

Annex I: Terms of Reference for updating of GCF's Gender Policy and Action Plan

I. Background

2. During the 9th meeting of the Board, (decision B.09/11), the Board requested the Secretariat's Gender and Social Specialist to conduct a review of the gender policy and action plan, in consultation with civil society organizations accredited with the Fund, and to submit an updated version of both by the twelfth meeting of the Board.

II. Scope of Green Climate Fund's Gender Policy Review

3. These terms of reference are for the review of Green Climate Fund's ('the Fund') Gender Policy and Action Plan, which came into effect in March 2015. The review will address the implementation and integration of the Gender Policy and Action Plan in the full range of GCF functions and activities. Given that the GCF is still in the early stages of operationalization, the review will mainly concern the policy, process and staffing and not its implementation, results and impact. The policy will also be assessed and updated by taking into account the experience gathered by similar funds, so as to build on lessons learned by these funds.

4. The Gender Policy and Action Plan sets out the framework for the continued mainstreaming of gender into the Fund's operational processes and programs. It aims to contribute to reducing gender disparities and addressing gender concerns in projects financed by the Fund. Specifically, its objectives are to:

- (a) Achieve greater, more effective, sustainable, and equitable climate change results.
- (b) Build equally women and men's resilience to & ability to address climate change.
- (c) Address and mitigate against potential risks for women and men in projects.
- (d) Help reduce the gender gap of climate change-exacerbated social, economic and environmental vulnerabilities.

III. Objectives and Uses of the Review

5. The review serves the objectives of accountability, learning and gender mainstreaming as follows:

- (a) **Accountability:** The review will assess and report on the quality and results of the Gender Policy and its associated action plan including activities and processes related to their development, implementation, and reporting. A management response to the recommendations of the review will be prepared and pursuant actions will be tracked overtime.
- (b) **Learning:** The review will determine the reasons why certain changes did or did not occur to draw lessons, derive good practices and pointers for internal and external learning. Findings will be actively disseminated internally and externally and will form the basis for updates on the Gender Policy and Action Plan to be submitted to the Board at its 15th meeting.
- (c) **Engendering climate change:** The review will assist in the update of the Gender Policy and Action Plan and will help to ensure the principles of gender mainstreaming are integrated into the GCF and in the delivery of climate-change results in projects financed by the GCF.

IV. Key Review Questions

6. The review will address the following four key questions:

(a) **Question 1: What is the quality of the policy?**

The review will assess whether the policy sets out clear objectives and organizational arrangements to promote gender equality and women's empowerment, reflects good practice and is coherent with other relevant corporate policies/frameworks (for example, recruitment policy, environment and social safeguards framework). The following sub – questions will be assessed:

- Has the gender policy/gender strategy guided the GCF in both institutional and programmatic operations? If so, how has the policy guided the GCF in institutional and programmatic operations?
- Do the templates used for the accreditation process, funding proposals or agreements concerning funds, readiness, project preparation support, and monitoring and evaluation include clause(s) related to gender equity? If yes, how have these clauses in the templates guided accreditation, readiness, project preparation, monitoring and evaluation and program development work?
- To what extent has there been management support for gender mainstreaming strategies?
- Is there a gender focal point (GFP)/gender adviser in the Fund?
- Does the GFP have sufficient expertise (knowledge, skills and attitude) and resources (budget) to support gender mainstreaming? If yes, what additionality does the GFP bring to the GCF in terms of gender-informed knowledge, skills and attitude?
- Does the GFP have a clear mandate and Terms of Reference? If yes, what is the type of mandate and Terms of Reference that enables the GFP to promote gender equality within the institution and across AEs? If no, then what is the mandate and Terms of Reference that will be required to strengthen gender equality across institutional and programmatic lines?
- Does the GFP have sufficient authority to influence change in the GCF at the senior management team level? Are there other champions on gender in the Fund that work together with and support the GFP? If yes, what have been some of the primary roles performed by these champions in furthering gender equality?

(b) **Question 2: How has the policy been implemented in design of projects so far?**

The review will look at how the policy has been used at the preparation and appraisal stage of projects, and whether its principles were successfully incorporated in projects that were submitted to the Board, namely project activities, fiduciary arrangement, institutional arrangements, monitoring and evaluation system, and reporting and learning. The type of sub – questions that will be assessed are:

- Are there planned project activities by the accredited entities (AE) specifically targeted towards gender equity and women's empowerment?



- Have AEs used gender analytical tools in their project design and appraisal process? If so, what type of tools are used by AEs to analyze gender related issues at the project design stage?
- Are sex-disaggregated data collected and gender analysis used systematically in planning by the AEs?
- Do monitoring and reporting systems developed by AEs include outcome-oriented gender indicators? If so, what type of gender indicators are generally used by the AEs in their monitoring and reporting systems?
- Are there gender resources (tools, case studies, training materials, policy documents) readily available on and off line for use within the GCF and implementing AEs? If so, to what extent have these resources helped to guide gender-informed capacity and program development work at the GCF and implementing AEs?
- What strategies, if any, have been put in place for GCF to invest in the production of gender-focused case studies?

(c) **Question 3: How has the policy been implemented in GCF stakeholder dialogue so far?**

The review will look at how the policy has been used to support the policy development of country partners, communication, dissemination, and the outreach to National Designated Authorities (NDA), Focal Points (FP), delivery partners, Accredited Entities (AE) and other partners of the GCF. The sub-questions that will be addressed are:

- Is the GCF's gender policy in line with national policies and does it take into account few of the sensitive socio-economic and cultural factors that might exist in several countries? If not, what implications/challenges do NDAs/FPs/AEs face in implementing the GCF's gender policy?
- How can the policy be flexible enough to give consideration to these national circumstances?
- Can the NDAs/FPs/AEs regularly collect and report on the information requested of them? If so, what type of reports can be generated by them?
- To what extent has the GCF policy on gender been effective in guiding AEs to develop their own gender policy?
- What type of outreach strategies can the GCF put in place to ensure that key messages of the gender policy is effectively disseminated to NDAs/FPs/AEs/delivery partners?
- What other communication strategies can the GCF put in place to ensure that NDAs/FPs/AEs are adequately informed of gender-related priorities and work of the Fund?

(d) **Question 4: What amendments should be made to the Gender Policy and Action Plan?**

The review will endeavour to identify limitations in the policy, if any, and accordingly suggest amendments to the policy wherever necessary. It is to be noted here that amendments to the policy will also be informed by the responses and analysis drawn from the first three questions. The following key issues/questions that will be assessed as part of this amendment exercise are: the introduction to the Gender Policy and Action Plan mentions striving for gender

and regional balance; however, there appears to be no further information in the policy as to what qualifies as ‘striving’ and how you would determine success. Therefore, this review will assess what qualifies as ‘striving’ and how it would determine success. Additionally, the following sub – questions will be assessed:

- What is the scope for the Gender Policy and Action Plan to integrate a greater gender perspective at the institutional and operations level (for example, by making it mandatory to develop project level gender action plans, introduction of gender audits, by recruiting staff with dual expertise, i.e. gender and climate change etc.)?
- What are some policy mandates the GCF can develop to ensure that women’s participation and leadership roles are enhanced at the time of implementation?
- What are some standards the policy can adopt to ensure that gender is mainstreamed more strongly at the institution and programmatic level?
- When should the review of the Gender Policy and Action Plan take place and how it should take place?

V. Methodology

7. The assessment will start with a desk-review of the Gender Policy and how it has been adopted at the project preparation, appraisal and implementation stage. An introductory briefing meeting will be held with all staff, a consultation process will be established with civil society organizations (CSOs) and Board members, followed by in-depth interviews with Board members, program staff, select NDAs, FPs, delivery partners, AEs and CSOs around key issues identified in the desk review. This will be followed by focus group discussions with different stakeholders, drafting of the report (including updating the Fund’s Gender Policy and Action Plan) and debriefing to the Fund’s Board.

Table 1. Key Tasks and Deliverables

Key Tasks	Deliverables	By When
Desk review of the gender policy and development of indicators for the assessment	Review undertaken by the consultant in discussion with the senior management team and with support from the Gender and Social Specialist, GCF	August 2016
Introductory meeting with all staff and call for inputs from various stakeholders (CSOs, Board members, staff, select NDAs, FPs, delivery partners, AEs)	Staff participate proactively in meeting on the Fund’s gender policy Inputs provided by CSOs, Board members, staff, select NDAs, FPs, delivery partners, AEs	August 2016 September 2016
In – depth interviews with select stakeholders	Meetings/interviews held with Board members, program staff and select NDAs, FPs, delivery partners, AEs on the gender policy and its contribution to gender equality in the design of projects submitted to GCF	October 2016
Report preparation	Draft report prepared and shared with the Board	October 2016
Presentation to the Board and report finalization	Report finalized following comments received from the Board and gender policy and action plan updated	December 2016

5.1.2 **Users**

8. Internally, the Senior Management Team and Gender and Social Specialist are expected to use the review findings in decision-making and on the implementation of the updated gender policy and action plan.

5.1.3 **Human Resources**

9. A consultant with 10 years' experience of working on gender equality in the area of climate change will be hired for this task. S/he should demonstrate strong experience in gender – based policy development at the institutional as well as program/project level. Familiarity with climate and development projects and programming is desirable. The consultant will be aided in the task by GCF's Gender and Social Specialist. Guidance, wherever necessary, will be provided by the Director, Country Programming.
