

Global Evaluation Report

Gender Responsive Alternatives to Climate Change

August 2019



Women and girls were supported to lead the drought response in Somaliland
Photo: Ahmed Mohamoud Mohamed and ActionAid.

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Acronyms

AAA	ActionAid Australia
AAC	ActionAid Cambodia
AAI	ActionAid International
AAK	ActionAid Kenya
AAV	ActionAid Vanuatu
CC	Climate Change
DANIDA	Danish International Development Agency
DFAT	Department of Foreign Affairs and Trade (Australia)
DAC	Development Assistance Committee
DRR	Disaster Risk Reduction
DG RRR	Global Platform for Disaster Risk Reduction
GRA	Grassroots Academy
GRACC	Gender Responsive Alternatives to Climate Change
HC	Huairou Commission
IHART	International Humanitarian Action and Resilience Team
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MU	Monash University, Gender Peace and Security
NGO	Non-governmental Organisation
PLE	Peer Learning Exchange
SROI	Social Return on Investment
UNISDR	United Nations Office for Disaster Risk Reduction
VM	Value for Money

Executive Summary

ActionAid Australia (AAA) commissioned an end-of-project evaluation for Gender Responsive Alternatives to Climate Change (GRACC) funded by Department of Foreign Affairs and Trade (DFAT), under the Gender Action Platform (GAP), and AAA. The two-year project (July 2017 – July 2019) was collaboratively designed and implemented with country partners in Cambodia, Kenya and Vanuatu. The overall project was managed by ActionAid Australia in partnership with global partners, Huairou Commission¹ and Monash University Gender, Peace and Security Centre², ActionAid Cambodia, ActionAid Kenya, ActionAid Vanuatu and ActionAid International. Collectively, they used a gender responsive and human and women's rights-based approach to climate change and disaster risk reduction (CC/DRR).

The evaluation framework used was the UN Women's Inclusive Systemic Evaluation for Gender Equality, Environments and Marginalised voices (ISE4GEMs). The ISE4GEMs approach is grounded in both systems thinking and complexity and challenges traditional linear approaches to complex social situations and multifaceted interventions.

GRACC had three project outcomes which were implemented at the country level and a global component. The global components of the GRACC project was an innovative approach with a global partnership demonstrating that joint actions and transboundary cooperation is critical to implement existing policies and create new initiatives that ensure gender equality for resilience in the long term. The relationships between partners were strengthened and networks expanded through joint planning, implementation, and through transferring knowledge and practices. Additionally, a joint effort between diverse organisations contributed greatly to the empowerment of women who engaged in collective action and advocacy and strengthen their leadership to lead CC/DRR responses.

Using the key evaluation criteria, the evaluation has concluded that GRACC project has successfully achieved its outcomes of increasing women's capacity and knowledge to respond to CC/DRR; take collective action in national and international policy, planning and decision making on CC/DRR and raised their voices and leadership through the establishment of a gender responsive framework. The key findings for each outcome are summarised below:

Outcome 1: Women have increased capacity and knowledge to prepare and respond to gender related risks of climate change and related crises.

The evaluation found that the focus of the global partnerships on 'women's empowerment' as a focus enabled mutually reinforcing activities to achieve increased capacity of women to prepare and respond to CC/DRR. The Theory of Change, peer learning exchange, grassroots academy and communities of practice enabled the global-local link and developed leadership at the country level enabled women leaders to gain extensive new capacity and knowledge about CC/DRR. Women leaders could describe, explain, disseminate and implement CC/DRR strategies.

Outcome 2: Women take collective action to influence and engage in national and international policy, planning and decision making on climate change and related crises.

Process for engaging and influencing change at national and international policy, planning and decision making on climate change and related crises is multi-dimensional and a process which takes a long time to achieve. The evaluation found that the global activities enhanced women's leadership to influence and engage in national and international policy, planning and decision making on climate change and related crises. In each country a Charter of Demands was developed, stemming from a global approach but country specific. The global activities enabled women leaders to develop networks, shift their thinking to global perspectives, develop an awareness of women's collective action and have women's voices heard at international forums. Women leaders are now aware of international conventions and frameworks and are motivated to achieve change at national and international levels.

¹ <https://huairou.org/>

² <https://arts.monash.edu/gender-peace-security>

Outcome 3: Women's voice and leadership in climate change and related crises is enhanced through the establishment of a gender responsive framework on gender, climate and security.

The evaluation found that this outcome was partially achieved as the Framework for Gender-Responsive Alternatives to Climate Change was being finalised as the evaluation was commencing and had not yet been shared with relevant stakeholders. Other key documents of partner agencies were used through the global partnership such as human rights-based approach, resilience framework, country specific research and baseline studies and women's empowerment approaches provided input to the GRACC Framework resulting in increases women's leadership and influence in decision making on local CC/DRR funding.

The evaluation has identified some of the challenges to the implementation of an ambitious global partnership. Key recommendations are made to guide future work. The evaluation concluded that the global objectives were achieved against the three GRACC outcomes. The evaluation has identified that GRACC project has advanced women's knowledge, leadership and collective voices and enhanced their ability to influence policy and decision making on climate change and related crisis at local, national and global level.

1. Introduction

Gender Responsive Alternatives to Climate Change (GRACC) is a collaboration between ActionAid Australia (AAA), ActionAid Cambodia (AAC), Action Aid International (AAI), ActionAid Kenya (AAK) and ActionAid Vanuatu (AAV) and Huairou Commission (HC), Monash University, Gender, Peace and Security Centre (MU) to respond to the global gendered impacts of climate change.

The GRACC project outcomes were:

Outcome 1: Women in 3 countries have increased capacity and knowledge to prepare for and respond to gender-related risks of climate change and related crises.

Outcome 2: Women take collective action to influence and engage in national and international policy, planning and decision making on climate change and related crises.

Outcome 3: Women's voice and leadership in climate change and related crises is enhanced through establishment of a gender responsive framework on gender, climate and security.

The global project provided a strategic direction and focus on women's empowerment outcomes. A number of key initiatives were implemented including a Theory of Change, Peer Learning Exchange, Grassroots Academy, Communities of Practice, research and baseline studies and a Framework for Gender-Responsive Alternatives on Climate Change. Against the above project outcomes an end-of-project evaluation was commissioned, which resulted in four separate evaluations, generating a country report for each of the GRACC programs in AAC, AAK and AAV. The fourth report, referred to hence forth as the Global Report, represents a partnership between AAA, AAI, HC and HU as well as representatives from the country program staff and grassroots women, referred to as the global component of GRACC. Representatives from each of these agencies formed a Steering Committee Global which met virtually every three months to "collaborate in delivering the outcomes of the GRACC project which seeks to address the global gendered impacts of climate change, recognising that women are often disproportionately impacted compared with men by climate change and related crises as a result of gender inequality in access to power and resources."³ The unique partnership sought to work across thematic areas of climate change and disaster risk reduction (CC/DRR), climate justice, and longer-term development. Working collaboratively to guide the GRACC project, each organization also had specific accountabilities based on their areas of expertise (See Figure 1 below). The Global Partnership

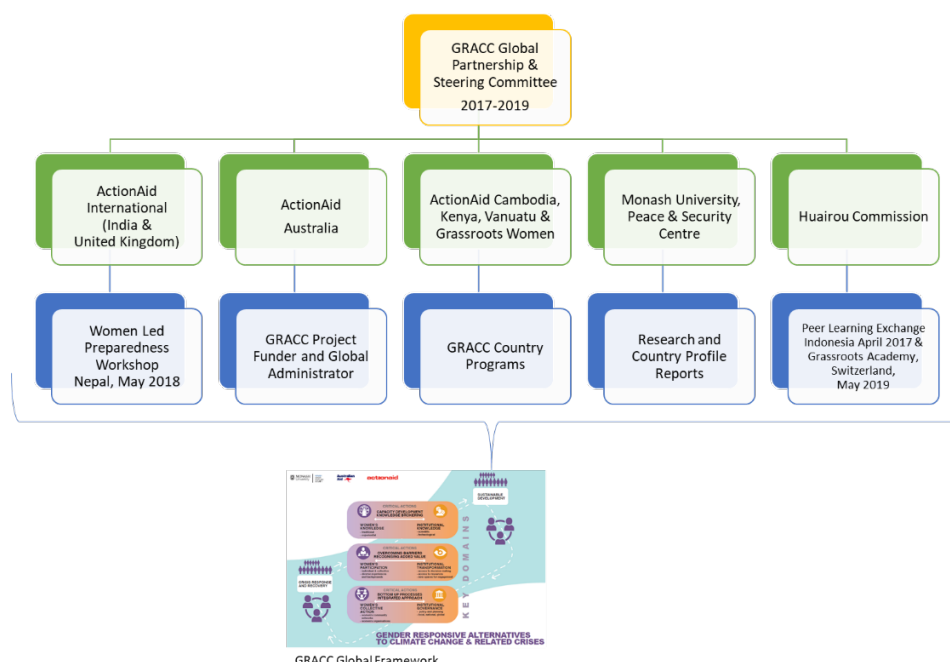


Figure 1: GRACC Partnership Steering Committee and Activities

³ Memorandum of Understanding: Partnership between GRACC Project Partners ActionAid Australia, ActionAid Kenya, ActionAid Cambodia, ActionAid Vanuatu, ActionAid Global Secretariat, Huairou Commission Monash University Gender, Peace and Security Center, From 1 July 2017 to 30 June 2019.

collaboratively designed a gender- responsive framework (See Annex 4) that is still in the process of being validated at the time of this report, with the GRACC Steering Committee, grassroots women and DFAT.

2. Evaluation Objectives and Criteria

The primary purpose of the evaluation was to assess the extent to which the GRACC Global Partnership further advanced women's leadership and collective voices in Cambodia, Kenya and Vanuatu and enhanced their ability to influence policy and decision making on climate change and related crisis at both a national and global level. The report also identifies key lessons and good practice and makes recommendations which can be shared in the sector and inform future ActionAid programming. The evaluation project was conducted from the May – July 2019 by Hurriyet Babacan and Ellen Lewis.

EVALUATION OBJECTIVES

The evaluation objectives and criteria were:

- To review the effectiveness, efficiency, relevance, sustainability and impact of the project by reviewing the project outcomes achieved as a result of project outputs and project approach.
- To assess the project achievements, strengths, weaknesses and implementation constraints with a view to identifying any lessons and good practice that can be incorporated into future ActionAid programming and shared in the sector.

EVALUATION CRITERIA

The evaluation criteria and questions for the Global Partnership were done in a consultative manner with AAA, Evaluation Working Group. This report evaluates against the Development Assistance Committee (DAC) evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability, as well as women's empowerment (See Annex 1 – Guiding Questions).

3. Methodology Overview

For this Global Report and the three separate country reports (Cambodia, Kenya, Vanuatu) the evaluation included a desk-based document review and key informant interviews. Additionally, the country evaluations included field work where focus group discussions (FGD) and observations were done. A participatory approach was used and data was collected using ethical human research conduct.

3.1 OUR APPROACH

The evaluation framework adopted in this project is UN Women's *Inclusive Systemic Evaluation for Gender Equality, Environments and Marginalised voices (ISE4GEMs)*⁴. The ISE4GEMs approach is grounded in both systems thinking and complexity. Systems thinking—which is a form of analysis—challenges traditional plan-predict-act-evaluate logic and is required when dealing with complex social situations and multifaceted interventions. Using a systems approach differs from other types of analysis in that it does not adhere to the traditional focus of separating individual parts of what is being studied to gain understanding. The GEMs framework considers the interrelationships between gender equality, environments and marginalised voices (human and non-human) using systemic thinking. As ISE4GEMs evaluators there is a strong commitment to gender equality, diversity and human rights, combined with a desire to create a more equitable society that recognizes, validates, and values socially constructed and structural differences.

3.2 PREPARATION AND DESIGN

Evaluation criteria, indicators and key questions were created with input from relevant key informants. A meeting was held with ActionAid Australia staff at inception meeting in Sydney to introduce the ISE4GEMs, answer questions, review timeline, processes and interview instruments.

3.3 DESK REVIEW

The desk review included:

⁴ <http://www.unwomen.org/en/digital-library/publications/2018/9/ise4gems-a-new-approach-for-the-sdg-era>

- AAA: 2016 Gender Action Platform (GAP) Project Plan Proposal, 2017-18 & 2018-19 GAP Project Performance Report, 2019 GRACC Global Framework, 2019 GRACC Global Report, 2019 GRACC Advocacy Briefing, 2017 GRACC Memorandum of Understanding, GRACC Monitoring and Evaluation Framework
- AAI: 2028 Global Strategy, 2010 Action on Rights, Meta Theory of Change, 2019 Call for Action on the Global Platform for Disaster Risk Reduction, United Nations Disaster Risk Reduction (DRR) Global Platform 2019: ActionAid Impact Report & Co-Chair's Summary, Women Led Preparedness Post Workshop Report
- HC: 2017 Peer Learning Exchange Report, Notes from FGD and GRA, 2018 GRACC First Year Report
- MU: First (2017) and Annual (2018) Progress Reports; GRACC Global Research Brief
- GRACC Country Documents: see individual country reports for details of documents reviewed.

3.4 KEY INFORMANTS AND FOCUS GROUP DISCUSSIONS

For the Global Report, a total of 29 respondents were interviewed individually (See Annex 2 – Stakeholder Analysis). For the country reports there were 77 AAC respondents, 101 AAK respondents and 142 AAV respondents. Data collection was done in 26 FGDs and 92 individual interviews (See Figures 2 and 3 below). Data collection instruments were developed and adjustments were made following several interviews. (See Annex 3 – Sample Interview Questions). The evaluation consent forms were distributed and signed.

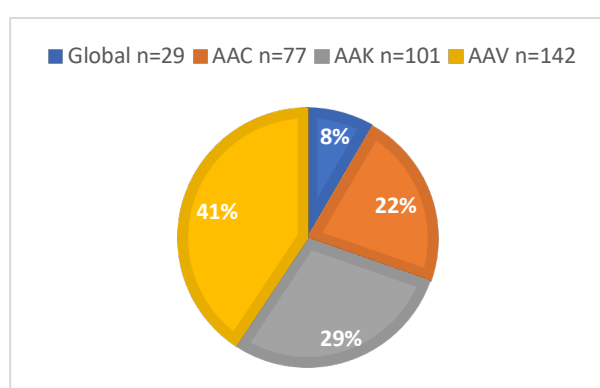


Figure 2: Number of Interview Respondents: GRACC Steering Committee and Country Programs

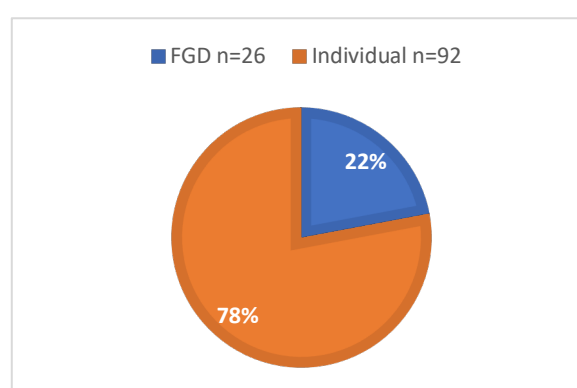


Figure 3: Number of FGD and Individual Interviews: Entire GRACC Project

The data analysis process used inductive and deductive approaches to enable linkages with the project principles, aims and the outcomes. Inductive methods enable the evaluators to move from specific situational analysis to more generalised learning, while the deductive methods enable the use of generalised knowledge to gain more specific insights. Data analysis processes included data reduction, data coding, initial data interpretation, consultation, and reinterpretation.

3.5 CAPACITY BUILDING

Central to an ISE4GEMs approach is to build capacity as part of transformative change. The evaluators presented ISE4GEMs workshops and on gender responsive evaluation. A short presentation was given to the AAA Program Officer for Cambodia on analysing data using the ISE4GEMs. A presentation was given to AAA staff with initial findings and draft recommendations. Finally, a findings workshop was presented, and discussions were facilitated with key AAA, AAC, AAK, AAV and AA International.

3.6 LIMITATIONS

Several logistical and practical factors presented some limitations. All efforts were made to meet with and talk to as many relevant informants as possible during the evaluation. Most of the interviews were audio taped and to ensure rigour in the evaluation process.

Time frames were a limitation with the launch of the evaluation on 29 May 2019 and final data collection on 17 July 2019. This was a window of seven weeks to conduct the evaluation across three countries in dispersed geographical locations as well as global partnership interviews. While the evaluators worked within the constraints of the time limits of the funding body, this limited opportunity for greater engagement, intersectional data analysis and report writing.

The evaluation criteria relating to efficiency was not able to be assessed at the country level. The evaluators note this as a limitation that could not be achieved due the short time frames and constraints of data and assessment required.

4. Findings

This section has the main findings of the evaluation presented under each project outcome and responding to the evaluation criteria. The evaluation team reported only the findings that share a high level of confidence.

OUTCOME 1: WOMEN HAVE INCREASED CAPACITY AND KNOWLEDGE TO PREPARE FOR AND RESPOND TO GENDER RELATED RISKS OF CLIMATE CHANGE AND RELATED CRISES

All women interviewed across the three country GRACC projects, universally expressed an increased capacity and knowledge to prepare and respond to climate change and related crises. All three country projects used a cross-cutting approach in building the capacity of women by weaving in scientific knowledge on CC/DRR to the traditional resilience strategies already being used (e.g. integrating changing weather patterns with knowledge about existing seasonal cycles) while also exposing them to information about human rights, gender equality, and political advocacy to better represent their voices and others in decision-making meetings on local, regional and in some cases, national platforms.

This section utilises the findings presented in detail in the individual AAC, AAK and AAV country reports against the global evaluation criteria of women's empowerment, relevance, effectiveness, impact and sustainability. The evaluation criteria relating to efficiency was assessed at the country level. The evaluators note this as a limitation that could not be achieved due the short time frames and constraints of data and assessment required.

Women's Empowerment: Evidence from the interviews and evaluator observations demonstrated that women had acquired increased power to act freely, exercise their rights, and begin to fulfil their potential as full and equal members of society. For those women that participated in the global events, this empowerment created new and consequential awareness about how their work at the local level was interrelated to a larger global network of women advocating for their place in society as well as a global solidarity to mitigate and respond to crises related to CC. While empowerment often comes from within, and individuals empower themselves, the women's GRACC activities created new openings in in their cultures, societies, and institutions that could continue to facilitate their increased leadership in future systemic changes. In Cambodia, at local and national level, women had increased access and participation in decision-making meetings on CC/DRR funding. For Kenyan women and the implementing partners, they have an increased trust in their abilities to step beyond the existing cultural norms where men are the primary decision makers and income generators and advocate for their needs and priorities. In Vanuatu, women leaders can describe, explain, disseminate and implement CC/DRR knowledge that helps them and their communities prepare and be more resilient.

Relevance: The relevance of the women's increased CC/DRR capacity and knowledge in all three countries is crucial to their resilience since the impact of CC has created droughts, floods, conflicts and devastating cyclones. Women are key managers of natural resources and community networking and are now a valued resource of CC/DRR preparedness by their communities while also recognized by local government entities as part of its larger disaster management efforts. The global activities fortified the women to be powerful agents for change using new knowledge about intervention models (e.g. organic fertiliser, giving presentations) as well as providing other women as role models on how to advocate and influence decision making bodies. In Cambodia, the 'women champions' GRACC leadership activities is underscored by the current (and future) alignment to Cambodia's key policies on gender mainstreaming and climate change mitigation/response. In Kenya, GRACC's relevance is evident in the systemic approach of working across organisational/societal boundaries engaging with broad stakeholder groups of women, pastoral villages, local community-based organisations, international NGOs, civil society organisations and county officials. In Vanuatu, women leaders represented their issues to the Council of Chiefs about CC/DRR planning and put forward initiatives such as access to clean water and building a women's market to diversify livelihoods.

Effectiveness: Outcome 1 for all three countries GRACC programs was achieved based on evidence and evaluator observations. The major factor influencing the achievement was the capacity development, implementation support provided to the women as well as for many other key stakeholders (e.g. local government, implementing

partners) on cross-cutting issues of climate change, disaster response, hazard and risk mapping, vulnerability assessment, human rights approach, gender equality, collective action and political advocacy to influence governmental CC/DRR budget processes that led to change and action. This new comprehensive knowledge minimized the risk of resistance in terms of the CC/DRR implementation and served as a driver for change. Additionally, attendance of women from each country at international events increased their status in their spheres of influence, primarily at the local and regional level. These women were intentional about sharing their global learnings and experiences upon their return home which then created a broader impact on communities who now understood that CC/DRR was affecting all people and made them feel part of larger solidarity movement to mitigate and prepare. In Cambodia, the exposure to global events helped women articulate the continuum of gender issues creating a sense of solidarity with women globally. For Kenya, seeing gender equality as a global movement supported women and implementing partners to push on the social norms which began to shift away from the belief that women's and family food sources and incomes are solely under men's control to a more equitable stand of women earning their own income, managing small businesses, and making family decisions (e.g. sending girls to school). In Vanuatu, knowledge gained at global events transferred to activities such as developing a savings scheme, identifying and supporting vulnerable women, addressing gender-based violence, developing small innovations, and sharing of resources (e.g. seeds, food).

Impact: Due to the two-year time frame of the GRACC project, the impact at the global level is yet to be determined. However, the most significant impact beyond women's increased empowerment, access to decision-making, capacity and knowledge is that of the Charter of Demands that each GRACC country project created and disseminated. Global frameworks on human rights, gender equality and disaster risk reduction were used in each country, by groups of women and implementing partners who conducted risk and vulnerability assessments which were synthesised into official documents integrating local/regional/national dialogues to facilitate women's engagement in influencing government and policy makers on climate change adaptation, disasters and security. For Cambodia, the charter was written in Khmer and English and presented at the National Committee for Disaster Management (NCDM) and Provincial Committee for Disaster Management (PCDM) as well as other local meetings. While in Kenya, women and implementing partners created, validated and submitted a charter which directly contributed to the Baringo County's Climate Change Adaptation Action Plan 2018-2022. In Vanuatu, women leaders from three sites created a charter containing key points including access to clean water, protection and safety for women, access to facilities and infrastructure, land rights and accountability.

Sustainability: Indication from the Cambodia in both provinces is that the empowerment that women have experienced is sustainable beyond the project as expressed by the women and some local government officials. Women have a new understanding where they envisage themselves as leaders, stewards and trainers of CC/DRR adaptation for their communities bolstered by legal and human rights to do so. For Kenya, there is evidence that GRACC was conducive to longer-term sustainability due to the high-levels of buy-in and engagement of the diverse stakeholder groups. This is particularly evident in terms of its capacity to mobilise civil society and other key stakeholders in the collection and analysis of data on the implementation of CC/DRR. In Vanuatu, indication from interviews with women leaders and other stakeholders is that the empowerment and social capital that has been developed through the GRACC project will contribute to sustainability and impact beyond GRACC.

OUTCOME 2: WOMEN TAKE COLLECTIVE ACTION TO INFLUENCE AND ENGAGE IN NATIONAL AND INTERNATIONAL POLICY, PLANNING AND DECISION MAKING ON CLIMATE CHANGE AND RELATED CRISES.

The global components of GRACC enabled grassroots women to take collective action to influence and engage in national and international policy, planning and decision making on climate change and related crisis. The partnership of diverse organisations focused joint effort towards the empowerment of women, engage in collective action, strengthen leadership and understand the international dimensions of CC/DRR and gender advocacy from a common platform based on shared agreed principles. It enabled a strong platform to build skills and knowledge and ensured that women can effectively participate and provide leadership. Importantly, there was a shift in the understanding of gendered impacts of CC/DRR to a global scale and the solidarity of women across the world to influence change and have women's voices heard. The global aspects of the GRACC project inspired women about possibilities for change, influencing decision making and for women's rights in CC/DRR. This section provides an assessment for Outcome 2 of the global component of the GRACC project against the evaluation criteria of women's empowerment, relevance, effectiveness, efficiency, impact and sustainability.

Women's Empowerment: There was a major focus on the global project on women's empowerment and developing the capacity of women leaders to advocate in global spaces. Twenty-six grassroots women had the opportunity to attend strategic global forums including communities of practice meeting in Nepal, Steering committee meetings, the Peer Learning Exchange and the Grassroots Learning Academy. All (100%) of women participants self-identified increased empowerment outcomes. Some of the outcomes of women's empowerment included an encompassing of global perspectives, understanding the interrelated global CC/DRR challenges, better understanding of international conventions and frameworks, recognising the nature of advocacy and influencing, building skills and confidence to advocate, identifying strong female role models, strengthening their own leadership, galvanized by the power of women's collective action, gaining new ideas to implement in their own country, advancing their leadership skills and better equipping them to influence change at the national level. The local-global connection was established by grassroots women who took part in global events. Their status in their country was elevated and they gained hope, motivation and inspiration from the global insights.

Women were able to undertake advocacy activities at their country level (e.g. influencing local, provincial and national governments), the development of CC/DRR Charter of Demands and the effective representation in the Global Platform for Disaster Risk Reduction in Geneva. A memorandum of understanding (MOU) was signed across the global partners with a shared vision "gender responsive values and ways of working" with a "commitment to empower women and elevate and value the leadership of women particularly at a community level to ensure the needs of women are addressed in our work."⁵ The vision to bring women together from different parts of the world to address a common agenda of women's empowerment in relation to CC/DRR, enhance leadership and developed foundations/capacity to influence change.

Stakeholders identified that all the partners were involved with the global program and the country implementation was not siloed but took into consideration a systemic and united approach. It meant working collectively and was a move away from business as usual approach to one of alignment and partnership. The main principles and vision of the global partnerships to achieve women's empowerment was central and this was valued by all partners as it enabled a shift from the different strategic priorities of their organisation to this common approach. An important factor identified by the stakeholders was the constant focus on grassroots women's voices and participation in processes of the global partnership. The agencies were able to learn from each other about the best ways to support and empower grassroots women and build capacity for women led preparedness and resilience. This involved different ways of working and sharing of learnings through formal sharing (e.g. Nepal forum), through global project activities, and informally via one-to-one exchange. Developing the solidarity of women at an international level and a joint platform of action was highly valued by women participants as well as partner agencies. The global forums enabled a validation of women's traditional knowledge and contributions at an international level, while positively reinforcing their roles as leaders in their own country. It also enabled international organisations and forums to understand the impact and power of grassroots women's voices.

Relevance: The activities at the global level were relevant in building women's leadership, creating awareness at the global level. As noted above, the activities created a shift in perspective about common global challenges and enabled an understanding of the power of collective action for influencing, with benefits at national and international levels. The partnership approach was relevant in focusing effort on women's leadership to influence policy change and decision making. It enabled overarching strategy at the global level and allowed mutually reinforcing activities to take place both at the global level but also at the country level. The Theory of Change that was established enabled a common approach and the MOU focused effort on women's empowerment. The development of baseline studies, research, monitoring and evaluation (M&E) plan and a framework were relevant in providing a common structure for the GRACC project. The partnership provided a platform to share ideas, hear women's voices, learn from each other about women led preparedness and protection and develop new ideas/frameworks for collective action. The concept of the partnership was innovative and a major departure from a single agency undertaking a project. Partners valued the principled and joint approach to addressing women's empowerment in the context of CC/DRR and felt that each partner made a valuable contribution. One stakeholder stated that "the concept of what we were trying to do was good, I would not change that".

It was clear that Global platforms generated excitement, potential for adaptation of learning for local contexts and motivation for further mobilising. The participation in Peer Learning Exchange (PLE) and Grassroots Academy (GRA), delivered by the HC, were two critical components of the global work of GRACC and

⁵ GRACC Project Partners MOU, 2017

empowerment of women. For all of grassroots women that participated, it increased their sense of agency and self-development with a sense of 'firsts'- first time overseas, flying or staying in a hotel, riding on an escalator, experiencing cold weather, being in a large city and a member of a global forum with 'dignitaries'. Women identified their sense of self being challenged but also uplifted. The international exchanges were identified as major opportunity for both personal and technical growth. The summary of benefits from PLE/ GRA/global activities, as identified by women participants, include:

- ♣ **Capacity building and personal development:** Women identified a range of personal development outcomes including developing new ideas, building a range of skills, awareness about key issues, developing global insights, and confidence (about public speaking, representing women's issues from their country, advocacy and influencing). Women who participated in PLE and GRA spoke with great confidence and had a strong sense of agency and realization that collective mobilisation can influence change.
- ♣ **Application of learnings to local contexts:** The women who attended the PLE identified that they were inspired to make changes when they returned home. Some examples of change related to men undertaking cropping, shifting of crops away from river flood pathways and expanded animal feeds, entrepreneurial activity, and inspiration to consider some initiatives such as table banking and organic fertiliser.
- ♣ **Local- global connections and solidarity:** The women participants identified common agendas for advocacy and women's concerns. They wanted a better understanding of the local-national-global connections, particularly understanding where their own country fits into the picture and what the potential points of advocacy and follow up were upon return from global platforms. Significantly, there was a stronger sense of awareness of gender rights, climate justice and human rights. GRACC women participants built a strong sense of solidarity with women from other parts of the world and developed inspiration and empowerment from the process.
- ♣ **Inspiration for women's leadership:** The women were motivated to see women in other countries building their capacity, mobilising, influencing and providing leadership. This inspired women to learn, build their capacity and develop stronger networks of women.
- ♣ **Knowledge Sharing:** The attendance at overseas forums earned women status and respect in the local community, both among women and men. Women were asked to share their experiences at community, commune, village meetings; church groups and disaster committees.
- ♣ **Valuing women's knowledge:** Women identified an increased recognition by their communities and local government structures of their increased knowledge, contributing to the resilience of their communities and as a vital CC/DRR resources.
- ♣ **Improved leadership status:** Women identified that being invited to international events elevated their status and respect in the community.

Several issues and challenges were identified by stakeholders in relation to the global activities. These included language barriers, where it was a challenge for both the women participants to fully engage and the organisers of trying to conduct global learning and influencing with barriers of English. HC identified that at one point there were 19 languages being spoken in the room during the PLE. Looking forward, women identified the need for materials in their own language to more effectively disseminate knowledge once home, reinforcing their learning while also facilitating sharing with community members. Considering the language barriers, women identified that learning was made more challenging due the complexity of some of content matter particularly those which involved scientific knowledge or examining global frameworks and conventions (e.g. Sendai

They grouped women together and they are strong and independent to make a joint activity plan. In their country, they were able to submit a request to the government (PLE Cambodian participant)

"At the Switzerland training, I met many high officials and now know it is not only our country that faces CC/DRR and gender inequality, but it is also the big issue for every country around the world" (GRA Cambodian participant)

"We don't have the skills, but if our capacity is built, we could do the same and more...weather is almost the same. There is heat, but you can grow things. If you have the skills" (PLE Kenya participant)

"Even though climate change impacts us, it doesn't have to impact the community. There are things we can do to prepare and respond and enjoy our lives. I got a clear understanding of the Sendai framework and the four priorities" (GRA Kenya participant).

"I saw that other women, like us, had their lap tops open and were organised. We seemed very behind and I was embarrassed. I came back knowing we can also learn these technical things" (PLE Vanuatu participant).

"I was proud to be involved in Geneva panel even though I was so nervous and scared that I cried at first. But I said to myself you are strong and pulled myself together and was able to talk" (GRA Vanuatu participant).

Framework⁶). Women identified a range of strategies that would help them participate at the global level including simplifying materials, availability of written materials in their own language, repeat learning and pre-departure preparation. The participants indicated interest in ongoing engagement and solidarity with a global women's network, beyond the one-time global activities.

Knowledge transfer to practical implementation are critical elements of the global exchanges. The women participants expressed a need for ongoing support, post PLE and GRA, particularly requiring technical knowledge and skills to better implement the ideas in their own contexts. None of the women had been connected to the HC platforms for grassroots organising previously. Several stakeholders noted that some of the global activities, such as PLE, did not have input from grassroots women into creating the agenda or content of program. A process where input from women about global program activities were noted as being beneficial to ensure the content was correlated more to their living experiences back home (e.g. learning about CC strategies for fishing versus farming). The HC had attempted to seek input but faced numerous challenges including capacity issues in engaging with women prior to PLE/GRA who were dispersed in their own countries, language barriers, resource and time constraints. Some women identified the need for greater level of pre-departure preparatory activities, acknowledging that some was provided. Other areas of pre-departure preparation may include cultural orientation, overcoming fear, de-mystifying the process and building greater confidence. While there was a selection criteria and process for participants in each country, there was a lack of understanding of why some went, and others did not. Even where there was democratic process of selection (i.e. Cambodia) who was selected and why was not clear. In Kenya, a woman with disabilities who was invited to attend, was ultimately unable to attend because of visa constraints. She was told it was because she could not speak English. A more effective feedback loop about selection processes would relieve some of these questions and disappointments. Overall, the women's world views were for ever changed through their participation in global events.

Effectiveness: The objective of women's empowerment was clearly achieved, also complemented by the efforts country level efforts having synergies with the global focus. Women-led preparedness and resilience planning undertaken in three countries to strengthen women's leadership, guided by the overall global approach. The global learning program of women led preparedness and resilience was established and training workshops conducted with 26 grassroots women. The women took part in a PLE and GRA as well as a community of practice resulting in transfer of knowledge on gender-sensitive resilience building and strengthening capacity for advocacy at the national and international levels. A CC/DRR charters of demands were created and presented to broader stakeholder groups in each country. The development of baseline studies, research, M&E plans, partnership development and the Framework for Gender-Responsive Alternatives on Climate Change are key outcomes of the global components of GRACC. All participants identified that the objective of women's empowerment was achieved. The stakeholders also acknowledged the outcomes from the global project included building trust, building a consortium, developing principles and unified direction for change and action, building an evidence base via research, and empowering women to advocate, influence policy and decision making and develop women's confidence for leadership.

The scale of change in the GRACC project and the global component was ambitious for the short two-year duration of the project. As one stakeholder stated, "you cannot achieve big change in in two years and what has been achieved has to be assessed against the complex nature of change". All the stakeholders believed that there have been major outcomes from the activities, especially for the women. One indicator was women being able to articulate their knowledge, concerns and the changes they seek. As a stakeholder noted "you cannot share or advocate if you cannot articulate".

The partners provided valuable and diverse inputs into the project, bringing different focus, skills and knowledge which were identified as a major strength of the global components of GRACC. The meaningful engagement of women participants in global activities was more challenging. Women participants had differential levels of knowledge, awareness, lived experience, and skills. This necessitates different strategies to achieve effective engagement and participations, based on the needs of individual participant. Given the complexity of the global project, women participants were developing capacity and skills in the GRACC project while also contributing to the global activities. The global events that women took part in were of significant impact on their knowledge and their broader context. Enabling grassroots women who have previously not been involved in global platforms, supporting them to develop an understanding the myriad of global structures and processes, and providing insights into complex international frameworks and change agendas is not an easy process. The meaningful engagement of grassroots women with high level agendas, international conventions,

⁶ https://www.unisdr.org/files/43291_sendaiframefordrren.pdf

strategizing and action is a mammoth and challenging task. All the women participants identified learning and growth, although their level of contribution, engagement and confidence showed variability.

Global aspects of GRACC project faced several challenges, as identified by stakeholders. A major global scale collaboration was attempted in a short period of time. The partner organisations identified that they were trying to address ways of working together a global oversight team while also implementing GRACC at the national level. In addition, as with any global collaboration, other individual organisational priorities competed with GRACC accountabilities. The GRACC collaboration was also impeded by change of key personnel in many of the agencies including AAA, AAC, AAV, AI (IHART), and MU. This meant that there was an institutional loss of previous knowledge at the global level and the insights, common understandings, and trust needed to be revised as new staff became representative of their agency for the global scale. Logistics of multiple time zones, competing pressures, travel arrangements and language barriers for some of the participants, compounded the challenges and inevitably focused attention on “the operational and away from the strategic” as noted by a stakeholder. The fast pace of the project, implementing while setting up the project at the same time, in the words of a stakeholder, “left little time for reflection”. Several members of the Steering Committee, while able to discuss the partnership at the broader level, stated that they were not “able to comment on the specifics”. This highlights the struggle that the project faces in keeping the different stakeholders informed and engaged. An additional complexity emerged, not unusual for multi-stakeholder partnerships, was the power dynamics across the partners. Everyone came to the global events with different power differentials shaped by the funder/funded dynamic, with the funder having a perceived higher level of power in the partnership. The evaluation was not able to assess the impact of this on the partnership and implementation of GRACC at global and national level.

The Community of Practice on Women Led Preparedness was a space for learning, building consensus on emerging issues related to gender and climate change anticipated leading to collective advocacy work and creating new opportunities to integrate resilience and protection strategically into preparedness efforts. Key outcomes from the workshop included the development of principles that could guide women led preparedness work and a vision for a community of practice. While the one-off workshop had successful outcomes as an activity, the purpose of the community of practice beyond the workshop were not achieved. Several respondents identified this as a one of the key challenges of the global component of the GRACC project and suggested it be picked up in the future. The frameworks for the project were being developed at the same time as project implementation. MU’s work on a Framework for Gender-Responsive Alternatives on Climate Change was delivered towards the end of the project in May 2019 and was not fully utilised to guide the GRACC implementation and in influencing policy and decision makers in responding to climate change. Some of the key stakeholders at the country level were not aware of this framework. The research in each country were well understood by international members of the Steering Committee at the global level, however this did not effectively filter down to the women leaders and some country staff. This shows the challenges of research translation in practice, and the need for different communication methods for different audiences.

Despite the challenges, this evaluation has identified that the project was effective in achieving the GRACC outcomes. Evidence of the success include the increased confidence level of women leaders, development of three Charters of Demands, application of global ideas in home country, the shift of perspective, advocacy and influence work in their own country and raising of women’s voices in international platforms. The recognition of the women at the Global Platform for Disaster Risk Reduction in Geneva included mentions in the Chair’s summary at international event, Australian government tweets, women meeting with their country delegates, speaking on panels or from the floor. These are major achievements in a relatively short period of time. The global components of the GRACC project provided an overarching framework for implementation at the country level while building women’s capacity and focusing attention at the broader level collective action and global networking of women for influencing change.

Efficiency: The global partnership of the GRACC project brought different insights, perspectives, skills and resources to project. A strength identified was the commitment of each of the partner agencies to the project outcomes. An additional strength was the commitment to the value base and Theory of Change. Stakeholders identified that there were positive relationships and strong accountability to each other. The roles of each agency in the global partnership was valued. All stakeholders identified that the successful partnership brought something greater to the project, where overall effort contributed to the achievement of the outcomes.

While the positive aspects of the global partnership were articulated, stakeholders also noted that there were significant constraints and challenges of working globally. The stakeholders identified ‘moving parts’ and the constraints of coordination and logistics. Stakeholders noted that there were a range of processes for the different activities and these were not always coherent. The key challenges were information flows, regular

communication, staff consistency, logistics of each meeting with many participants, challenges of language and literacy, disparities in skills and contributions at the individual level, limited resources, different organisational cultures and different capacity of partners. One stakeholder identified that despite the challenges, “much was achieved with little resourcing”.

ActionAid’s Value for Money (VM) is determined “in relation to the quality of our work and the impact it has achieved”⁷ putting emphasis on ‘value’ as defined by stakeholders. The key aspects of VM are economy, efficiency, effectiveness, and equity. ActionAid’s policy “challenges the mainstream view of VM”, particularly those that “seeks to quantify outputs against inputs (AAA 2017:2). While the GRACC research and other documentation indicated the value stakeholders placed in the outcomes, the VM was not well documented in the GRACC project. In keeping with ActionAid’s VM approach, the evaluation was able to map out what the beneficiaries found worthwhile as outlined in Table 1 below. These findings were gathered from interviews with women, other key informants and project documentation.

Table 1: What Stakeholders Valued in GRACC Global Project

High Value	
<ul style="list-style-type: none"> ○ Ongoing connectivity with global women ○ Communities of practice ○ Greater number of women participants ○ Greater understanding of systems, conventions, rights, global agendas ○ How to advocate for change ○ Metrics 	<ul style="list-style-type: none"> ○ Partnership, overcoming siloed approach ○ Women’s empowerment, personal growth and leadership development, role models and articulation of concerns ○ Joint vision and action ○ Theory of Change ○ Global and peer learning ○ Capacity and skills development ○ Global mobilising and solidarity ○ Advocacy and influencing ○ New ideas projects ○ Visualising what is possible, hope and inspiration
Low Investment	High Investment
<ul style="list-style-type: none"> ○ None identified 	<ul style="list-style-type: none"> ○ None identified
Low Value	

As seen in the above figure, the stakeholders identified valued outcomes and focused on women’s empowerment with grassroots women as beneficiaries. The inputs provided into the project included time of staff of partner agencies and other stakeholders, funding, logistics, expertise, technical knowledge, relationships and consultation. Although significant staff and other in-kind resources were committed to the global components of the project (beyond the DFAT funding), there was no recognition of the true cost of this (e.g. organising logistics of meetings, information, and communication). Numerous activities were conducted including workshops, meetings, networking, one-to-one liaison, networking, relationship building, learning and advocacy. The relevant stakeholders identified numerous ways in which efficiencies were gained in the project. This included minimising travel where possible, ‘piggy backing’ on other events taking place saving on travel costs, using in-kind contributions where possible. An example of efficient use of resources was the implementation of the PLE and GRA. This was major component of the global project and an exercise involving teaching materials, facilitators/educators, travel, learning materials and other administrative components. A total of \$ AUS 176,410 was allocated in the budget for this activity. In kind-contributions were made particularly of staff time from AAA, AAI and country offices. The evaluators did not have data about the time commitment and other in-kind contributions. Drawing from research in the field, this likely to be approximately 20-30% (e.g. see World Health Organisation)⁸. On the assumption of 20%, the total project budget would amount to \$211,692, as total inputs of the global project. There was a total of 23 grassroots women in PLE and GRA. The average cost per participant is \$9,204. This figure includes travel, accommodation, meals and incidentals as well as the cost of activities, demonstrating an efficient use of resources.

While there was clarity around the overall GRACC project overarching three outcomes, there was less clarity around the key objectives of the different global components and the metrics for each (See Figure 1 - GRACC Partnership Steering Committee and Activities). The GRACC project had an overall monitoring and

⁷ ActionAid Australia (2017) *Value for Money Policy*, Internal Policy Document.

⁸ https://apps.who.int/gb/pbac/pdf_files/Eighteenth/PBAC18_3-en.pdf

evaluation framework but did not include specific global project outcomes. The GRACC project M&E frameworks mentions several specific activities such as Communities of Practice established, and global learning exchange held, but there was more to the global aspects of the project including innovation, common platforms and strategic directions. However, there was no clear objectives and metrics for the global component of GRACC e.g. success of partnerships or efficacy of partner roles. The specific activities within the global project did have objectives e.g. PLE and GRA. However, there is a need to strengthen the monitoring, data capture of outcomes and evaluation against the objectives. For example, the PLE and GRA had no formal evaluation about outcomes. As participants and stakeholders identified, positive outcomes were achieved from PLE and GRA which were not captured. Measuring progress, better capturing evidence of success and strengthening monitoring and evaluation were identified in the evaluation as an area for improvement.

Impact: The global components of the GRACC project were able to deliver outcomes which will have impact beyond the duration of the project funding. A Theory of Change was established in terms of women's voices and empowerment in relation to DRR/CC. This enabled an important connection between gender, crisis and development agendas, bringing an intersectional and holistic approach to the project. This cross-cutting approach led to outcomes that valued women's knowledge, participation and leadership and the value of grassroots-up processes. The Theory of Change laid the foundations for work to be undertaken at country level to build capacity of women to influence change at policy and decision making enabling mutually reinforcing activities at the global and country level resulting in linked impacts across different projects of partner agencies.

The project impacts were also significant on the women participants including capacity building, confidence and leadership skills development, personal growth, peer learning and shift in perspective to global level. All women leaders identified their increased confidence and leadership skills. They explicitly stated they had the 'courage' to speak out and influence. Women understood the need to influence national policy, but results varied depending on the country activities. These impacts will continue beyond the GRACC project.

The global partnership brought together a unique combination of international, research and country-based agencies. The project has enabled joint thinking and practice on how to best address women's empowerment in CC/DRR and women led preparedness and resilience. This was a major change effort and the collaboration across agencies enabled a unique and innovative approach. The evidence base in relation to women and CC/DRR was strengthened via the research undertaken, addressing a knowledge gap which may be utilised for further influencing work.

Impact was generated by the partner agencies as well as by the grassroots women as project implementers. Agencies have built a model of collaboration that can help shape future global projects. Women took part in international platforms and their voices, issues and concerns were identified. A network of women from around the world was established, laying the foundations for future collective action. Women's voices were heard in forums such as the Global Platform for Disaster Risk Reduction. There was action, linked with work of the country offices, in influencing policy at local, provincial and national levels in Cambodia, Kenya and Vanuatu as well as the development of a Charters of Demands paving the way for continued advocacy and influence.

The evaluation did not find any evidence of major national or international policy change or institutional transformation. The magnitude of such change is significant and it would not be realistic to expect that outcome in a two-year project. However, the evaluation confirms that the global impact of the GRACC project has enabled the process of collaboration towards joint advocacy, global networking of women and collective action for change; understanding of the value and power of women's voices in advocacy, capacity building (confidence, skills and knowledge) for influencing at international and national scale; and awareness of policy change and potential to influence decision making by the women participants.

Sustainability: ActionAid has extensive experience supporting disaster risk reduction in communities living in multi-hazard locations across the globe. The GRACC global partnership was an innovative approach that demonstrates the strength in multi-stakeholder collaborations to drive change that is less impactful if done by a single community within a country, or a single country within a region, to mitigate the consequences of CC/DRR. The global partnership demonstrated that joint actions and transboundary cooperation is critical to implement existing policies and creating new initiatives that ensure gender equality for resilience in the long term. The relationships between partners were strengthened and networks expanded through joint planning, implementation, and through transferring knowledge and practices.

The global frameworks, the Theory of Change and the focus on empowerment of women has led to a unified focus across different countries and has enabled the development of women leaders which will continue to have long lasting impact beyond the project. Women have become aware of international conventions and their rights and this awareness will continue to result in long term activities for change for gender equality. A

range of initiatives across the global project has demonstrated that power of women's voices including the peer learning, research and evidence base, global network of women and the being heard in global platforms will enable women leaders to continue advocacy. The Charters of Demands, along with knowledge/awareness of women's rights, has equipped women to advocate and increased their commitment, motivation, knowledge, skills and capacity to engage in changing local, national and ultimately global policies.

The specific activities such as PLE, GRA and other collective organising requires resources for travel, coordination and communication. This was funded by the GRACC project and such activities are unlikely to continue if additional resources are not found. Partner agencies have identified that they do not have resources to continue the partnership activities beyond the project despite their valuing of the global components of the GRACC project. There was greater traction and sustainability in situations where GRACC was integrated with other initiatives at country levels.

OUTCOME 3: WOMEN'S VOICE AND LEADERSHIP IN CLIMATE CHANGE AND RELATED CRISES IS ENHANCED THROUGH THE ESTABLISHMENT OF A GENDER RESPONSIVE FRAMEWORK ON GENDER, CLIMATE AND SECURITY.

Outcome 3 was focused on the global GRACC Framework for Gender-Responsive Alternatives on Climate Change (henceforth referred to as the Framework) and was being finalized as this evaluation commenced. The Framework was developed in the context of a Theory of Change of the GRACC project, the AAI Meta Theory of Change, AA's Human Rights Based Approaches, AA's Resilience Framework, AA Charter of Demands in each country and the GRACC MOU with principles of partnership focusing on women's empowerment.

Women's Empowerment: The Framework for Gender-responsive Alternatives on Climate Change developed by Monash University builds on the existing broader Theories of Change and empowerment of AAI and AAA. It aimed to integrate humanitarian, security and development agendas and provides a good basis for influencing policy and decision making and developing women's leadership on CC/DRR. It provided a blueprint for addressing systemic issues that emerged in GRACC, situating the project within larger processes of change, future directions of global forums, scaled impacts, knowledge transfer and application within country contexts. The country activities contributed directly to the global framework's formation and input was provided by a range of stakeholders. The Framework was based on research undertaken in each country which exposed the differential gender impacts of climate change and reiterated the need to develop women's leadership and have their voices heard in decision making and policy forums. The country research by MU provided a useful analysis of each country, although many key stakeholders noted that they had not yet seen the resulting Framework and some grassroots women leaders were unaware of it being developed. A key stakeholder from a partner agency noted that the Framework and the research were good but "we needed to work out what this means for strategic influence for the grassroots women in national and global agendas and how to utilise it". As noted, the Framework was being finalised as this evaluation began and specific data was not available on its impact.

Relevance: Climate change, disaster risk reduction, human security and resilience are complex issues with many cross cutting and intersectional elements. The Framework and research provided sound evidence about the link between women's knowledge and gendered responses to CC/DRR at country and global level. The Framework is based "on feminist approaches to global peace, development and security, it examines the potential of everyday and traditional knowledge, participation and transformative leadership by women from climate change-affected communities as key pillars to developing an integrated risk assessment and global response to human insecurities." (Tanyag 2019)⁹. The Framework highlights the impact of CC on the most vulnerable and marginalised groups, particularly women and girls. Importantly the framework is relevant as it identifies that women's lives and their cumulative knowledge as important starting points for making the connections among multiple climate-induced risks and crises and how to address them. Women's vital role in understanding and responding to the causes CC/DRR. The Framework offers pillars to strengthen women's participation and leadership in the implementation of global, national and local security agendas. By taking an integrated analysis on climate governance, sustainable development and crisis/emergency and noting that the impacts of climate change are increasingly unable to be examined in isolation from other hazards and everyday human insecurities, the Framework is able to bring an intersectional approach and connect the work of the partner agencies to

⁹ Tanyag M. (2019) *Gender-Responsive Alternatives on Climate Change: Experiences from Cambodia, Kenya and Vanuatu: A Global Research Report*, ActionAid Australia and Monash University.

engage in mutually reinforcing activities at a local, national and global scale. As several partner agencies noted there is a need to move the Framework and research “beyond an academic exercise” to strategic action and implementation.

Effectiveness: The project outcomes were partially achieved in that a Framework was developed. The Framework is a valuable tool to guide future work on women’s leadership and advocacy and influencing work in CC/DRR and the emerging areas of climate justice. The Framework utilised the baseline study from each country, however, there was no common methodology used in the baseline studies and while providing country level information, had limited utilisation for comparative analysis for a global approach. The MU undertook research in the development of the Framework, but it was not able to be utilised in a timely manner to inform the global components or country level implementation as it was delayed in its completion due to key staff changes in multiple agencies. A number of key questions were posed by the stakeholders such as ‘how such a high-level document can be utilised by women leaders’, ‘how research can be translated into practice’, ‘how to effectively use the evidence base’. Several global stakeholders identified that the next steps will be to determine how the Framework can be used to enhance women’s voices and leadership in climate change, peace and security.

Efficiency: The Framework provides a sound country and global analysis about intersectional gender responsive approaches as noted above. Key stakeholders identified the importance of a Framework to guide strategy and implementation. Two participants noted the importance of the Framework for addressing gender inequalities in CC/DRR. Several participants identified that the Framework was crucial in integrating different cross-cutting agendas. The value of the framework was identified by some beneficiaries, at the global level. However, applying the VM concept of AA, many key stakeholders and direct beneficiaries (i.e. women leaders) had not seen the framework. The evaluators did not see any evidence of the use of the Framework in the GRACC project implementation or in guiding the global project activities.

Impact: At the point of the evaluation, The Framework was just completed, and the dissemination and utilisation of Framework had not commenced, therefore, it was premature for the evaluation to assess its impact. As a Framework, it will continue to inform future projects and is likely to have future impacts.

Sustainability: The research conducted fills a gap in knowledge in CC/DRR and gender, adds to the body of global knowledge and provides an evidence-based guide to future strategic directions, project activities and influencing activities in relation to enhancing women’s voices, development women’s leadership and women’s empowerment in relation to CC/DRR. The Framework is an evolving resource that can be utilised beyond the GRACC project by the partner agencies and external others in guiding future work on gender responsive alternatives to climate change and related risks.

5. Conclusion

The global components of the GRACC project was an innovative approach with a global partnership demonstrating that joint actions and transboundary cooperation is critical to implement existing policies and create new initiatives that ensure gender equality for resilience in the long term. The relationships between partners were strengthened and networks expanded through joint planning, implementation, and through transferring knowledge and practices. The development of a global partnership was a successful endeavour between diverse organisations to jointly guide the empowerment of grassroots women, increase collective action and advocacy, strengthen women’s leadership and share knowledge about women led responses to CC/DRR using a common platform based on shared agreed principles.

The evaluation concludes that the global components of the GRACC project contributed strongly to the achievement of the GRACC Project outcomes. The major outcomes included:

- Supporting *women’s empowerment*, at the global and country level; developing approaches that led to mutually reinforcing activities globally and in the three countries; overcoming siloed approaches; developing local-global connections; developing the solidarity of women at an international level; developing joint platform for action; providing an evidence base, developing safe spaces for women at the global level; validation of women’s knowledge at global and national forums; learning and knowledge transfer activities, capacity building of grassroots women for increased confidence in leadership and influencing at national and international level. The global project empowered women who attended the global activities which transpired to women in country and inspired hope and motivation. The participation of women in global activities positively reinforced women’s roles as leaders in their own country.

- Undertaking *relevant* project activities at the global level which enhances women's leadership for CC/DRR responses including the peer learning exchanges, global network of women, collective action at international levels via the GRA, knowledge transfer through communities of practice, partnership approaches for common purpose, research and baseline studies for evidence base and the development of a Framework for Gender-responsive Alternatives on Climate Change.
- Providing the platform for *effective* delivery of the global project outcomes including women-led preparedness and resilience planning undertaken in seven locations in three countries to strengthen women's leadership, guided by the overall global approach. The global program of learning on gender and resilience was established, and a training workshop conducted with 26 grassroots women facilitated peer learning exchange, grassroots academy and communities of practice resulting in transfer of knowledge on gender-sensitive resilience building and women-led preparedness and strengthening advocacy at the national and international levels. Charters of Demands were created in each of the three countries driving change from the grassroots level upstream to local and regional levels. The development of baseline studies, research, M&E plan and a framework are key outcomes of the global partnership. The stakeholders acknowledged value of the partnership at the global level (e.g. building trust, building a consortium, developing principles and direction for change and action, building an evidence base via research and adopting a mutually reinforcing approach).
- Delivering *efficiently* on an ambitious global agenda with minimal funding. The global partnership of the GRACC project brought different insights, perspectives, skills and resources to the project of an in-kind nature. Using ActionAid's Value for Money concept, the evaluation confirms that stakeholders and beneficiaries identified the value of the project. Costs were minimised and activities were joined to reduce travel and administrative costs. Key activities such as the PLE provided VM basis per person costs.
- Achieving *impact* beyond the project including development of the Theory of Change which recognises the impact of gender differentials in CC/DRR; learnings about women led preparedness and resilience; research and evidence base from the three countries; empowered women leaders with capacity building who will continue to provide leadership beyond the project through a global network of women for collective action and the partnership which will continue into this and other work.
- *Sustainability* into the future with women leaders, armed with knowledge, awareness and leadership skills and who are motivated to continue the work of women led responses in relation to CC/DRR

There were also multiple challenges, issues and constraints identified by the evaluation:

- Attempting a major global collaboration model in a two-year period with limited resources
- Partner agencies coming from diverse organisations, with different priorities and pressures
- Key staff turnover across the partnership
- Development of the principles of operation of the partnership, a start-up, with the pressures of implementation
- Lack of time for reflection and strategy due to pressures of implementation of the global project activities
- Lack of clarity of the objectives and Key Performance Indicators of the global components in relation to the whole of the GRACC project and lack of explicit link between the GRACC project outcomes and global project activities
- Lack of adequate monitoring, measures and data collection on the key global activities
- Logistics of many people getting together including travel, time zones and administrative organisational matters
- Meaningful engagement of grassroots women in academic and high-level framework development while trying to develop their capacity at the same time
- Lack of adequate resources and support
- Coordination of many global partners
- Challenges for women participants: different levels of capacity and skills; literacy and language barriers; lack of adequate pre-departure preparation and translated materials, dispersal of women within their country; lack of digital connectivity and the trajectory of personal growth needed with the international level of work
- Post global activities (e.g. PLE, GRA, research, Communities of Practice) development with women
- Long term sustainability for global components without further funding

Despite the challenges, this evaluation has identified that the project was effective in achieving the GRACC outcomes. Evidence of the success include the confidence level of women leaders, development of the Charters of Demands, application of global ideas in home country, the shift of perspective, advocacy and influence work in their own country and raising of women's voices in international platforms. The recognition of the women at

the Global Platform for Disaster Risk Reduction in Geneva included mentions in the Chair's summary at international event, Australian government tweets, women meeting with their country delegates, speaking on panels or from the floor. These are major achievements in a relatively short period of time. The global components of the GRACC project provided an overarching framework for implementation at the country level while building women's capacity and focusing attention at the broader level collective action and global networking of women for influencing change.

Key Recommendations

1. Continue to prioritise women's empowerment and leadership as focus areas of GRACC partnership. Include capacity building with grassroots women on how their efforts connect to their country's national and global agenda (e.g. Sustainable Development Goals progress). Introduce M&E plans at grassroots level to have the women help design indicators and capture data on women's empowerment, impact, relevance, efficiency, effectiveness and sustainability.
2. Continue to undertake Peer Learning Exchanges and Grassroots Academy. Consideration be given to ongoing activities (rather than one off); ways to continue women's networking across countries; seek input from women participants about content of programs; address language challenges including multi-lingual material; greater level of pre-departure preparation and post learning technical support for implementation at country level activities.
3. Provide further capacity building for a select group of women for higher level leadership activities in policy, governance, influencing, negotiation and advocacy to impact at national and global levels.
4. A strategic and global approach to selection of participants is recommended for higher levels of leadership in a consistent manner.
5. Determine the strategic objectives of the global components of future GRACC project with clarity on outcomes, impacts and key metrics. Suggested areas of improvement include integrated and strategic plan for global activities, separation of operational from strategic, communication and information sharing, effective participation of partners in relevant forums (e.g. Steering Committee) and clarity of roles and responsibilities. Consortium to identify and address emerging power and relationship issues in the partnership.
6. Develop a focused and strategic global platform for women led institutional or policy influencing and advocacy and build women's leaders' capabilities in a targeted manner for impact. Determine how the Framework for Gender-Responsive Alternatives to Climate Change is to be utilised and adapted to influence at the grassroots, regional and national level.
7. Develop platforms for ongoing communities of practice, learning and reflection at the global level.
8. Develop effective systems of project documentation and document labelling, across countries, including relevant data capture, monitoring and evaluation data of outcomes such as success of partnerships, innovation, learning and development, efficacy of partner roles, pre and post assessments to demonstrate outcomes and successes of the global components of the project in an evidence-based manner. Utilise common methodology across the countries in future research.
9. Address ways to overcome language barriers for women's participation including technology options.
10. Identify sustainability issues for the long term and develop 3-4-year project plan, even in the absence of future funding.

The evaluation identifies that the scale of change in the objectives is an ambitious one. Such change agendas take many years and will need continued effort, particularly to bring change at the institutional and policy levels. The work undertaken to this point is foundational and should be built upon to respond to gendered impacts of climate change, disaster risk reduction and sustainable development.

Annexes

ANNEX 1: Global Evaluation Guiding Questions

For the global report the following questions served as a guide for the evaluation.

a. Women's Empowerment

- How has the capacity of women been built to advocate in global spaces?
- How have women's leadership capabilities been strengthened?
- How have women been empowered to work in solidarity at the global level on climate change issues

b. Relevance

- How relevant were the activities at the global level in helping women speak up and become leaders in climate change enhancing women's decision-making capabilities?
- How relevant was the partnership approach across multiple actors (INGO, National NGOs, local partners and Research Institute) in empowering women?

c. Effectiveness

- Were the project outcomes achieved?
- How effective were the international events in empowering women to take collective action in preparing for and responding to climate change and related crises?
- How relevant and effective was the support given to women through the learning exchange and the grassroots academy?
- How has the gender-responsive framework enhanced women's voices and leadership in climate change, peace and security?

d. Efficiency

- Do the project activities represent value-for-money for women at the grassroots affected by climate change?
- How well have the inputs (funds, people, material and time) been put to use to produce the intended results?
- How well has the project been managed in terms of quality of accountability, documentation, communication, partnerships, work planning and resource management in order to meet the project outcomes for women?

e. Impact

- What, if any, has been the impact of project activities on policy, planning at the global level and women involved in decision-making?
- What was the impact, both positive and negative for women, who were engaged in international events and advocacy spaces? Were there any unforeseen impacts?

f. Sustainability

- How has the project facilitated women's long-lasting impact and engagement in policy and decision making?
- What signs are there that women will continue to use their local knowledge to be leaders in climate change space at the global level?
- What networks and solidarity have been built across countries by women?

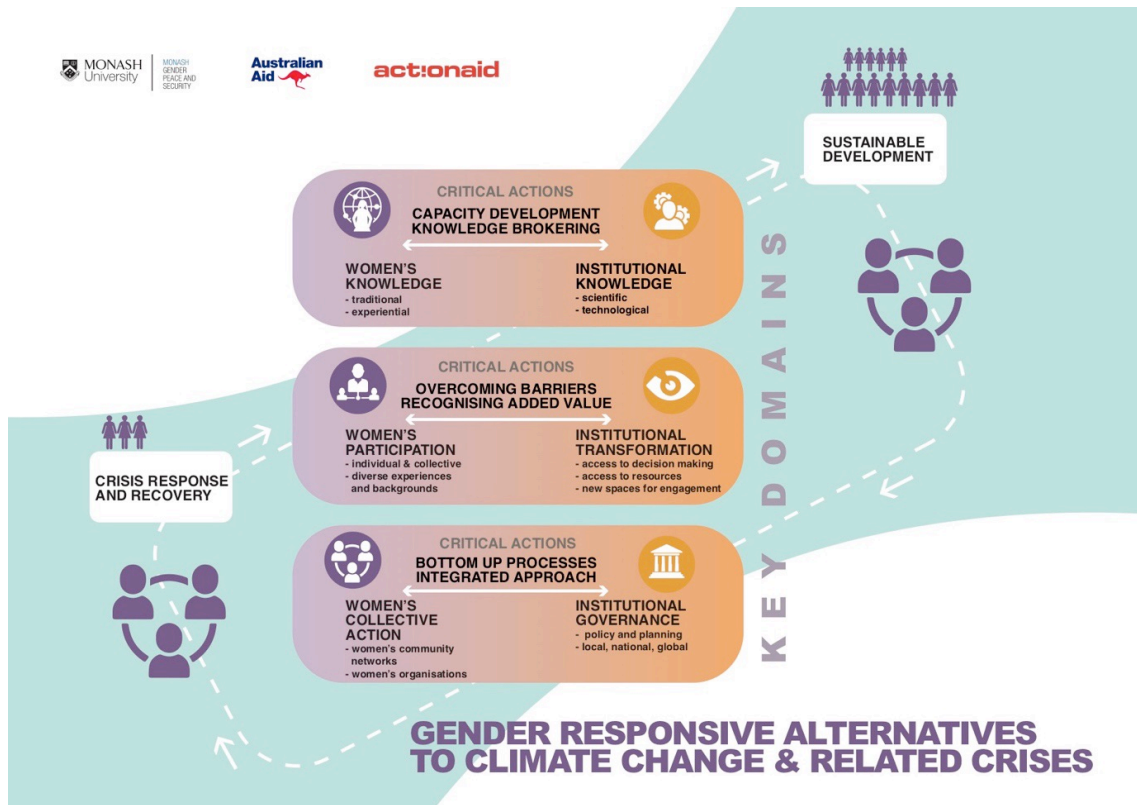
ANNEX 2: Global Stakeholders Analysis/Primary Data Collection Sources

Stakeholders	Type of Engagement	Number Interviewed
Grass roots women who took part in PLE	Interview (Cambodia, Kenya and Vanuatu)	9
Grass roots women who took part in GRA	Interview (Cambodia, Kenya and Vanuatu)	7
HC Senior Adviser	Interview	1
MU	Interview	2
AAI staff	Interview	2
AAA	Interview	4
AA Country Staff	Interview	4
Total		29

ANNEX 3: Global Stakeholder Sample Interview Questions

- Please describe the GRACC program and your organisation's role.
- What were the anticipated outcomes from your organization's participation? An example of an impact beyond participation?
- Why was it important to share good practices and innovations across countries among community women?
- Was the peer learning exchanges (Indonesia) achieve the anticipated outcomes?
 - What were the indicators that showed this?
 - Where there any unintended impacts/outcomes (positive or negative) during the program?
 - What would you have done differently?
- Did the Grassroots Women's Academy achieve the anticipated outcomes?
 - What were the indicators that showed this?
 - Where there any unintended impacts/outcomes (positive or negative) during the program?
 - What would you have done differently?
- How were participants' needs assessed prior to each activity?
- What differences did they observe between the learning exchange learning and the grassroots roots academy?
- What did the post training evaluation of workshop indicate? ·
- Has the GR framework been completed? Where can it be accessed?
 - Who contributed to its development?
 - How or when will it be launched?
 - If already launched, how was it received?
 - How will it be used?
- From your experience on this project, what have you learned about the intersections on gender equality, the environment and marginalized voices that are engaged in the program?
- What are the benefits to women of their increased participation in their communities, regionally and globally?
- In your view, what were barriers that prevented the program from being effective/more effective? How did you respond?
- What resources were made available to women to take back to their countries to share with others?

ANNEX 4: GRACC Gender Responsive framework



Front cover: Communities in Baringo lead flood response. Photo: ActionAid.

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