmes.

Expected Output/Targets: 1. Global climate change policymaking is gender-responsive. 3. Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels. 4. The GGCA governance mechanisms are effective, transparent and democratic.

Implementing Agency/ Executing Entity: International Union for Conservation of Nature (IUCN)

Brief Description

The goal of the Global Gender Responsive Climate Change Programme has been to ensure that climate change policies, programmes and initiatives at all levels are gender-responsive and improve the lives and livelihoods of women and men. Addressing the emerging challenges relating to the incorporation of gender perspectives into global climate change policies and strategies, the programme has played a catalytic role in shifting the paradigm on gender and climate change issues and ensuring the gender-responsiveness of climate change policies at different levels. Based on achievements and the Evaluation's recommendations, partners under the Global Gender Responsive Climate Change Programme will continue to focus on promoting the integration of gender equality dimensions in the relevant bodies, mechanisms and national processes of the global climate agreement 2015. The programme during the 4th Phase, will also continue to promote women's leadership as a key aspect; engage with UNFCCC (e.g. through capacity building); and strengthen the GGCA Secretariat, including for sustainability through and beyond Phase IV (2014-16).

Programme Period: 2014-16

Key Result Area (Strategic Plan): Faster progress is achieved in reducing gender inequality and promoting women's empowerment

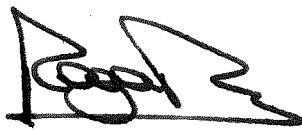
Atlas Award ID:

Start date: July 2014
End Date: June 2016

Total Programme Resources non-core: US\$1,006,536 (Includes UNDP's 8% GMS on Gender TTF – US\$74,558).

Total Resources from donor (Finland) to Global Programme in Euros: 2.6 million or equivalent to US\$3,556,771 (using April's UNORE).

Agreed by (UNDP):



Magdy Martínez-Solimán

Director, a.i.

Bureau for Policy and Programme Support

11/11/11

Acronyms and Abbreviations

ADP	Ad hoc Working Group on the Durban Platform for Enhanced Action
AWP	Annual Work Plan
BDP	Bureau for Development Policy
CBD	Convention on Biological Diversity
ccGAP	Climate Change Gender Action Plan
CDR	Combined Delivery Reports
CSD	Commission on Sustainable Development
CSO	Civil Society Organization
FR	Financial Report
GEF	Global Environment Facility
GGCA	Global Gender and Climate Alliance
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for the Conservation of Nature
NAMA	Nationally Appropriate Mitigation Action
NAP	National Adaptation Plan
NGO	Non-Governmental Organization
PC	Programme Coordinator
REDD	Reducing Emissions from Deforestation and Forest Degradation
ToD	Training for Delegates
ToT	Training for Trainers
SBI	Subsidiary Body for Implementation
SBSTA	Subsidiary Body for Scientific and Technological Advice
SC	Steering Committee
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WDF	Women Delegates Fund
WEDO	Women's Environment and Development Organization

I Situation Analysis: background and rationale

The impact of climate change is already causing widespread socio-economic and environmental loss and human suffering around the globe. The increasing number and intensification of natural disasters, steadily rising sea levels, and desertification exacerbate food insecurity and poverty, threaten human health, trigger social and political instability, and inhibit economic growth. Climate change erodes human freedoms and limits choice.¹

While climate change affects everyone, women and men experience the impacts differently, and oftentimes women are disproportionately affected. The nature of that vulnerability varies widely. Women, compared to men, often have limited access to resources, more restricted rights, limited mobility, and a muted voice in shaping decisions and influencing policy. However, at the same time, women are uniquely positioned to be powerful agents of change in responding to climate change impacts and driving innovative solutions at all levels; in OECD countries, for example, they tend to be more concerned about climate change and would prefer more ambitious efforts to reduce greenhouse gas emissions than men.² With respect to women in decision-making and leadership positions, a study of 130 countries revealed that those with higher percentages of women representatives are more likely to pursue and ratify environmental treaties.³ It is also a fact that “Women in leadership positions— at national, local and community levels—have made a visible difference in natural disaster responses, both in emergency rescue and evacuation efforts and in post-disaster reconstruction, as well as in the management of essential natural resources, such as fresh water.”⁴

In 2007, the International Union for Conservation of Nature (IUCN), the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), and the Women’s Environment and Development Organization (WEDO) partnered to launch the Global Gender and Climate Alliance (GGCA) with the objective to address the critical intersection of climate change and gender equality.⁵ The goal of the GGCA has been to ensure that climate change policies, programmes and initiatives at all levels are gender-responsive and improve the lives and livelihoods of women and men. Through activities implemented under the global umbrella programme “Gender Responsive Climate Change Initiatives and Decision-making”, partners have made progress in integrating issues of gender equality and women’s empowerment and leadership in climate change negotiations and implementation. Finland’s steadfast support over the last five years has made this progress possible.

Addressing the emerging challenges relating to the incorporation of gender perspectives into global climate change policies and strategies, the Gender Responsive Climate Change Initiatives and Decision-making programme has played a catalytic role in shifting the paradigm on gender and climate change issues and ensuring the gender-responsiveness of climate change policies, decision-making and initiatives at the global, regional and national levels. The project has utilized both a top-down and bottom-up

¹ Global Humanitarian Forum, Human Impact Report Climate Change: The Anatomy of a Silent Crisis, Geneva 2009

² <http://www.gendercc.net/policy/topics/mitigation.html>

³ UN Women, 2010. Gender Justice Key to Achieving Millennium Development Goals.

⁴ http://www.un.org/womenwatch/feature/climate_change/downloads/Women_and_Climate_Change_Factsheet.pdf

⁵ UNEP supported the implementation of the joint programme from 2008 – 2010.

approach to successfully raise awareness on and capacities to address the linkages between gender and climate change through a comprehensive, integrated strategy. This strategy incorporates advocacy, capacity-building, women's leadership, climate finance, national and regional climate change plans and programs and knowledge generation.⁶

Through this programme model of raising awareness, building capacity and providing technical support through close partnerships, the programme has been successful at bringing gender perspectives into the climate policy framework. More specifically, it has provided technical expertise, made recommendations to over 100 governments and enhanced relationships with major UNFCCC negotiating groups. When the Gender-responsive Climate Change Initiatives and Decision-making programme began its first phase in 2008, the linkages between gender and climate change were largely unrecognized. Since then, however, there has been a significant change, as social issues have now become one of the central components within the UNFCCC negotiations. This programme's efforts through the GGCA have helped secure the inclusion of eight gender references in the Cancun Agreements in December 2010, 18 gender references in Durban outcome documents in December 2011, and, along with other gender text throughout the outcome documents, the adoption of the Gender Decision in Doha in December 2012 – all supported by increased women's political participation, capacity and leadership, which helped to drive these and other results.

Most recently in Warsaw, Parties to the UNFCCC by holding the first in-session workshop on gender and climate change as well as approving concrete actions to operationalize the Gender Decision (FCCC/SBI/2013/L.13), – took significant steps towards meaningfully implementing the COP18 Gender Decision. However, as was also seen in Warsaw, the 'business as usual' political rhetoric among Parties needs to change if a truly equitable and effective climate change agreement is to be achieved. Thus, continued involvement in such discussions will help ensure pivotal issues, such as gender equality, do not get side-lined or left out in the process – but rather are part of a transformative foundation toward a more sustainable post-2015 era.

While the successes on gender at the global level are a step forward towards achieving the shift needed for all actors to appreciate the importance of integrating gender perspectives into the planning, financing, and implementation of climate responses, again much still remains to be done. While the demand for and successful processes to create Climate Change and Gender Action Plans (ccGAPs), for example, have so far been significant, comprehensive implementation of gender-responsive national strategies and plans is only just beginning. Enabling environments, which demand full participation of women and men alike, in partnership as well with women's organizations, need attention and climate finance needs to be responsive. Historically, climate finance has had limited focus on and benefit for the poorest and most disadvantaged populations within developing countries, and for women in particular, which exacerbates vulnerability and overall reduces the resilience of nations to the impacts of climate change.

Acknowledging this challenge, the programme, through a coordinated effort with various partners, has utilized a multi-pronged approach raising awareness and advocating for and building capacity on the importance and the 'how to' of integrating gender equality and women's empowerment principles into the operational frameworks, decision making, and programming of climate finance mechanisms. Making

⁶ See Annex 8 for project achievements

significant strides, some recent achievements in this area include: 1) the Climate Investment Fund's Trust Fund Committee repeatedly raise gender as a critical issue and have recently undertaken a CIF gender review and hired a gender specialist; 2) the Adaptation Fund's policies and guidelines now reference gender considerations, including in its project proposals and review criteria; and 3) the governing instrument of the Green Climate Fund includes five gender references, with its Board requesting for a working document setting out the options for a Fund-wide gender sensitive approach, which was shared at its February Board meeting in 2014.

The past phases of the programme have altogether contributed toward a significant paradigm shift on gender and climate change. The manner in which the global community addresses climate change has dramatically changed; outputs have ranged from gender-sensitive UNFCCC submissions to thousands of women and men participating in trainings on gender and climate linkages, to national plans, which promote transformative gender-responsive action. Programme partners and GGCA members can take pride in this progress – but the work has just begun. Now, with more than 20 new governments seeking specific guidance on national planning and implementation, the growing demand for capacity building and support for the operationalization of the UNFCCC Gender Decision, as well as the potential consolidation of funding mechanisms such as the Adaptation Fund and the Green Climate Fund, the partners envision an exciting fourth phase of collaboration, synergizing progress around concrete actions to improve the lives, livelihoods and resilience of women and men around the world.

This programme played a key role in influencing, among other outcomes, the UNFCCC COP 18 “Gender Decision” (Dec 23/CP18). Most of the related submissions noted that the lack of resources and capacity to integrate gender considerations in the UNFCCC process has remained a significant constraint. The Women Delegates Fund (WDF) has been responding directly to addressing this need as well as the multi-stakeholder capacity building initiatives at international and national levels. The initiatives under this programme have played an important role in highlighting the importance of gender in multiple international discussions and will further inform the post-2015 development agenda and the Sustainable Development Goals (SDGs) that are likewise influential to and impacted by negotiations on climate change. The Gender Responsive Climate Change Initiatives and Decision-making programme has thus been instrumental in building capacity and technical know-how that goes well beyond the UNFCCC deliberations and decisions.

Going beyond the UNFCCC negotiating table includes moving commitments from paper into action. Additional support is now needed to ensure climate finance is available to and equitably reaches and benefits communities on the ground. In this effort, attention also needs to be placed in helping ensure that national climate policies are gender responsive and programs effectively incorporate equity, access and benefits to both women and men in their design and implementation.

A critical next step in this combined effort is to learn from and build upon these achievements, especially to ensure sustainability of outcomes and to address persisting gaps and challenges. As the evaluation has highlighted, partners' work should focus on the consolidation of the results achieved and the processes that have already been initiated and also ensuring that global finance mechanisms are gender responsive in their implementation. Moreover, following on continuous processes through rather than one-off activities, especially at the regional and national levels will significantly enhance collaboration between the implementing programme partners in relation to country level activities, and the sharing of

information, knowledge, lessons and approaches. It will also require ensuring that WDF participants are systematically linked to GGCA country level interventions. It is in this context –under a continued focus on securing a gender-responsive climate change post-2015 framework, including by sustained participation and capacity strengthening of women and gender leaders at all levels– that a new phase is being proposed for 2014-16 under the “Global Gender Responsive Climate Change” programme.

Based on the programme’s achievements⁷ and the Evaluation’s recommendations (see annex 5), the programme partners will continue to work closely to: consolidate the results achieved so far; avoid duplication of efforts; continue to focus on the implementation of international agreements; ensure that national policies, strategies, plans and programmes and climate fund resources and allocations are gender-responsive; strengthen knowledge sharing among partners; and strengthen the GGCA Secretariat, including for sustainability through and beyond Phase IV. In this final phase, partners will also seek to more thoroughly document processes and achievements over the past years, especially toward identifying the next strategic moves for the sustainability of the GGCA and replication at the national level.

II Strategy

During the 4th Phase, the Global Gender Responsive Climate Change programme will continue to focus on ensuring that the next global climate agreement integrates gender equality dimensions into the relevant global and national bodies, mechanisms and processes. The programme will moreover continue to promote women’s leadership as a key aspect to elevate women’s participation and influence in and contribution to the UNFCCC processes through the Women Delegates Fund.

As mentioned in the cover letter, the global programme will focus on one outcome and four outputs to contribute to that outcome. In this regard IUCN will focus on output one, three and four as presented below. Each output will have activity results supported by actions to achieve them:

Outcome: International processes including UNFCCC and post-2015 climate agreements integrate gender equality dimensions which promote gender-responsive global, regional and national climate change policies and programmes.

Output 1: Global climate change policymaking is gender-responsive.

Output 3: Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels.

Output 4: The GGCA governance mechanisms are effective, transparent and democratic.

The outputs and activities under each are elaborated in the paragraphs below:

⁷ An audit was conducted during January - May 2013 to the current III Phase of the Programme, UNDP addressed the audit findings and recommendations with support from partners.

1. Global climate change policymaking is gender-responsive.

Technical analysis and guidance at multiple levels by programme partners has been a core component of the programme since its inception and has thus contributed substantially toward the increased recognition of gender across all areas of the UNFCCC negotiations as well as the demand for support at national level for gender-responsive policies and plans. Moving ahead, support for adoption of a gender-responsive 2015 climate agreement is still much needed, and this programme will continue to work closely toward this goal through the following activity results.

Activity Result 1.1 Capacity is strengthened to integrate gender equality into policies, action plans and finance mechanisms and to operationalize current gender mandates in UNFCCC policies and programmes.

The partners will continue to support UNFCCC processes and the post-2015 climate agreement to help ensure gender equality dimensions are integrated into these complementary global policy efforts and promote gender responsive global, regional and national climate change policies and programmes. This work will involve support towards a comprehensive operationalization of the COP18 Gender Decision by advocating for the adoption and implementation of global agreements on gender and climate change. Any new climate agreement must integrate gender equality and the full and effective participation of women in order to mitigate the impact of climate change. Partners will work to ensure that gender equality is pursued both in principle and as a transformative approach, to be included from the beginning in the consideration of the elements of the new agreement.

In close collaboration with partners and GGCA members, IUCN will take advantage of its wide national government membership to target enhanced relationships with negotiators. Having developed relationships in more than fourteen countries that have developed ccGAPs (national climate change and gender action plans), IUCN will continue to specifically support these countries with technical guidance as necessary, and ensure synergy between Women Delegate Fund (WDF) participants and ccGAP countries. Employing its status as an IGO, IUCN will work with Parties and program partners, as well as other GGCA members, to organize technical side events and other key related capacity building activities at and around UNFCCC meetings. A technical workshop on gender and REDD+ planned for the June 2014 UNFCCC SB/inter-sessional (in partnership with USAID, UN-REDD, WEDO and REDD+ SES) is one example of this.

In addition, all partners will continue to ensure progress in the implementation of current decisions on gender, through the development and dissemination of knowledge products, methodologies and factsheets for use by the UNFCCC Secretariat and Parties in the articulation of 'gender considerations', as well as by hosting side events, and mapping and compiling agreed text.

Finally, though not the specific mandate of this programme, the GGCA partners recognize the importance of ensuring coherence to the multiple ongoing processes outside of the UNFCCC which impact the implementation of climate policies, programs and actions. In regards to the Sustainable Development

Goals (SDGs) and the Post-2015 Development Agenda, the partners will utilize opportunities to ensure progress on gender-responsive climate policy in the UNFCCC is showcased and coherently addressed in these processes through outreach to the broader GGCA alliance and synergies with many stakeholders working across arenas.

Activity Result 1.2 The UNFCCC Secretariat is engaged to implement gender mandates.

A proactive and positive relationship between the GGCA and the UNFCCC Secretariat has, since the beginning, been a key aspect of this joint programme and has become increasingly important as gender mandates are secured and countries demand guidance and support for implementation. All programme partners have, to varying degrees, collaborated with the UNFCCC Secretariat and especially the gender focal points over the years, including for example to prepare and implement the first-ever in-session workshop on gender during last year's COP in Warsaw (an outcome of the Gender Decision (23/CP.18)). Partners have consistently contributed to UNFCCC knowledge products and programmes, as well, such as the Nairobi Work Programme. In Phase III, at the request of the Executive Secretary of the UNFCCC, IUCN provided support to the Secretariat to strengthen its capacity on gender and development through the recruitment of gender-focused interns from developing countries. In this regard, at the request of the Secretariat, IUCN will continue to offer technical support through: capacity building tools for use by the new gender focal point and technical analysis and inputs into papers; ongoing participation in Momentum for Change; and strengthening their ongoing gender internship program. The opportunity to engage and strengthen the capacity of the Secretariat on gender is critical at multiple levels, and especially to support sustainability of the gender mandates.

Activity Result 1.3 Capacity of women and men negotiators, as well as key government and civil society stakeholders, is strengthened to integrate gender dimensions.

One of the triggers for success in integrating gender dimensions in UNFCCC outcomes since 2009 has been the increased understanding of gender and climate issues by the negotiators themselves. One of the Phase I priority activities was the Training for Trainers and Training for Delegates (ToT/ToD) set of global, regional and national trainings⁸; capacity of negotiators was substantially strengthened by these "training" sessions, reflected clearly in newly aware negotiators introducing and/or supporting gender text during the negotiations just days later. Now in Phase IV, as significant changes in delegations have occurred (due to typical political processes and turn-over) and new negotiators have not benefitted from GGCA expertise, a new set of delegate orientation and updates sessions is necessary to continue making achievements toward the new climate agreement and its implementation. Especially taking advantage of the new data and country- and context-specific information from ccGAP experiences, IUCN in close collaboration with partners, and especially the WDF, will organize three new "ToDs" or delegate update sessions on gender and climate change; the first will be organized (with already confirmed partners including the Governments of Finland and Peru,) in advance of the planned October intersessional and then in advance of the Peru (also in partnership with the Government of Peru) and Paris COPs (2014 and 2015, respectively).

⁸ (This methodology was carried on and influenced implementation of both ccGAPs and WDF, as well as other related GGCA activities, throughout the phases of the joint programme.)

In addition, building on and from the tremendous growth in GGCA membership, as well as taking advantage of WEDO's new role as the head of the official UNFCCC Women and Gender Constituency, partners will continue facilitating the role of civil society in influencing and supporting gender-responsive policymaking at all levels during COP 20 and COP 21 negotiations, including expert contributions to the "ToDs" and other capacity building efforts, as well as to support Parties in articulation of gender mandates and contextualization at the national level.

Activity Result 1.4 Existing and newly emerging climate finance mechanisms are gender responsive.

The shift toward gender-sensitivity in climate change policy-making and programming in recent years signifies the importance of gender-responsive climate financing. The Evaluation of the programme recommends that the work on climate finance should continue with the objective to ensure global climate finance mechanisms are gender responsive and progressive.

Thus, building on the GGCA partners' ongoing success in advocating for and building capacity on gender sensitive climate finance, including with the Adaptation Fund, Least Developed Countries Fund (LDCF), Special Climate Change Fund (SCCF), Green Climate Fund and Climate Investment Funds (CIF), programme partners will continue to engage with and support such existing and newly emerging climate finance mechanisms to ensure they meaningfully integrate gender equality and women's empowerment considerations into their policies, decision making and programming, wherein at the country-level, both women and men have equitable access to such financing and its benefits.

Working in close collaboration with the GGCA Finance Working Group, partners will continue to advocate and engage with the Green Climate Fund and its Board and Secretariat to help ensure the fund adheres to – and builds upon – mandates already given to the Board to ensure the Fund utilizes a gender-responsive approach in its work, including its policies, guidelines and programming. These activities will include, among others, contributing to advocacy documents, factsheets and analysis of policy documents for the meetings of the Green Climate Fund Board to help inform Board and Secretariat discussions on this matter. Partners will also continue to engage with civil society organizations to promote gender-responsive investment plans as well as programming work at the national level.

The work under this Output will entail providing continued support at the global level to ensure gender considerations are addressed in guidelines, policies and operations. It will also include organizing capacity building activities through trainings and workshops; producing knowledge products; and participating in the operationalization of action plans to help facilitate mainstreaming of gender. Special attention will be paid to operationalization of the recommendations in IUCN's 2012 *Gender Review of the CIF*. In this effort, partners will also strengthen women's engagement in the Green Climate Fund and CIF by providing technical and funding support for their participation in such meetings, especially to experts from the Global South.

3. Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels.

Building on the experiences from previous national initiatives, the programme will focus on a few countries across the developing world, but with a primary focus on Africa and Asia-Pacific, to support national governments to strengthen and integrate gender responsive climate change policies and to operationalize and implement them. Following current practice, priority will be given to the WDF countries and to Finland's seven long-term partner countries. In close cooperation with key national stakeholders, GGCA partners will consolidate their country-level work, and fully engage other GGCA members as well as WDF delegates in the process to significantly contribute and follow-up.

Activity Result 3.1.2 The gender equality principles, strategies and activities in ccGAPs are more comprehensively integrated in three ccGAP countries' climate change and development policies and programmes, enhancing national implementation of gender and climate change mandates.

Over the last three and a half years, IUCN on behalf of and in collaboration with GGCA has supported more than a dozen countries through processes to establish climate change and gender action plans and/or roadmaps, commonly referred to as "ccGAPs". These ccGAPs have offered a means for translating global mandates on gender into reality at national level and, moreover, for strengthening the integration of both gender and climate concerns into broader development and poverty reduction strategies and plans.

The ccGAP methodology was developed in response to the demand from governments for assistance to integrate gender equality principles and gender responsive strategies into national climate change policy frameworks. Demand is still high, and more than twenty additional governments have sought support in developing their own ccGAPs. IUCN is leveraging new, complementary sources of support to develop these new ccGAPs in years to come, but in this fourth and final phase of the GGCA joint programme, IUCN will focus attention on taking steps toward the thorough integration of current ccGAP principles, strategies and activities throughout national development and sector-specific policies and programmes by facilitating multi-stakeholder national platforms to support and propel implementation.

While every ccGAP country is unique and presents its own specific set of priorities and contextual concerns, a common thread through every ccGAP experience is that the ccGAP workshops – a combination of women's organization's capacity building and multi-stakeholder, multi-sectoral participatory government dialogue – are often the very first time that cross-sectoral strategizing on climate change happens in-country, not to mention from a gender perspective. This key aspect of the ccGAP process results in some of the most important "activities" included in the ccGAPs themselves: integration of gender equality principles and gender responsive action across Ministry of Agriculture, Water, Health and other key sectors' policies and plans. They are bolstered by innovative ideas – for example, the Ministries of Environment and Health together in Mozambique supported women to assemble "climate change health kits" comprised of medicinal plants (e.g. citronella; muringa,) that offset climate change impacts. The ccGAPs present a comprehensive framework for ensuring – and a lens through which to view – that gender equality concerns, and women's direct participation, are mainstreamed through national climate priorities and strategies.

In this phase, therefore, IUCN will work with three countries to establish national platforms that can support and propel this implementation, or integration, of ccGAPs. Countries will be selected based on the governments' continued commitment to ccGAP implementation and influence; endorsement of and engagement in the approach; availability and interest of stakeholders (e.g. GGCA members in-country who were part of ccGAP processes from the outset and can offer technical support longer-term) and

political viability (e.g. countries that are not in election periods). Strong capacity and interest of local IUCN offices, to which Ministries of Environment and/or Forests are members, as well as partner offices/bureaus, will also be strongly considered. As of early 2014, strong potential has been identified in four ccGAP countries: Mozambique, Liberia, Bangladesh and Nepal, as well as the opportunity for concrete action in Gender & REDD+ Roadmap countries Ghana, Uganda and Cameroon. Each country has expressed particular interest and commitment, and IUCN is currently reaching out to partners, including GGCA members, to further assess potential.

Policies and/or programmes across multiple sectors that reflect gender and climate change issues and integrate priorities, strategies and actions are the anticipated result, and south-south exchange of lessons and best practices will be fostered, including but not limited to the training for delegates (ToDs) as referenced above. Bringing together regional, national and sub-national GGCA members will also be an important aspect of this phase. For example, in Mozambique, IUCN is currently piloting a 'national platform' comprised mainly of Maputo-based GGCA members (including CARE, Africa Foundation, UNDP, UN Women) to strengthen the ccGAP process and advocate its implementation, including in their own work.

Activity Result 3.2 Knowledge products are updated building on information gained from national experiences, including a revised GGCA training manual, to enhance knowledge and capacity of decision-makers at multiple levels.

In collaboration with the diverse GGCA membership – more than 100 organizations working at international, regional, national and subnational levels on a range of technical climate change issues and strategies – GGCA program partners will work in this fourth and final phase to update knowledge products produced during the last phases, consolidating lessons and best practices for sustained capacity on gender and climate change. Having taken the lead on producing the GGCA Training Manual on Gender and Climate Change in Phase I, and having used it for several years until it was well outdated (e.g. outdated UNFCCC agreement text references that did not include gender gains; thematic chapters that did not include new technical knowledge and data,) IUCN will take the lead again on updating the Training Manual in Phase IV, drawing specifically from GGCA/WEDO's intensive advocacy work and achievements in the global policy arena, all partners' priority focus and impact in climate finance discussions and mechanisms, and especially, IUCN's in-depth in-country work in more than 14 ccGAP countries.

Given that partners, as well as the donor, have identified the strong need to organize another round of "ToDs" (training of delegates, or Delegate Orientation Sessions on gender and climate change,) around three key upcoming UNFCCC negotiations, an updated Training Manual is imperative. Moreover, as IUCN continues to foster participatory multi-stakeholder ccGAP processes, and implementation of ccGAP priorities and actions, in numerous countries, an updated Training Manual will be invaluable and will find audience with hundreds of policymakers and practitioners throughout Phase IV and well beyond.

The rich diversity of the GGCA membership, which includes and is further bolstered by the ccGAP national platform partners IUCN aims to foster in this phase, will be an important community of expertise and practice with whom to develop the new Manual modules. Specific chapters, for example on finance or technology, may be co-written with GGCA partners and member institutions; national platform focal points, e.g. potentially Ghana on REDD+ issues, will further help to develop and review content. IUCN

will open a round of comments amongst GGCA members in its first draft review of the new Manual, prior to its usual open public comment period.

4. The GGCA governance mechanisms are effective, transparent and democratic.

The joint programme, in partnership with the GGCA Secretariat and wider membership, the overall governing function for which being a multi-stakeholder Steering Committee (SC), has played a catalytic role in advancing gender equality and women's empowerment in global climate negotiations, national policy-making and programme implementation, and climate finance mechanisms. It is imperative to continue with this momentum as the influence of the GGCA goes far beyond the impact of this programme. The demand for the GGCA is evident in numerous ways, not least by the rapidly expanding membership. Thus it is important to consider ways to sustain and strengthen the Alliance beyond the end of this joint programme between UNDP, WEDO and IUCN in 2016, and this phase will include special efforts to strengthen governance and ensure sustainability of the GGCA for longer-term impact.

Activity Result 4.1 Contribute to effective GGCA governance mechanisms, including Project Board, Steering Committee and the Secretariat, and including communication and fundraising efforts.

In addition to regular project board (PB) communication, which includes two in-person meetings a year, joint programme partners are also participants in the GGCA Steering Committee (SC). The SC governs the Secretariat, identifies priorities and builds the identity of the Alliance. During this period, the PB will work in close collaboration with fellow SC partners to identify and implement a strategic plan with an associated resource mobilization plan, beyond the end of this joint programme in 2016. This will in part be supported by a sustained GGCA Secretariat, which has been effective over previous phases in raising the visibility of the GGCA, highlighting member expertise, convening working groups, leveraging results of the joint programme and attracting new members.

III Results and Resources Framework

<p>Intended Outcome: International processes including UNFCCC and post-2015 climate agreements integrate gender equality dimensions which promote gender-responsive global, regional and national climate change policies and programmes.</p>			
<p>Outcome indicators including baseline and targets:</p>			
<p>Baseline: Gender has been integrated in international decisions under the UNFCCC [since 2009] and there are some examples of national gender-responsive policies and initiatives.</p>			
<p>Target: Gender dimensions are fully integrated under international processes and climate agreements as well as within key financial mechanisms and are considered in a more integrated manner within national policies and initiatives.</p>			
<p>Applicable Key Result Area (from 2014-17 Strategic Plan): Faster progress is achieved in reducing gender inequality and promoting women's empowerment.</p>			
<p>Partnership Strategy: UNDP, IUCN and WEDO will partner, together with the GGCA Secretariat and GGCA membership, to achieve the intended outcome of the Global Gender and Climate Change Initiative. They will also work with international entities like the UNFCCC and global climate funds and national governments and civil society to ensure gender considerations are integrated in international and national policy instruments, tools and mechanisms.</p>			
<p>Knowledge management strategy: In order to strengthen knowledge sharing outside of the project and regularly capture and communicate lessons with relevant stakeholders, a number of actions will be taken, which may include, among others: regular outreach to communities of practice and public discussion forums; regular public blogging or webinars about lessons learned, results achieved and progress made by the project; and a final knowledge sharing workshop to present codified knowledge products and discuss the action plan for strengthening the nexus between gender and climate change in national policy and programming drawing on the lessons from this project.</p>			
<p>Project title and ID (ATLAS Award ID): Global Gender Responsive Climate Change Programme</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	IUCN	INPUTS⁹
<p>Output 1: Global climate change policymaking is gender-responsive. <u>Baseline:</u></p>	<p>Targets (Year 1) -COP18 Gender Decision effectively operationalized within UNFCCC negotiations and Parties' communications,</p>	<p><i>1.1 Activity Result</i> Capacity is strengthened to integrate gender equality into current and new international climate decisions and agreements</p>	<p>YR 1 total: 25,000 Travel/DSA 12,688 Staff time 10,944</p>

⁹ This is just an indicative, to be detailed further during implementation phase.

<p>GGCA has 6 working groups</p> <p>Integration of gender dimensions into global climate change policymaking has improved and increased from 2008 to 2013 (in COP decisions and outcome documents) across 22 programs and policies of the UNFCCC.</p> <p>The AF, CIF and GEF incorporate gender considerations into some of their operations, guidelines, templates and projects.</p> <p>The Green Climate Fund's (GCF) Governing Instruments includes 5 gender references, including within one of its guiding principles.</p> <p>Global assessments of development and effectiveness of gender-responsive policy are lacking</p> <p>Indicators:</p> <p>No. of key staff of UNFCCC SEC (eg. gender focal point) and women and men negotiators trained to improve capacities for duly monitoring implementation of gender mandates.</p> <p>No. of Criteria/strategy/policy/project/plan of action on gender equality supported and endorsed by the AF, GCF and the CIF.</p>	<p>processes and climate change work</p> <p>- Participation in UNFCCC meetings supports integration of gender dimension into policymaking processes</p> <p>-UNFCCC Secretariat key staff has engaged into capacity building sessions to effectively implement gender mandates</p> <p>Targets (year 2)</p> <p>- Participation in UNFCCC meetings supports integration of gender dimension into policymaking processes</p> <p>- The Gender responsiveness of CIF, AF GCF and GEF-UNDP program guidelines and operations increased.</p>	<p><i>Action</i></p> <ol style="list-style-type: none"> In collaboration with programme partners, GGCA members, IUCN country offices and other key partners, participate in relevant GGCA working groups to advocate for gender integration throughout UNFCCC policies and programmes, including but not limited to the implementation of the Gender Decision. Provide technical support to Parties honing positions in UNFCCC negotiations, including through IUCN country offices and via ccGAP partnerships. Taking advantage of IUCN's IGO status, arrange technical side events and other key fora related to UNFCCC negotiations (also relevant: see Activity 1.3 On ToDs). Document lessons learned and good practices and share regularly with relevant stakeholders <p><i>L.2 Activity Result</i></p> <p>IUCN engages with and advocates for the implementation of gender mandates with the UNFCCC Secretariat</p> <p><i>Action</i></p> <ol style="list-style-type: none"> Gender and climate change internships are supported to strengthen UNFCCC Secretariat capacity. The UNFCCC Gender Focal Point is engaged via capacity building and other targeted activities to track the implementation of gender mandates. <p><i>L.3 Activity Result</i></p> <p>Capacity of women and men negotiators, as well as key government and civil society stakeholders, is strengthened to integrate gender dimensions</p> <p><i>Action</i></p> <ol style="list-style-type: none"> In collaboration with WDF, conduct capacity building sessions on gender and climate change for delegates ('TOD's), during 2014 Bonn Intersessional and in advance of COP19 and COP20. 	<p>Side events 1,368</p> <p>YR 2 total: 35,000 Travel/DSEA 15,848 Staff time 16,416 Side events 2,736</p> <p>YR 1 total: 55,000 Staff time 27,360 Workshops 20,520 Materials 7,120</p> <p>YR 2 total: 55,000 Staff time 27,360 Workshops 20,520 Materials 7,120</p> <p>YR 1 total: 40,000 Staff time 8,208 Workshops 13,680 Travel/DSEA 18,112</p> <p>YR 2 total: 20,000 Staff time 4,104 Workshops 8,208</p>
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		<p><i>1.4 Activity Result</i></p> <p>Existing and newly emerging climate finance mechanisms are gender responsive</p> <ul style="list-style-type: none"> ▪ <i>Action</i> 1. In cooperation with other partners and GGCA members, participate in the GGCA Climate Finance Working Group, contributing to its advocacy documents, factsheets and analysis of policy documents for GCF Board meetings. 2. Engage dialogue with gender experts from diverse sectors and fund specialists (i.e. GEF, CIF) to develop gender sensitive indicators for the GCF Results Management Framework. 3. Participate in expert dialogue and advocate for the operationalization of the plan of action identified via the 2012 <i>Gender Review of the CIF</i>, including by engaging the gender focal point of the CIF. 	<p>Travel/DSA 7,688</p> <p>YR 1 total: 20,000 Staff time 10,260 Workshops 2,736 Travel/DSA 7,004</p> <p>YR 2 total: 25,000 Staff time 10,260 Workshops 2,736 Travel/DSA 12,004</p>
<p>Output 3:</p> <p>Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels</p> <p><u>Baseline:</u></p> <p>Previous GGCA national level activities undertaken in 12 countries, but additional steps need to be taken to ensure ownership and sustainability of this work.</p> <p>Women entrepreneurs lack equal access to resources and support</p> <p><u>Indicators:</u></p> <p>No. of policy instruments adopted to promote gender equality in cc efforts at national level.</p> <p>No. of decision-makers at the regional and national levels trained during capacity</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> -Build national level capacity within 2-3 countries to enhance national implementation of gender and climate change mandates through designing, planning and /or implementing key policy instruments. -GGCA training manual and publications on good practice, lessons learned and country level opportunities for promoting gender and climate change are produced considering information gained from GGCA national experiences, and disseminated. <p>Targets (year 2)</p> <ul style="list-style-type: none"> -Consolidate national level capacity within 2-3 countries to enhance national implementation of gender and climate change mandates through designing, planning and/ or implementing key policy instruments. - A south-south learning process on ccGAP main lessons and strategies is put in place. 	<p><i>3.1.2 Activity Result</i></p> <p>The gender equality principles, strategies and activities in ccGAPs are more comprehensively integrated in three ccGAP countries' climate change and development policies and programmes, enhancing national implementation of gender and climate change mandates</p> <ul style="list-style-type: none"> ▪ <i>Action</i> 1. Establish multi-stakeholder national platforms comprised mainly of gov't, donor and GGCA members to influence and implement integration of ccGAP principles. 2. Coordinate above with WDF representatives in relevant countries. 3. Support national platforms to elaborate advocacy strategies for integration/implementation of ccGAPs throughout key sectors, plans and institutions. 4. Provide technical support to national platform stakeholders, as well as specific multi-sectoral policy-making and plans (e.g. to Ministry of Ag., SADC, etc.) as necessary/prioritized. 5. Facilitate south-south learning on ccGAP processes and strategies for integrating gender across all key climate sectors 	<p>YR 1 total: 259,598 Staff time 123,119 Consultants 109,119 Travel/DSA 27,360</p> <p>YR 2 total: 240,000 Staff time 123,119 Consultants 89,521 Travel/DSA 27,360</p>

<p>building sessions which use updated knowledge tools.</p> <p>No. of women delegates' countries that have increased gender sensitive policies, plans, etc., at the national level.</p>	<p>- Monitoring and evaluation framework to assist tracking progress of climate change policies in integrating gender created.</p>	<p>in ccGAP countries.</p> <p><u>3.2 Activity Result</u></p> <p>Knowledge products are updated building on information gained from national experiences, including a revised GGCA training manual, to enhance knowledge and capacity of decision-makers at multiple levels.</p> <ul style="list-style-type: none"> ▪ <i>Action</i> <ol style="list-style-type: none"> 1. In collaboration with GGCA members, the GGCA Training Manual is updated and enhanced <p>YR 1 total: 60,000 Staff time 20,520 Publication 39,480</p> <p>YR 2 total: 20,000 Staff time 6,840 Publication 9,056 Distribution (DHL-Mail) 4,104</p>
<p>Output 4:</p> <p>The GGCA governance mechanisms are effective, transparent and democratic.</p> <p><u>Baseline:</u></p> <p>100% GGCA Secretariat funded by joint project</p> <p>GGCA is not sustainable</p> <p><u>Indicators:</u></p> <p>Mechanism identified and operationalized to sustain GGCA Alliance.</p> <p>% of resources mobilized with respect to core funding.</p> <p>No. of project board meetings convened</p>	<p>Targets (same for year 1 and 2)</p> <p>New fundraising opportunities are identified and with the active participation of the Secretariat, planning tools are developed accordingly.</p> <p>GGCA mobilizes resources through the Secretariat in collaboration with all SC partners.</p> <p>Bi-annual Project Board meeting held</p>	<p><u>4.1 Activity Result</u></p> <p>Contribute to effective GGCA governance mechanisms, including Project Board, Steering Committee and the Secretariat, and including communication and fundraising efforts</p> <ul style="list-style-type: none"> ▪ <i>Action</i> <ol style="list-style-type: none"> 1. Participate in both PB and SC meetings consistently, transparently, democratically and effectively. 2. Foster synergies among areas of work with other PB and SC partners, as well as wider GGCA membership, and implement, where possible. 3. In collaboration with all SC partners, identify and implement a strategic plan and associated resource sustainability plan or otherwise determine opportunities for the future of the Alliance. 4. Participate in GGCA member activities. <p><u>4.3 Activity Result</u></p> <ul style="list-style-type: none"> ▪ <i>Action</i> <p>1. Audit</p> <p>YR 1 total: 6,000 Travel/DSA 6,000</p> <p>YR 2 total: 6,000 Travel/DSA 6,000</p> <p>YR 2 total: 21,000 Consultants 21,000</p>

IV Annual Work Plan (IUCN)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET			
		2014		2015		2016			Budget Description	2014	2015	2016
		Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q1-Q2	Q3-Q4					
Amounts in US\$												
Output 1. Global climate change policymaking is gender-responsive. Targets (year 1)	<p>1.1 Capacity is strengthened to integrate gender equality into current and new international climate decisions and agreements</p> <p>1. In collaboration with programme partners, GGCA members, IUCN country offices and other key partners, participate in relevant GGCA working groups to advocate for gender integration throughout UNFCCC policies and programmes, including but not limited to the implementation of the Gender Decision.</p>							6,344	14,268	7,924		
-COP18 Gender Decision effectively operationalized within UNFCCC negotiations and Parties' communications, processes and climate change work		X	X	X	X	X	IUCN	5,472	13,680	8,208		
- Participation in UNFCCC meetings supports integration of gender dimension into policymaking processes	<p>2. Provide technical support to Parties honing positions in UNFCCC negotiations, including through IUCN country offices and via ccGAP partnerships.</p>											
-UNFCCC Secretariat key staff has engaged into capacity building sessions to effectively implement gender mandates	<p>3. Taking advantage of IUCN's IGO status, arrange technical side events and other key fora related to UNFCCC negotiations (also relevant: see Activity 1.3 On ToDs).</p>							684	2,052	1,368		

<p>1.2 IUCN engages with and advocates for the implementation of gender mandates with the UNFCCC Secretariat</p> <p>1. Gender and climate change internships are supported to strengthen UNFCCC Secretariat capacity.</p> <p>2. The UNFCCC Gender Focal Point is engaged via capacity building and other targeted activities to track the implementation of gender mandates.</p> <p>1.3 Capacity of women and men negotiators, as well as key government and civil society stakeholders, is strengthened to integrate gender dimensions</p> <p>1. In collaboration with WDF, conduct capacity building sessions on gender and climate change for delegates ('TOD's), during 2014 Bonn Intersessional and in advance of COP19 and COP20.</p>	X	X	X	X	X	X	IUCN	UNDP/GoF /Gender TTF	Staff time	13,680	27,360	13,680	10,260	3,560	2,052	4,104	6,156	10,944	12,900	5,130	1,368	3,502	9,504	6,002
<p>1.4 Existing and newly emerging climate finance mechanisms are gender responsive</p> <p>1. In cooperation with other partners and GGCA members, participate in the GGCA Climate Finance Working Group, contributing to its advocacy documents, fact sheets and analysis of policy documents for GCF Board meetings.</p> <p>2. Engage dialogue with gender experts from diverse sectors and fund specialists (i.e. GEF, CIF) to develop gender sensitive indicators for the GCF Results Management Framework.</p> <p>3. Participate in expert dialogue and advocate for the operationalization of the plan of action identified via the 2012 Gender Review of the CIF, including by engaging the gender focal point of the CIF.</p>	X	X	X	X	X	X	IUCN	UNDP/GoF	Staff time	5,130	10,260	1,368	2,736	3,502	9,504	6,002	4,104	3,844	5,130	1,368	3,502	9,504	6,002	

<p>Output 3. Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels</p>	<p>Targets (Year 1)</p>	<p>3.1.2. The gender equality principles, strategies and activities in ccGAPs are more comprehensively integrated in three ccGAP countries' climate change and development policies and programmes, enhancing national implementation of gender and climate change mandates</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>IUCN/ National Governments</p>	<p>UNDP/GoF</p>	<p>Staff time</p>	<p>61,560</p>	<p>123,119</p>	<p>61,560</p>
<p>1. Establish multi-stakeholder national platforms comprised mainly of gov't, donor and GGCA members to influence and implement integration of ccGAP principles.</p>	<p>2. Coordinate above with WDF representatives in relevant countries.</p>	<p>3. Support national platforms to elaborate advocacy strategies for integration/implementation of ccGAPs throughout key sectors, plans and institutions.</p>	<p>4. Provide technical support to national platform stakeholders, as well as specific multi-sectoral policy-making and plans (e.g. to Ministry of Ag., SADC, etc.) as necessary/prioritized.</p>	<p>5. Facilitate south-south learning on ccGAP processes and strategies for integrating gender across all key climate sectors in ccGAP countries.</p>	<p>Consultants</p>	<p>54,560</p>	<p>99,320</p>	<p>44,761</p>	<p>Travel/DSA</p>	<p>27,360</p>	<p>13,680</p>	
<p>3.2. Knowledge products are updated building on information gained from national experiences, including a revised GGCA training manual, to enhance knowledge and capacity of decision-makers at multiple levels.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>IUCN</p>	<p>UNDP/GoF /Gender TTF</p>	<p>Staff time</p>	<p>10,260</p>	<p>13,680</p>	<p>3,420</p>		

	1. In collaboration with GGCA members, the GGCA Training Manual is updated and enhanced.		X		X		UNDP/Gof /Gender TTF	Publication Distribution (Mail)	19,740	24,268	4,528
<p>Output 4. The GGCA governance mechanisms are effective, transparent and democratic.</p> <p>Targets (Year 1)</p> <ul style="list-style-type: none"> -New fundraising opportunities are identified and with the active participation of the Secretariat, planning tools are developed accordingly. -GGCA mobilizes resources through the Secretariat in collaboration with all SC partners. <p>-Bi-annual Project Board meeting held</p>	<p>4.1 Contribute to effective GGCA governance mechanisms, including Project Board, Steering Committee and the Secretariat, and including communication and fundraising efforts</p> <ul style="list-style-type: none"> 1. Participate in both PB and SC meetings consistently, transparently, democratically and effectively. 2. Foster synergies among areas of work with other PB and SC partners, as well as wider GGCA membership, and implement, where possible. 3. In collaboration with all SC partners, identify and implement a strategic plan and associated resource sustainability plan or otherwise determine opportunities for the future of the Alliance. 4. Participate in GGCA member activities. <p>4.3 Audit</p>		X	X	X	IUCN		Travel and DSA	3,000	6,000	3,000
Total Programme Activities									232,798.91	433,298.91	221,500.00
IUCN's Impl. Cost (5%)									11,639.95	21,664.95	11,075.00
Total Programme Budget									244,439	454,964	232,575
UNDP GMS 8% Gender TTF									19,555	36,397	18,606
Total Annual Allocation									263,994	491,361	251,181
Total Programme (2014-2016)										1,006,536	

V Management Arrangements

The project is part of the overall programme of work of the Global Gender and Climate Alliance (GGCA). The founding partners of the alliance—UNDP, IUCN and WEDO— are responsible and accountable for managing their component of the programme, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of resources. This particular project will be implemented by the IUCN using the NGO execution modality, its main role and responsibilities are the following:

1. Planning, monitoring and development of project deliverables.
2. Day-to-Day management of the project.
3. Ensure that the project produces the results specified in the project document – to the required standard of quality and within the specified constraints of time and costs.
4. Reporting on achievements, lessons learned and financial progress through result-oriented reports.

IUCN has sufficient capacity to execute this project and has completed a capacity assessment, which was performed by UNDP's Operations Manager and the Poverty and Gender Policy Advisor from the Gender Team of the Bureau for Development Policy as well as by the Programme Coordinator of the current Global and Gender Climate Alliance Programme.

In addition, to ensure effective oversight, a joint Project Board responsible for all three inter-related projects will be established as is presented below.

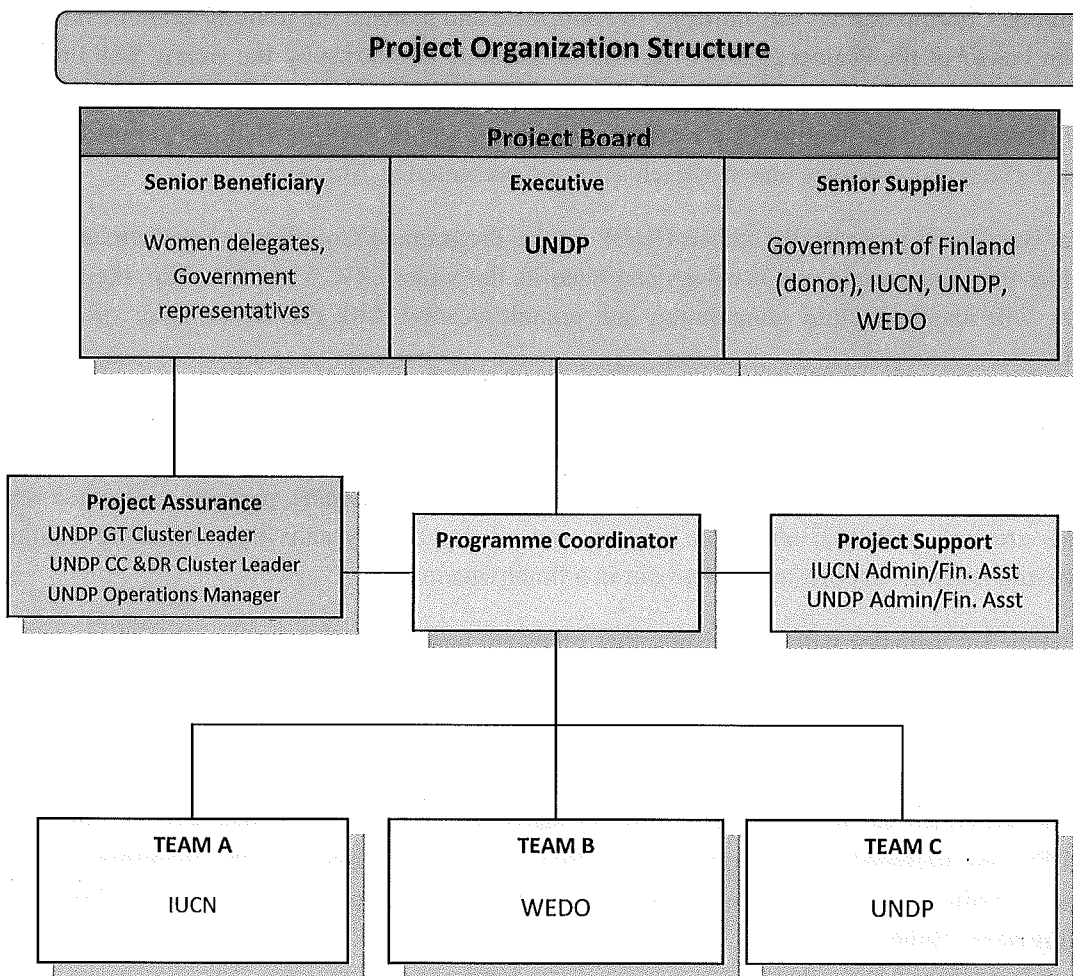
Project Board

The Project Board (Government of Finland, UNDP, IUCN and WEDO) is the group responsible for making by consensus management decisions for this programme when guidance is required by the Programme Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Programme Coordinator and any delegation of its Project Assurance responsibilities.

In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance to standards that shall ensure best value for money, fairness, integrity, transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Programme Coordinator. This group is consulted by the Programme Coordinator for decisions when the Programme Coordinator's tolerances (normally in terms of time and budget) have been exceeded.

While the Project Board is responsible for the ultimate oversight and strategic management of the project, implementing partners are free to identify and implement specific activities in line with the Board-approved work plans. In order to ensure that initiatives funded under the project leverage synergies and promote collaboration among partners, lead implementing entities will share details regarding all planned activities with the Project Board. This will help strengthen the ability of the Project Board to advise on programme activities while ensuring coordination and promoting synergies with other project activities and partners.

UNDP is ultimately responsible for the project, supported by the Project Board. UNDP's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. UNDP has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. UNDP will also be responsible for briefing the BDP Director and relevant stakeholders about project progress and organizing and chairing Project Board meetings.



Moreover, UNDP will continue serving as the administrative and fiscal lead for contributions on behalf of all three partners. UNDP will act on behalf of the Project Board to liaise and sign agreements with donors and to manage program resources on behalf of all partners.

In order to ensure that initiatives funded under this programme are sustainable, leverage synergies and promote collaboration among partners, lead implementing entities will share details regarding all planned activities through their work plans with the Project Board for its approval during the annual review. This will ensure coordination and synergies amongst project activities, partners and the larger programme.

WEDO will continue leading the technical support to Parties and stakeholders, especially at global level, implementing the WDF and hosting/administering the GGCA Coordinator/Secretariat. WEDO will coordinate with IUCN and other partners to continue building capacity of delegates, both WDF-specific and Party-wide. IUCN will continue supporting and consolidating gender and climate change work at national level; and IUCN and UNDP will take the lead in implementing gender sensitive national strategies and policies. All partner institutions will contribute to mainstreaming gender at the national level, climate finance work, and updating of new knowledge products.

Programme Coordinator

The Programme Coordinator has the authority to coordinate and manage the joint programme on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Programme Coordinator's prime responsibility is to ensure that the joint programme produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The specific responsibilities under of each actor are presented in Annex 3.

The Project Board will periodically advise UNDP on the Programme Coordinator' performance in order to ensure that the joint programme involves and benefits the wider GGCA membership, the Programme Coordinator will maintain close cooperation and communication with the Coordinator of the GGCA Secretariat.

Among the responsibilities of the Programme Coordinator are to ensure that project output and activity definitions, including description and quality criteria, have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting; implementing partners and other relevant stakeholders are fully informed about the project; and all preparatory activities, including training for project staff and logistic supports are carried out in a timely manner.

The Programme Coordinator will also ensure: that funds are made available to the implementing partners on a timely basis; risks and issues are properly managed, and that the logs in Atlas are regularly updated; and critical project information is monitored and updated in Atlas, using the Activity Quality log.

The Programme Coordinator will ensure that Project Quarterly Progress Reports and donor reports are prepared and submitted on time, and according to standards in terms of format, content, quality, and CDRs and FRs are prepared and submitted to the Project Board. Through regular monitoring visits, the Programme Coordinator will perform oversight activities, and ensure that the Project Data Quality Dashboard remains "green".

During the closing a project, the Programme Coordinator will ensure that all final reports are submitted according to standards in terms of format and content quality. S/he will be responsible for operationally closing the projects and the programme in Atlas and to record all financial transactions in on final accounting of expenditures. S/he will be responsible to ensure project accounts are closed and status set in Atlas accordingly.

Audit Clause

Audit will be conducted according to UNDP Financial Regulations and Rules and applicable Audit policies.

VI Monitoring and Evaluation

The project will comply with UNDP's monitoring, evaluation and reporting requirements as spelled out in the Programme and Operations Policies and Procedures. An annual work plan with clear timelines and indicators has been developed for each of the outputs and will be monitored closely by the Programme Coordinator. Quarterly progress reports will be submitted to the Programme Coordinator by the implementing agency, providing a brief summary of the status of output delivery and key activities, explaining variances from the work plan and presenting financial work plans for each successive quarter for review and endorsement. The quarterly progress reports will provide a basis for managing disbursements. It will also provide inputs for the integration of the annual report to inform the donor on the programme progress.

Further detail is presented below on programming policies and procedures:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 2), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders

as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Global climate change policymaking is gender-responsive.		
Activity Result 1.1 (Atlas Activity ID)	Capacity is strengthened to integrate gender equality into current and new international climate decisions and agreements	Start Date: July 2014 End Date: June 2016
Purpose	To support UNFCCC processes and the post-2015 climate agreement to help ensure gender equality dimensions are integrated into these complementary global policy efforts and promote gender responsive global, regional and national climate change policies and programmes.	
Description	<ol style="list-style-type: none"> 1. In collaboration with programme partners, GGCA members, IUCN country offices and other key partners, participate in relevant GGCA working groups to advocate for gender integration throughout UNFCCC policies and programmes, including but not limited to the implementation of the Gender Decision. 2. Provide technical support to Parties honing positions in UNFCCC negotiations, including through IUCN country offices and via ccGAP partnerships. 3. Taking advantage of IUCN's IGO status, arrange technical side events and other key fora related to UNFCCC negotiations. 	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> -Training sessions where key staff of UNFCCC and negotiators have participated to improve capacities for duly monitor gender mandates implementation. -Criteria/policy/plan of action on gender equality developed and endorsed by the AF, GCF, GEF-UNDP and/or the CIF. -Updated training manual used in a number of capacity building sessions at the global and national levels. 	<ul style="list-style-type: none"> -Report of the training sessions, including list of participants. - Post training session survey on effectiveness. - Official documents on gender equality developed by financial mechanisms with GGCA's support. -Training manual developed and part of the capacity building resource tool-kit. 	End of 2nd Q 2015

OUTPUT 1: Global climate change policymaking is gender-responsive.		
Activity Result 1.2 (Atlas Activity ID)	IUCN engages with and advocates for the implementation of gender mandates with the UNFCCC Secretariat	Start Date: July 2014 End Date: June 2016
Purpose	To offer technical support through: capacity building tools for use by the new gender focal point and technical analysis and inputs into papers; ongoing participation in Momentum for Change; and strengthening their ongoing gender internship program.	

Description	<p>1. Gender and climate change internships are supported to strengthen UNFCCC Secretariat capacity.</p> <p>2. The UNFCCC Gender Focal Point is engaged via capacity building and other targeted activities to track the implementation of gender mandates.</p>	
Quality Criteria	Quality Method	Date of Assessment
<p>-Training sessions where key staff of UNFCCC and negotiators have participated to improve capacities for duly monitor gender mandates implementation.</p> <p>-UNFCCC workshops and events GGCA is invited to collaborate and/or participate in during climate change negotiations.</p> <p>-Updated training manual used in a number of capacity building sessions at the global and national levels.</p>	<p>-Report of the training sessions, including list of participants.</p> <p>- Post training session survey on effectiveness.</p> <p>-Training manual developed and part of the capacity building resource tool-kit.</p>	End of 2nd Q 2015

OUTPUT 1: Global climate change policymaking is gender-responsive.		
Activity Result 1.3 (Atlas Activity ID)	Capacity of women and men negotiators, as well as key government and civil society stakeholders, is strengthened to integrate gender dimensions.	Start Date: July 2014 End Date: June 2016
Purpose	To organize delegate update sessions on gender and climate change, taking advantage of the new data and country- and context-specific information from ccGAP experiences.	
Description	1. In collaboration with WDF, conduct capacity building sessions on gender and climate change for delegates ('ToD's), during 2014 Bonn Intersessional and in advance of COP19 and COP20.	
Quality Criteria	Quality Method	Date of Assessment
<p>-Training sessions where key staff of UNFCCC and negotiators have participated to improve capacities for duly monitor gender mandates implementation.</p> <p>-Updated training manual used in a number of capacity building sessions at the global and national levels.</p>	<p>-Report of the training sessions, including list of participants.</p> <p>- Post training session survey on effectiveness.</p> <p>- Training manual developed and part of the capacity building resource tool-kit.</p>	End of 4th Q 2014

OUTPUT 1: Global climate change policymaking is gender-responsive.		
Activity Result 1.4 (Atlas Activity ID)	Existing and newly emerging climate finance mechanisms are gender responsive	Start Date: July 2014 End Date: June 2016
Purpose	To engage with and support such existing and newly emerging climate finance mechanisms	

	to ensure they meaningfully integrate gender equality and women's empowerment considerations into their policies, decision making and programming, wherein at the country-level, both women and men have equitable access to such financing and its benefits.	
Description	<ol style="list-style-type: none"> 1. In cooperation with other partners and GGCA members, participate in the GGCA Climate Finance Working Group, contributing to its advocacy documents, factsheets and analysis of policy documents for GCF Board meetings. 2. Engage dialogue with gender experts from diverse sectors and fund specialists (i.e. GEF, CIF) to develop gender sensitive indicators for the GCF Results Management Framework. 3. Participate in expert dialogue and advocate for the operationalization of the plan of action identified via the 2012 Gender Review of the CIF, including by engaging the gender focal point of the CIF. 	
Quality Criteria	Quality Method	Date of Assessment
-Criteria/policy/plan of action on gender equality developed and endorsed by the AF, GCF, GEF-UNDP and/or the CIF. - Projects funded by the AF, GCF, the CIF and/or GEF-UNDP that mainstream gender during the project cycle.	-Official documents on gender equality developed by financial mechanisms with GGCA's support. -Project's portfolio public documents.	End of 3 rd Q 2015

OUTPUT 3: Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels.		
Activity Result 3.1.2 (Atlas Activity ID)	The gender equality principles, strategies and activities in ccGAPs are more comprehensively integrated in three ccGAP countries' climate change and development policies and programmes, enhancing national implementation of gender and climate change mandates.	Start Date: July 2014 End Date: June 2016
Purpose	To establish national platforms that can support and propel the implementation or integration of ccGAPs. Policies and/or programmes across multiple sectors that reflect gender and climate change issues and integrate priorities, strategies and actions are the anticipated result.	
Description	<ol style="list-style-type: none"> 1. Establish multi-stakeholder national platforms comprised mainly of gov't, donor and GGCA members to influence and implement integration of ccGAP principles. 2. Coordinate above with WDF representatives in relevant countries. 3. Support national platforms to elaborate advocacy strategies for integration/implementation of ccGAPs throughout key sectors, plans and institutions. 4. Provide technical support to national platform stakeholders, as well as specific multi-sectoral policy-making and plans (e.g. to Ministry of Ag., SADC, etc.) as necessary/prioritized. 5. Facilitate south-south learning on ccGAP processes and strategies for integrating gender across all key climate sectors in ccGAP countries. 	
Quality Criteria	Quality Method	Date of Assessment
- Policy instruments adopted to promote	-Country level initiatives' work plans.	End of 4 th Q 2014 and 2 nd Q

gender equality in climate change efforts at national level. - Decision-makers capacity building sessions which use updated training manual at the regional and national levels.	- Policy instruments adopted. - Report of the training sessions, including list of participants.	2015
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OUTPUT 3: Capacity of decision-makers is strengthened and implementation of gender mandates is enhanced at the regional and national levels.		
Activity Result 3.2 (Atlas Activity ID)	Knowledge products are updated building on information gained from national experiences, including a revised GGCA training manual, to enhance knowledge and capacity of decision-makers at multiple levels.	Start Date: July 2014 End Date: June 2016
Purpose	To update knowledge products produced during the last three phases and revision of the groundbreaking GGCA Training Manual on Gender and Climate Change, especially integrating new knowledge from the 14 existing ccGAPs.	
Description	1. In collaboration with GGCA members, the GGCA Training Manual is updated and enhanced.	
Quality Criteria	Quality Method	Date of Assessment
- Decision-makers capacity building sessions which use updated training manual at the regional and national levels.	- Training manual developed and part of the capacity building resource tool-kit. - Updated knowledge products published or in electronic version.	End of 4th Q 2014 and 2nd Q 2015

OUTPUT 4: The GGCA governance mechanisms are effective, transparent and democratic.		
Activity Result 4.1 (Atlas Activity ID)	Contribute to effective GGCA governance mechanisms, including Project Board, Steering Committee and the Secretariat, and including communication and fundraising efforts.	Start Date: July 2014 End Date: June 2016
Purpose	To work in close collaboration with fellow SC partners to identify and implement a strategic plan with an associated resource mobilization plan, beyond the end of this joint programme in 2016.	
Description	1. Participate in both PB and SC meetings consistently, transparently, democratically and effectively. 2. Foster synergies among areas of work with other PB and SC partners, as well as wider	

	GGCA membership, and implement, where possible. 3. In collaboration with all SC partners, identify and implement a strategic plan and associated resource sustainability plan or otherwise determine opportunities for the future of the Alliance. 4. Participate in GGCA member activities.	
Quality Criteria	Quality Method	Date of Assessment
-Mechanism identified and operationalized to sustain GGCA Alliance. -% of resources mobilized with respect to core funding.	-GGCA sustainability strategy developed and agreed among SC members. – Report on resource mobilization by the GGCA Secretariat.	End of 4th Q 2014 and 3rd Q 2015

VII Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by IUCN in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.