



GREEN
CLIMATE
FUND

Independent
Evaluation
Unit



Independent Evaluation of the GCF's Environmental and Social Safeguards and the Environmental and Social Management System

Inception Report

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INDEPENDENT EVALUATION UNIT

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INCEPTION REPORT

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ABBREVIATIONS

ADB	Asian Development Bank
AE	Accredited Entity
AF	Adaptation Fund
AfDB	African Development Bank
AP	Accreditation Panel
APR	Annual Performance Reports
B.19	Nineteenth meeting of the Board
CIF	Climate Investment Funds
COA	Country Ownership Approach
CP	Country Programme
CSO	Civil Society Organisation
CTF	Clean Technology Fund
DAE	Direct Access Entity
DEG	Deutsche Investitions- und Entwicklungsgesellschaft
DCP	Division of Country Programming/Country Programming Division
DMA	Division of Mitigation and Adaptation
DP	Delivery Partner
EBRD	European Bank for Reconstruction and Development
EE	Executing Entity
ES	Environmental and Social
ESMS	Environmental and Social Management System
ESS	Environmental and Social Safeguards
ESIA	Environmental and Social Impact Assessments
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FAA	Funded Activity Agreement
FIP	Forest Investment Program
FMO	Netherlands Development Finance Company
FPR	Forward-looking Performance Review
FPs	Funding Proposals
GCF	Green Climate Fund
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit
HR	Human Rights
IADB	Inter-American Development Bank
IAE	International Accredited Entity
IEU	Independent Evaluation Unit
IFC	International Financial Corporation
IPP	Indigenous People Policy
IRM	Independent Redress Mechanism
iTAP	Independent Technical Advisory Panel
KIIs	Key Informant Interviews
LAC	Latin American and Caribbean
LDCF	Least Developed Countries Fund
MDBs	Multilateral Development Banks
NAP	National Adaptation Plan
NDA	National Designated Authorities

NDC	National Determined Contributions
OED	Office of Evaluation
OIA	Office of Internal Audit
OGC	Office of General Counsel
OM	Operations Manual
OPM	Office of Portfolio Management (formerly Portfolio Management Unit)
ORMC	Office of Risk Mitigation and Compliance
PAP	Project Approval Process
PMU	Portfolio Management Unit (now Office of Portfolio Management)
PPCR	Pilot Program for Climate Resilience
PPF	Project Preparation Facility
PSF	Private Sector Facility
PSO	Private Sector Organisations
REDD+	Reducing Emissions from Deforestation and forest Degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
RMF	Results Management Framework
RPSP	Readiness and Preparatory Support Programme
RFP	Request for Proposal
SCCF	Special Climate Change Fund
SCF	Strategic Climate Fund
SIDS	Small Island Developing States
SAP	Simplified Approval Process
SMT	Senior Management Team
SREP	Scaling-up Renewable Energy in low-income countries Program
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank

I. BACKGROUND AND OBJECTIVES OF THE ASSIGNMENT

A. BACKGROUND

The Green Climate Fund (GCF) was established with the purpose of making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change. In the context of sustainable development, the GCF will promote a paradigm shift towards low-emission and climate-resilient development pathways by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change.

In carrying out the GCF's mandate of promoting a paradigm shift towards low-emission and climate-resilient development pathways, **the GCF will effectively and equitably manage environmental and social risks and impacts and improve outcomes of all the GCF-financed activities.** The Governing Instrument for the Green Climate Fund stipulates on the Environmental and Social Safeguards (ESS) that:

“The Board will agree on and adopt best practice environmental and social safeguards, which shall be applied to all programmes and projects financed using the resources of the Fund”.¹

In alignment with the above, the Board requested the Secretariat to develop an Environmental and Social Management System (ESMS) for the GCF. In decision B.07/02, paragraph (n), the Board requested the Secretariat, in consultation with the Accreditation Committee and the Accreditation Panel as needed, to develop an ESMS for GCF, based on the outline contained in annex VI to the same decision.

The ESMS is defined as ‘overarching framework for achieving improvements in environmental and social outcomes while addressing any unintended adverse impacts of all the GCF-financed activities. It provides an opportunity for GCF to incorporate environmental and social considerations into its decision-making and operations in ways that not only include safeguard measures of “do no harm”, but also identify opportunities to “do good” and improve environmental and social outcomes.’² An ESMS allows GCF to integrate environmental and social considerations in a systematic, coherent and transparent manner, and at three entry points:

- 1) At the facilities and operations level, through the environmental and social management practices of GCF, by avoiding and minimizing any adverse environmental impacts from its own activities and operations while promoting environmental and social sustainability, and ensuring institutional capacity and stakeholder involvement, among other things;
- 2) At the activities level,³ through environmental and social due diligence and risk assessment, and through a management framework tailored to the nature and scale of the activities and the magnitude of environmental and social risks and impacts; and
- 3) At the policy level, by establishing the policies and process for integrating sustainability considerations into the strategies and decisions.

The structure of the proposed ESMS has the following elements consistent with the Decision B.07/02, paragraph (n):

- a) An environmental and social policy that sets out the objectives, scope, principles, roles and responsibilities and general requirements to effectively manage environmental and social risks

¹ FCCC/CP/2011/9/Add/, Decision 3/CP.17/ Annex (2), 65.

² GCF/B.19/06

³ “activities” refer to programmes, projects and subprojects.

and impacts and improve outcomes. The policy presents the commitments of GCF and articulates the principles to which GCF will hold itself accountable;

- b) ESS standards which require that all potential environmental and social risks and impacts from GCF-financed activities are identified, assessed and addressed through appropriately scaled management measures that avoid, where avoidance is not possible, minimize and mitigate residual impacts,⁴ and where such impacts cannot be avoided and mitigated, remedied, restored, or provided with adequate and equitable compensation;
- c) Related policies and practices that represent the rules and governance frameworks of GCF relevant to environmental and social management. These include information disclosure, grievance redress mechanism, monitoring and accountability, risk management and others (See Appendix III), as well as those that may still be developed which are relevant to the design and implementation of the ESMS;
- d) An ESMS manual consisting of management processes and procedures that assist in implementing the ESMS and the environmental and social policy as well as the application of the ESS standards. It also describes the institutional and governance arrangements (e.g. roles and functions) of GCF and how GCF will carry out its responsibilities described in the environmental and social policy;⁵
- e) Stakeholder engagement that delivers meaningful and active participation of GCF stakeholders, including national designated authorities and focal points and civil society organisations. Such participation requires that activities are implemented in a manner that takes into account the views of the various stakeholders, including vulnerable groups and individuals (including women, children and people with disabilities, and people marginalized by virtue of their sexual orientation and gender identity), local communities, indigenous peoples, and other marginalized groups of people and individuals that are affected or potentially affected by GCF-financed activities; and
- f) Guidance and tools to assist GCF and entities in meeting the requirements of the environmental and social policy and ESS standards.⁶ The guidance and tools will also include normative practices on promoting sustainability of GCF operations and activities, stakeholder engagement including consultations, country coordination, obtaining necessary consent from indigenous peoples, and support and acceptability from local communities, vulnerable and socially excluded populations and individuals that are affected and potentially affected by GCF-financed activities.

The GCF adopted the International Financial Corporation (IFC)'s Environmental and Social Performance Standards as its interim ESS standards. The IFC Performance Standards were first introduced in 2006, and later updated in 2012. They comprise an overarching standard on Assessment and Management of Environmental and Social Risks and seven standards covering specific risk areas. As the IFC provides financing for private sector operations, the Performance Standards were designed to apply the set of policies common at the time to the main Multilateral Development Banks (MDBs) to the range of operations specific to the private sector. Nevertheless, the structure, scope and content of the Performance Standards has been broadly adopted by most MDBs, United Nations (UN) agencies, other development finance institutions and many international commercial banks who have adopted the Equator Principles that embody the IFC Performance Standards. Over the period since the IFC's Performance Standards were adopted, they

⁴ In decision B.07/02, paragraph (c), the Board adopted the International Finance Corporation Performance Standards for Environmental and Social Sustainability as the GCF interim ESS standards until GCF develops its own ESS standards, which will build on evolving best practices, completed within a period of three years after GCF becomes operational, and with inclusive multi-stakeholder participation.

⁵ The ESMS manual is under development

⁶ The ESMS guidance and tools are under development

have brought about a significant level of harmonisation of safeguards content and process, and in definition of best practice. It should be noted that the primary principle of the Performance Standards is that of creating responsibilities and accountability within the IFC clients for managing risk. They do not explicitly require clients to pursue environmental and social benefits beyond avoiding harmful impacts. That said, most other MDB safeguards systems do not seek to do so either.

The figure below illustrates the elements of the ESMS. An important consideration for the proposed ESMS is the institutional capacity for implementation and continuous improvement. This includes the provision of staff, resources, and organisational structure to support the effective implementation of the ESMS. Staff will need to have the necessary expertise to carry out their responsibilities to implement the ESMS effectively.⁷

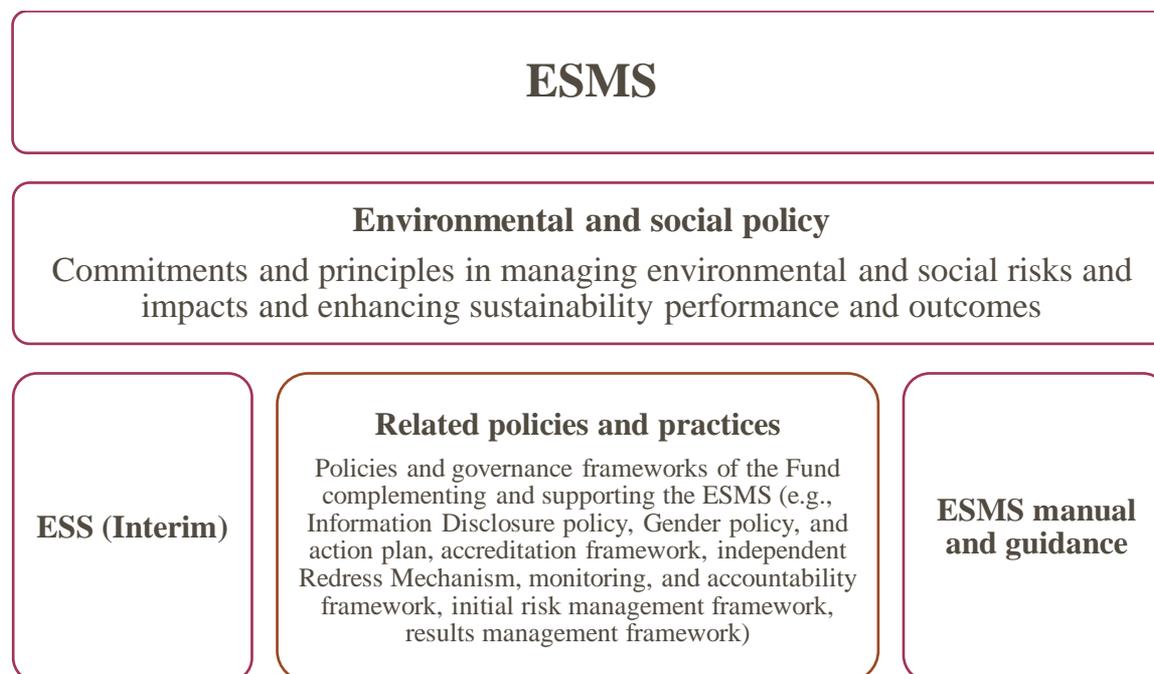


Figure 1 Elements of the environmental and social management system of GCF

The ESMS has actual or potential linkages with the following items:

- 1) Guiding framework and procedures for accrediting national, regional and international implementing entities and intermediaries, including the Fund's fiduciary principles and standards and environmental and social safeguards" (Decision B.07/02);
- 2) Guidelines for the operationalization of the fit-for-purpose accreditation approach (Decision B.08/02);
- 3) Gender Policy and Action Plan (Decision B.09/11); and draft Updated Gender Policy and Action Plan 2018-2020 (GCF/B.20/07) (yet to be adopted);
- 4) Comprehensive information disclosure policy of the Fund (Decision B.12/35);
- 5) Investment framework (Decision B.07/06);
- 6) Initial results management framework of the Fund (Decisions B.07/04 and B.08/07);
- 7) Initial monitoring and accountability framework for accredited entities (Decision B.11/10);
- 8) GCF risk management framework (Document GCF/B.17/12);
- 9) GCF-wide Indigenous People Policy (IPP) (Decision B.15/01); and

⁷ GCF/B.19/06

10) The Independent Redress Mechanism (IRM) (Decision B.BM 2017/10 on the updated Terms of Reference for the IRM).

A key consideration is that the interim ESS standards serve as accreditation standards to the GCF and as project review and appraisal standards for public and private sector operations alike and provide a reference point for project monitoring and reporting. During the accreditation process, an entity's capacity to manage environmental and social risks is considered as part of the GCF's risk based "fit-for-purpose" approach, whereby the GCF accredits an entity to undertake projects up to certain levels of environmental and social risk, i.e., Category A—high risk, Category B—medium risk, and Category C—low/no risk. In the case of entities seeking accreditation as financial intermediaries, a growing element in GCF operations, there are parallel categories: I1- high risk, I2 - medium risk, and I3 - low risk that indicate the level of risk that the financial intermediary can propose to fund in its portfolio of sub-projects. The fit-for purpose accreditation also applies to fiduciary functions and sectoral involvement, resulting in different levels of access to resources and approval for certain types of activities.⁸

B. NEXT STEPS

Following the Decision B.07/02, paragraph (n), which gives a mandate to the Secretariat to develop an ESMS for GCF and recognizing the elements of the ESMS that need to be further established, the Secretariat will undertake the following actions to support the development, implementation, and continuous improvement of the ESMS.

The Secretariat will identify and formulate the management processes, procedures and guidance, and will compile these as a manual for operating the ESMS. In developing the ESMS manual, the Secretariat will consider the relevant ESMS content outlined in Annex VI to Decision B.07/02, the existing procedures and practices related to the ESMS implementation, and the GCF ESS standards. The formulation of the management processes, procedures and guidance will entail the following activities:

- a) Assess the gaps among the requirements of the environmental and social policy, GCF interim ESS standards and existing GCF procedures and practices and identify what other processes and procedures are needed to address these gaps. These may include additional guidance on the identified processes and procedures, such as environmental and social risks and impacts screening and categorization;⁹
- b) Incorporate and reflect into the ESMS processes and procedures the existing policies and processes, including those under development; and
- c) Develop the identified procedures and guidelines related to the ESMS of GCF.

The Secretariat will also identify applicable best practices, guidance, and tools for implementing the ESMS, particularly on stakeholder engagement including consultation, communications and outreach, and grievance redress mechanisms. The Secretariat will identify and develop opportunities and implement activities to build awareness and develop capacity in ESMS and ESS standards, with the focus on the needs of direct access entities and countries.

C. OBJECTIVES

During the twenty-first meeting of the GCF Board, the 2019 work plan of the Independent Evaluation Unit (IEU) was approved, which lays out the different independent evaluations to be conducted in 2019. One of the evaluations to be conducted by the IEU is an independent assessment

⁸ GCF 2017. "Accreditation to the Green Climate Fund." https://www.greenclimate.fund/documents/20182/319135/L.3_-_GCF_Accreditation_Introduction_February_2017.pdf/4d44997c-6ae9-4b0e-be5d-32da82e62725

⁹ Decision B.07/02, paragraph (n)

of the ESS and ESMS (currently under development) of the Green Climate Fund.¹⁰ Observations from the Independent Evaluation Unit are expected to be taken into account in the development of the Fund's own ESS¹¹.

Furthermore, the GCF's Environmental and Social Policy states that the ESMS should be linked to the GCF evaluation process and the IEU. It indicates that "*evaluations may be undertaken on the effectiveness of implementing the GCF ESS standards*".¹²

The assessment seeks to provide the Board, Secretariat, Management and all other stakeholders with information on how well the current ESS and ESMS serves to:

- a) Prevent, mitigate and manage potential adverse environmental and social impacts of GCF activities, programmes and projects;
- b) Improve the environmental and social performance of the Fund and its portfolio over time; and
- c) What the results have been in respect to the design and implementation of GCF projects.

In addition, the assessment shall consider how the ESS and ESMS seeks to bring about a balance between the traditional "do no harm" approach and a "do good" approach with the objective of creating environmental and social co-benefits where possible.

D. SCOPE OF WORK

To achieve a rigorous approach for the assessment, it will follow the IEU's analytical framework of evaluation criteria. As stated in the IEU Terms of Reference¹³, endorsed by the Board, these criteria are:

- a) Relevance, effectiveness and efficiency of projects and programmes;
- b) Coherence in climate finance delivery with other multilateral entities;
- c) Gender equity;
- d) Country ownership of projects and programmes;
- e) Innovativeness in result areas (extent to which interventions may lead to paradigm shift towards low-emission and climate resilient development pathways);
- f) Replication and scalability-the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in the Document GCF/B.05/03 in the context of measuring performance, could also be incorporated in independent evaluations);
- g) Unexpected results, both positive and negative.

Taking this set of criteria as a starting point, and following the Request for Proposal (RFP) for this evaluation, the evaluation will apply the IEU criteria to the intended scope as follows:

- 1) **Coherence:** The evaluation of coherence involves looking at how well or not the GCF's Environmental and Social (ES) policy and standards operate together with its other policies and frameworks to achieve its strategic goals and objectives.
- 2) **Relevance:** Relevance analysis focuses on how relevant is the GCF's ES policy and standards in preventing, mitigating and managing potential adverse environmental and social impacts of GCF activities, programmes and projects vis-à-vis other ESS policies used in wider climate change landscape and in consideration of relevant international legal commitments on human rights (HR) and environment. Analysis should identify if there is any mismatch between the

¹⁰ GCF/B.21/13, 5(c)

¹¹ GCF/B.07/11, section IV

¹² GCF/B.19/06, 16(k)

¹³ GCF/B.06/06

GCF's ES policy and standards and the (current) needs or problems (e.g. respecting human rights). Relevance analysis is very important because if the GCF's ES policy/standards do not help to address present needs or problems, then it does not matter how effective, efficient or coherent it is. This is key information that will assist in determining whether to continue or change the GCF's ES policy/standards.

- 3) **Effectiveness:** Effectiveness analysis considers how successful have the GCF's ES policy/standards been in preventing/managing/mitigating adverse environmental/social impacts. The evaluation should form an opinion on the progress made to date and the role of the GCF's model (use of Accredited Entities¹⁴- AEs) in delivering the observed changes. If the objectives have not been achieved, or things are not on track, an assessment should be made of the extent to which progress has fallen short of the target and what factors have influenced why something has not been successful or why it has not yet been achieved. To this end, effectiveness analysis should seek to identify the factors driving or hindering progress.
- 4) **Efficiency:** Efficiency considers the relationship between the resources used and the changes generated by the GCF's ES policy and standards. Differences in the way GCF's ES policy and standards are approached and conducted can have a significant influence on the effects, making it important to pin-point areas where there is potential to reduce inefficiencies, particularly unnecessary regulatory costs, and simplify the intervention.
- 5) **Country ownership and recipient needs:** these criteria consider how GCF's ES policy/standards promote country ownership, in terms: (1) commitment and responsibility (AEs and country recipients commit to take responsibility for addressing ES policies and standards during project implementation); (2) capacity (country recipients and AEs have the capacity to sustain ES policies and standards); and (3) accountability (country recipients and AEs are accountable to each other, to their citizens and to GCF for implementation of ES policies and standards).
- 6) **Sustainability:** this criterion focuses on assessing if there are any positive effects from project's implementation and if they are sustainable? How likely are the effects to last after the intervention ends?

To address the evaluation criteria laid out above, the evaluation team will look at the GCF's ESS and ESMS from five perspectives:

- a) **GCF ES Policy and standards:** The GCF ES policy, ESS standards and its links with the accreditation framework, Gender Policy and Action Plan, IPP, risk management framework (including whether ES risks are considered or not), simplified approval process (SAP), and IRM, employed by the GCF.
- b) **Process and operations:** how the ESMS provides opportunities to integrate environmental and social considerations into the business model, Project Preparation Facility (PPF) and readiness and preparatory support programmes (RPSP). A specific focus on the integration of the ESMS into the accreditation process, RPSP (including support to national adaptation plans [NAPs]) to establish country ownership, and link made at the country level, including in respect to the National Designated Authorities (NDAs).
- c) **Project Design and Approval:** how ESMS provides opportunities to integrate environmental and social considerations into the design, development and approval of projects, including in-country review by NDA, review of the Concept Note (CN), pre-screening and Senior Management Team (SMT) clearance, the Secretariat review, review by independent Technical

¹⁴ GCF/B.20/17: On an administrative level, including fiduciary and legal matters, AEs must: (i) Demonstrate institutional capacities to undertake the overall management, implementation and oversight of climate change projects and programmes in line with the GCF fiduciary standards, ESS and Gender Policy (accreditation standards).

Advisory Panel (iTAP), submission of the financing proposal, Board approval, negotiations leading to the Funded Activity Agreement (FAA).

- d) **Project implementation:** how does the ESMS contribute to ensuring GCF funded activities, projects and programmes under implementation apply GCF's ESS and policies in terms of addressing impacts and creating ES benefits. Specifically, it requires examining to what extent have AE's use their ES standards and policies effectively and efficiently to meet GCF' ESS requirements.
- e) **Likely results and impacts of the GCF's investments:** how the ESMS contributes to monitoring impacts and outcomes with regard to ESS of activities, projects and programmes under implementation. This is linked to examining how the ESMS has helped to strengthen the capacity of AEs (international and country level), NDAs and Executing Entities (EEs) to manage and monitor social and environmental risks and benefits.

Given the focus of the evaluation criteria, the different perspectives focus on particular evaluation criteria, as noted in Table 1 below.

Table 1 Evaluation criteria vs GCF's ESS five perspectives

PERSPECTIVES	EVALUATION CRITERIA					
	Coherence	Relevance	Effectiveness	Efficiency	Country ownership and recipient needs	Sustainability
GCF ESMS, ES policy and standards	x					
Process and operations	x	x	x	x	x	x
Project design and approval			x	x	x	
Project implementation			x	x		
Likely results and impacts of the GCF's investments					x	x

II. EVALUATION MATRIX

To address the key objectives, evaluation criteria and perspectives laid out in the section I.D, the evaluation team will use the following matrix of evaluation questions and sub-questions, as detailed in Table 2.

Table 2 Evaluation matrix

AREAS	EVALUATION CRITERIA	KEY QUESTIONS	SUB QUESTIONS
ESS framework	Coherence	1. To what degree do the GCF's ES policy, ESMS and standards operate together to achieve their objectives, and are they aligned with relevant international best safeguard standards and practices?	1.1. To what extent are the GCF's ESMS and standards coherent with ESMS and standards applied in the climate change landscape? 1.2. How coherent is the GCF's ESMS and standards with other GCF policies and strategic goals and the GCF institutional structure? 1.3. To what extent are the GCF's ESMS and standards coherent with global commitments on human rights, and environmental obligations, notably access to information, IPs, gender, and biodiversity?
Process and operations	Effectiveness and Efficiency Coherence and Relevance Country ownership and recipients' needs Sustainability	2. To what extent do GCF's organisational structure and processes address the capacity at AE and country level to ensure the effective implementation of the ESMS?	2.1. What support, in form of RPSP and PPF grants, has been provided to NDAs and AEs to help increase capacity to apply ES policy/standards? 2.2. How effective is the accreditation process in terms of assessing the capacity of prospective AEs in terms of preventing/managing/mitigating adverse environmental/social impacts? 2.3. To what extent has the Accreditation Process established GCF supervisory control and authority over the AEs in the current business model, and what can be improved to ensure that the GCF's ESMS can be adequately implemented in project design and implementation?
Project design and approval	Effectiveness and Efficiency	3. To what extent has GCF's ESMS been efficiently and effectively incorporated in project design and approval? (from concept notes, funding proposals (FPs) and SAP to iTAP)	3.1. How effectively is the ESMS applied to concept notes and FPs? Differences between SAP and Project Approval Process (PAP)? Differences between public and private sector operations? 3.2. How effectively and efficiently has the ESMS been applied in the approval process and FAAs, and to what extent do projects seek to achieve co-benefits?

AREAS	EVALUATION CRITERIA	KEY QUESTIONS	SUB QUESTIONS
Project implementation	Effectiveness and Efficiency	4. How efficient and effective has the ESMS been in ensuring adequate monitoring and reporting by the AEs of environmental/social management measures during the implementation of GCF funded projects?	<p>4.1. How effectively has the GCF's ESMS been in ensuring the effective management of social and environmental risks and creation of ES benefits during project implementation?</p> <p>4.2. How effective has the ESMS been in ensuring adequate monitoring and reporting by the AEs - to address impacts and create ES benefits? Including gender actions plans or other gender-related commitments.</p> <p>4.3. How effective is the GCF's monitoring and reporting system with regards to the management of social and environmental risks and creation of ES benefits during project implementation?</p> <p>4.4. To what extent does the GCF IRM play a role in addressing emerging concerns/complaints?</p>
Likely results and impacts of the GCF's investments	Country ownership and recipients' needs Sustainability	5. To what extent does the GCF's ESMS help to strengthen the capacity of AEs, DAEs, NDAs and Executing Entities (EEs) to manage and monitor social and environmental risks and benefits?	<p>5.1. To what extent does the Readiness and Preparatory Support Programme (RPSP) contribute to building capacities of AEs', DAEs', NDAs' and EEs' in terms of preventing/managing/mitigating adverse environmental/social impacts?</p> <p>5.2. To what extent does the Accreditation process contribute to building the capacities of AEs', DAEs', NDAs' and EEs' in terms of preventing/managing/mitigating adverse environmental/social impacts?</p>

III. METHODOLOGY

To address these key questions and sub questions, the evaluation team will use a mix of complementary methods tailored to the needs of the Evaluation Matrix. These include document review, portfolio analysis, stakeholder consultations, perception survey, benchmarking exercise, and country case studies. Table 6 provides a detailed overview of the methods being employed for each of the evaluation questions.

1. Document reviews

The evaluation team will conduct comprehensive document review to inform our understanding and this assessment. These documents include, among others:

- GCF policies and Board decisions;
- United Nations Framework Convention on Climate Change (UNFCCC) decisions and guidance to the GCF;
- GCF Secretariat administrative/operational documents, guidelines, and procedures;
- Accreditation documents, RPSP documents, including NAPs, and progress reporting;
- Project cycle documents, including concept notes, PPF proposals, FPs, Secretariat and iTAP reviews, Civil Society Organisation (CSO) comments, FAAs, and APRs; and
- Documentation/reports/complaints that have been filed through the IRM and other feedback/complaint mechanism and the CSO reports that have been produced outside the GCF structure.

2. Portfolio and data analysis

The evaluation team will carry out an analysis of the GCF's portfolio, employing both quantitative and qualitative methods.

Appendix 5 outlines the Portfolio analysis questions.

We note that the portfolio and data analysis will be used to achieve a general understanding of how effective the ES policy and standards have been applied, in terms of identifying trends and challenges across all 104 approved projects. The country cases studies (see) will complement this.

3. Stakeholder consultation

A wide range of stakeholders will be consulted via key informant interviews (KIIs) and survey (see section IV), including the Division for Country Planning (DCP), Division for Mitigation and Adaptation (DMA), Private Sector Facility (PSF), Office of Internal Audit (OIA), Office for Risk Management and Compliance (ORMC) and Office of Portfolio Management (OPM), consultations with Board members, advisors to Board members, active observers of CSOs, Private Sector Organisations (PSOs), local CSOs/PSOs, regional advisors, NDAs, AEs, IEs/EEs, and other relevant stakeholders. Table 3 provides an initial identification of stakeholders to be consulted.

Interviews will be carried out face to face during the planned missions, and via BlueJeans, Skype or telephone.

Table 3 Stakeholders to be consulted

TYPE OF STAKEHOLDER	SAMPLING
GCF Board members and active observers (CSOs, PSOs)	20+
UNFCCC	Key actors/focal point for GCF; 2
GCF Secretariat staff across key offices and divisions, including DCP, DMA, PSF, IRM, Office of Evaluation (OED), ORMC, and OPM	20+
NDA/FPs	15+
Entities that are nominated, or have achieved accreditation, for national and regional direct access (DAEs)	Country case study and online survey: 20+
International Accredited Entities (IAEs)	Approved projects, 8
Regional advisors	One per region; 6
Delivery Partners (DPs)	10+
Accreditation Panel (AP)	6
iTAP	6
Additional country-level stakeholders, including public and private implementing partners, accreditation stakeholders, CSOs, PSOs, potential beneficiaries, academia	Depending on country (will aim for 2+ per stakeholder group in each country)
Additional external actors and experts (e.g., Global Environment Facility -GEF, Climate Investment Funds -CIF, etc.)	10+

4. Perception survey

The ESS evaluation team will administer one survey in cooperation with the Country Ownership Approach (COA) evaluation team. This survey will be administered through an online platform (e.g. Survey Monkey) to key GCF stakeholders, including NDAs/FP, AEs, and CSOs/PSOs using integrated skip logic to ensure questions are targeted to the specific audience.

The aim of the survey will be to identify perceptions, attitudes, understanding and awareness in relation to the process and efficacy of the GCF's ESS/ESMS and areas for improvement. This will also include self-assessment questions that allow the NDA and AE to reflect on and provide insights on how they themselves can improve their outlook, commitment and understanding as well.

Specific questions will be crafted drawing on the findings of the portfolio analysis and benchmarking exercise.

5. Benchmarking exercise

Purpose

To ensure that GCF funds are used in accordance with global standards for social and environmental protection, the GCF' ESMS should reflect international best practice in these areas. Such practice is embodied in international environmental and human rights agreements and the policies of relevant climate finance.

The main purpose of the benchmarking exercise is to assess the extent to which GCF's interim ESS and ESS process are aligned with the international best practice in these areas.

Scope

The benchmarking will determine the best practices of climate funds that are relevant to GCF's explicit mandate to focus on climate change. This is particularly important given the GCF current business model and the fact the GCF serves the Paris Agreement.

Five funds are explicitly part of the institutional framework of the UN Framework Convention on Climate Change (UNFCCC): the Global Environment Facility (GEF), the Least Developed Countries Fund (LDCF), the Special Climate Change Fund (SCCF), and the Adaptation Fund (AF). The two Climate Investment Funds (CIFs)—the Clean Technology Fund (CTF) and the Strategic Climate Fund (SCF)—lie outside this UNFCCC framework. The SCF encompasses three further programs: the Pilot Program for Climate Resilience (PPCR), the Forest Investment Program (FIP) and the Scaling-Up Renewable Energy in Low Income Countries Program (SREP).

The climate funds covered in this benchmarking are not the only sources of public finance for climate change mitigation and adaptation in developing countries. Many other sources of funding exist, including MDBs that channel development assistance without a specific focus on climate change. This report will also examine and outline the emerging lessons of other climate funds (i.e. World Bank (WB), GEF, African Development Bank (AfDB), Asian Development Bank (ADB), Inter-American Development Bank (IADB), United Nations Development Programme (UNDP), Netherlands Development Finance Company (FMO), and Deutsche Investitions- und Entwicklungsgesellschaft (DEG)) that are relevant to the mandate and current business model of the GCF.

The benchmarking exercise will focus on three aspects:

- 1) **Safeguards:** Comparisons will be made in relation to safeguards applied by climate funds that are relevant to GCF's mandate and business model. These are the GEF, LDCF, SCCF, AF, and CIFs.

In addition, drawing on relevant analysis (including Himberg's recent work) we will examine the extent of coverage of the GCF's interim ESS.

- 2) **Systems:** Comparisons will be made against the following criteria with regards to GEF, LDCF, SCCF, AF, CIFs:
 - a) Legal mandate and policy commitment
 - b) Overall structure ("architecture") of the safeguards system
 - c) Application of safeguards to intermediaries and implementing entities
 - d) Due diligence process
 - e) Monitoring and reporting
 - f) Accountability and mechanisms for avoiding conflicts of interest
- 3) **Emerging lessons:** identification of emerging lessons relevant to GCF's mandate and business model from GEF, LDCF, SCCF, AF, CIFs, and from other sources of funding, including MDBs, UNDP, FMO, and DEG.

Link to the Evaluation matrix

The benchmarking exercise will focus on the coherence evaluation criteria, and will specifically address key evaluation question 1:

'To what degree does the GCF's ES policy/standards operate together to achieve their objectives, and are they aligned with relevant international best safeguard standards and practices?'

Relevant sub-questions will include:

- To what extent are the GCF's current ES policy/standards coherent with ES policies and standards applied in the climate change landscape?

- To what extent are the GCF's ES policy/standards coherent with global commitments on human rights and environmental obligations?
- What are the best practices with regards to due diligence and monitoring systems applied by comparators?
- How effectively do the GCF's ES policy/standards address emerging issues dealt by comparators?

Methodology

Our research comprises an extensive literature review of funds' annual reports, performance reports, independent evaluations of safeguard systems of climate funds, UNFCCC reviews, and academic and civil society research. We will supplement this secondary research with in-person or telephone interviews with key stakeholders, conducted between June and July 2019.

Interviewees include the following stakeholders:

- Representatives from developing country institutions responsible for receiving climate finance
- Fund Secretariat staff
- Representatives of international entities that have been accredited as implementing entities to one or more of the climate funds
- Members of the private sector
- Representatives of civil society organisations that engage with the funds

Table 4 provides a draft set of interview questions.

Table 4 Draft set of interview questions

CATEGORY	QUESTIONS
Recipient countries	<ul style="list-style-type: none"> • How do you choose which funds to approach for finance? What are the most important considerations? • How easy is it to access funding from multilateral climate funds? What are the most important challenges/key issues you have faced when seeking access to funding? • Has your country made use of direct access modalities? What was your experience? If not, is this something you are considering?
Fund Secretariat	<ul style="list-style-type: none"> • How do you see your fund's role in the broad climate finance architecture? • Has your institution's approach to ESS arrangements changed over time, or has it stayed constant? If it has changed, what were the main drivers or considerations? • What would you say are the emerging issues with regards to ESS? • What would you say are the main implementation challenges/key issues with regards to ESS? E.g. monitoring and grievances? • Questions on ESS staffing: <ul style="list-style-type: none"> – Could you explain how ES staff are positioned within your institution? For example, are they situated in a central "environmental and social safeguards department", and/or are they embedded within operations departments? – Who do your ES staff report to? – Could you provide us with an ES staff organisation chart and an indication of numbers for ES staff across your institution?

CATEGORY	QUESTIONS
	<ul style="list-style-type: none"> - Do you employ dedicated ES staff, and/or are these functions carried out by other staff (such as Task Team Leaders/bankers/engineers, etc.)? - Do you hire consultants? If so, what are the different roles that they play in supporting ESS work? - Are your ES staff predominantly based in HQ, or are they out posted to countries/regions? • Questions on ESS operations: <ul style="list-style-type: none"> - To what extent do safeguards staff handle both environment and social safeguard issues? - What is the scope of ESS evaluation during accreditation? - What is the scope of your ESS due diligence process? - What role do ES staff play in project decision-making? At what point in the project cycle do they become involved? - Who is responsible for reporting on safeguards compliance to management? - What percentage of time would an ES staff spend on post-approval project monitoring, as against project preparation? - What linkages does ESS operations have with independent redress mechanism?
Intermediaries	<ul style="list-style-type: none"> • What are the comparative advantages with regards to ESS of the funds you engage with relative to other climate funds? • What would you say are the main key gaps/emerging issues with regards to ESS of the funds you engage with?
Civil society and private sector	<ul style="list-style-type: none"> • How responsive are the different multilateral climate funds to civil society/private sector input?

6. Country case studies

Project-focused country case studies will be used to take a more intensive look at the application of ES policy/standards in GCF recipient countries. These case studies are not intended to be representative of the overall GCF portfolio or experience, nor will they be sufficient to make GCF-level conclusions on ES policy/standards application. Instead, the country studies will be important to inform a more in-depth and grounded understanding of how effective the ES policy/standards have been applied in projects under implementation – to address impacts and create ES co-benefits.

The terms of reference provides for five country case studies to be led by the ESS evaluation team. IEU has proposed that two Latin American countries can be combined in one visit. We note the ESS evaluation team will seek to collaborate with the COA evaluation team to gather relevant information on the countries selected in their evaluation and participate (IEU staff member) in the Morocco country visit.

In addition to this, the IEU evaluations and reviews carried out in 2018 and 2019, in particular the evaluation of the Readiness Preparatory Support Programme, the Review of the Results Management Framework and the Forward-looking Performance Review, constitute an important additional source of information and experiences from the countries in respect to the GCF business model, policies, frameworks and processes. The ESS evaluation team will also address challenges that have been raised by interviewees relevant for this assessment.

Seven ESS countries (Peru, Paraguay, Samoa, Zambia, Kazakhstan, Morocco and Sri Lanka) were purposively selected, according to the following criteria and considerations. Table 5 shows the attributes of the countries selected against these key criteria:

- Exclude countries that **do not** yet have approved projects;
- Exclude countries that have not submitted APRs. We must highlight this is the essential criteria, as the evaluation team is only able to assess the effective implementation of ESS policy/standards in projects that have implemented activities and have the capacity to report (as per APRs) on their application. This narrows this list of selectable countries from 102 to 39;
- Exclude the countries selected by the Forward-looking Performance Review (FPR) and COA evaluations. This narrows the list of selectable countries from 39 to 19;¹⁵

From this shortlist of 19:

- Achieve geographic coverage, including Africa; SIDS; Latin American and Caribbean (LAC); and Asia. This is linked to criteria below;
- Ensure diversity of AEs, including direct and international accredited entities?
- Ensure diversity on ESS categorization (A, B and C);
- Ensure diversity of focus (mitigation, adaptation, cross-cutting);
- Ensure diversity of sector (public and private); and
- Ensure diversity of the size of projects.

Table 5 Selected country cases and criteria

COUNTRY	REGION	SIZE PROJECT	HAVE AN APR	ESS CATEGORY	SECTOR	FOCUS	AES/DA
Peru	LAC	Micro	Yes	B	Public	Cross cutting	PROFANAPE
Paraguay	LAC	Small	No	I 3	Public	Mitigation	IADB
Paraguay	LAC	Medium	No	B	Public	Cross cutting	FAO
Samoa	SIDS	Medium	Yes	B	Public	Adaptation	UNDP
Samoa	SIDS	Small	Yes	B	Public	Cross cutting	ADB
Zambia	Africa	Medium	Yes	B	Public	Adaptation	UNDP
Zambia	Africa	Medium	No	B	Private	Mitigation	AfDB
Sri Lanka	Asia	Medium	Yes	B	Public	Adaptation	UNDP
Kazakhstan	Asia	Large	Yes	A	Private	Mitigation	EBRD ¹⁶
Morocco	Africa	Small	Yes	B	Public	Cross cutting	ADA_Morocco

¹⁵ However, Morocco is chosen for both COA and ESS evaluations

¹⁶ EBRD stands for European Bank for Reconstruction and Development

Morocco	Africa	Large	Yes	I 2	Private	Cross cutting	EBRD
Morocco	Africa	Medium	Yes	B	Public	Adaptation	AFD
Morocco	Africa	Medium	Yes	B	Public	Adaptation	EBRD
Morocco	Africa	Large	No	I 1	Private	Cross cutting	AFD
Morocco	Africa	Large	No	I 1	Private	Mitigation	FMO

Table 6 Main methods, data and tools for the evaluation

The following table outlines the methods and data collection tools that will be employed. Please refer to Appendix 5 for details concerning the portfolio analysis.

KEY QUESTIONS	SUB QUESTIONS	METHODS, DATA AND TOOLS
1. To what degree do the GCF's ES policy, ESMS and standards operate together to achieve their objectives, and are they aligned with relevant international best safeguard standards and practices?	<p>1.1. To what extent are the GCF's ESMS and standards coherent with ESMS and standards applied in the climate change landscape?</p> <p>1.2. How coherent is the GCF's ESMS and standards with other GCF policies and strategic goals and the GCF institutional structure?</p> <p>1.3. To what extent are the GCF's ESMS and standards coherent with global commitments on human rights, and environmental obligations, notably access to information, IPs, gender, and biodiversity?</p>	<p><i>Data collection tools:</i></p> <ul style="list-style-type: none"> • Matrix to illustrate comparison of provisions on key cross-cutting safeguards issues of GCF ESS, policy/standards coherent with ES policies and standards applied in the climate change landscape • Matrix to illustrate GCF's ESS coherency with cross-cutting HR and environmental themes, as set out by the duties and obligations of relevant international treaties and conventions (1.2.) • Briefing paper (1.1., 1.2. and 1.3.) <p><i>Methods:</i></p> <ul style="list-style-type: none"> • Desk review of relevant documents: GCF's ESS, GCF's ES policy; Gender Policy and Action Plan (including the Gender Toolkit), IPP and IRM • Desk review of safeguards policies applied in the international climate change landscape and relevant evaluation reports (e.g. GEF). • Perception survey with Secretariat, Board members, advisors to Board members, active observers of CSOs and PSOs, local CSOs/PSOs, Regional Advisors, NDAs, AEs, IEs/EEs and other relevant stakeholders. These are to be carried out with the COA team in June.
2. To what extent do GCF's organisational structure and processes address the capacity at AE and country level to ensure the effective implementation of the ESMS?	<p>2.1. What support, in form of RPSP and PPF grants, has been provided to NDAs and AEs to help increase capacity to apply ES policy/standards?</p> <p>2.2. How effective is the accreditation process in terms of assessing the capacity of prospective AEs in terms of preventing/managing/mitigating adverse environmental/social impacts?</p> <p>2.3. To what extent has the Accreditation Process established GCF supervisory control and authority over the AEs in the current business model, and what can be improved to ensure that the GCF's ESMS can be adequately implemented in project design and implementation?</p>	<p><i>Data collection tools:</i></p> <ul style="list-style-type: none"> • Database (2.2., 2.3.) • Country case studies (2.1., 2.2. and 2.3.) • Briefing paper (2.1., 2.2. and 2.3.) <p><i>Methods:</i></p> <ul style="list-style-type: none"> • Desk review of GCF relevant organisational structure and processes linked to ES policy/standards (accreditation, iTAPs, etc.) • Portfolio analysis (See Appendix 5) • Consultations with the Fund's Secretariat, including DCP, DMA, PSF • Consultations/survey with NDAs, AEs, IEs/EEs and other relevant stakeholders • Country case studies

KEY QUESTIONS	SUB QUESTIONS	METHODS, DATA AND TOOLS
<p>3. To what extent has GCF's ESMS been efficiently and effectively incorporated in project design and approval? (from concept notes, funding proposals (FPs) and SAP to iTAP)</p>	<p>3.1. How effectively is the ESMS applied to concept notes and FPs? Differences between SAP and Project Approval Process (PAP)? Differences between public and private sector operations? 3.2. How effectively and efficiently has the ESMS been applied in the approval process and FAAs, and to what extent do projects seek to achieve co-benefits?</p>	<p><i>Data collection tools:</i></p> <ul style="list-style-type: none"> • Database (3.1.) • Briefing paper (3.1. and 3.2.) <p><i>Methods:</i></p> <ul style="list-style-type: none"> • Desk review of relevant documents • Portfolio analysis (See Appendix 5) • Consultations with the Fund's Secretariat, including DCP, DMA, PSF, OIA, ORMC and OPM • Consultations will include examining the responsibilities undertaken by the Secretariat on the following¹⁷: <ul style="list-style-type: none"> – Requiring entities to implement their environmental and social management systems, and address any identified weaknesses – Requiring appropriate screening and categorization – Conducting environmental and social due diligence to determine consistency with ESS – Requiring appropriate type and scale of environmental and social assessments, and confirming risk categories – Confirming that adequate environmental and social management plans are in place and that any gaps or weaknesses be addressed.
<p>4. How efficient and effective has the ESMS been in ensuring adequate monitoring and reporting by the AEs of environmental/social management measures during the implementation of GCF funded projects?</p>	<p>4.1. How effectively has the GCF's ESMS been in ensuring the effective management of social and environmental risks and creation of ES benefits during project implementation? 4.2. How effective has the ESMS been in ensuring adequate monitoring and reporting by the AEs - to address impacts and create ES benefits? Including gender actions plans or other gender-related commitments. 4.3. How effective is the GCF's monitoring and reporting system with regards to the management of social and environmental risks and creation of ES benefits during project implementation?</p>	<p><i>Data collection tools:</i></p> <ul style="list-style-type: none"> • Database (4.1.) • Country case studies (4.1., 4.2., 4.3. and 4.4.) • Briefing paper (4.1., 4.2. 4.3. and 4.4.) <p><i>Methods:</i></p> <ul style="list-style-type: none"> • Desk review of relevant documents/reports/complaints that have been filed through the IRM and CSO reports that have been produced outside the GCF structure with regard to complaints over GCF-funded projects • Portfolio analysis (See Appendix 5) • Secretariat midterm reviews of accredited entity compliance with GCF policies, including ESS • Secretariat ad-hoc reviews undertaken as needed, Secretariat assignment of risk flags at the project or entity level, possibly related to ESS implementation issue

¹⁷ GCF "Call for Inputs: GCF Environmental and Social Management System (ESMS), Consultation Draft." Section 4.1

KEY QUESTIONS	SUB QUESTIONS	METHODS, DATA AND TOOLS
	<p>4.4. To what extent does the GCF IRM play a role in addressing emerging concerns/complaints?</p>	<ul style="list-style-type: none"> • Secretariat annual risk-based reviews on sample of projects, including, among other criteria, Category A projects • Consultations with the Fund's Secretariat, including DCP, DMA, PSF, OIA, ORMC and OPM • Consultations/survey with NDAs, AEs, IEs/EEs, active observers of CSOs, PSOs, local CSOs/PSOs, Regional Advisors, and other relevant stakeholders • Country case studies, including assessing extent of ESS commitments, implementation of gender action plans or other gender-related commitments
<p>5. To what extent does the GCF's ESMS help to strengthen the capacity of AEs, DAEs, NDAs and Executing Entities (EEs) to manage and monitor social and environmental risks and benefits?</p>	<p>5.1. To what extent does the Readiness and Preparatory Support Programme (RPSP) contribute to building capacities of AEs', DAEs', NDAs' and EEs' in terms of preventing/managing/mitigating adverse environmental/social impacts?</p> <p>5.2. To what extent does the Accreditation process contribute to building the capacities of AEs', DAEs', NDAs' and EEs' in terms of preventing/managing/mitigating adverse environmental/social impacts?</p>	<p><i>Data collection tools:</i></p> <ul style="list-style-type: none"> • Database (5.1) • Country case studies (5.1.) • Briefing paper (5.1. and 5.2.) <p><i>Methods:</i></p> <ul style="list-style-type: none"> • Portfolio analysis (See Appendix 5) • Consultations with the Fund's Secretariat, including DCP, DMA, ORMC and OPM • Consultations/survey with NDAs, AEs, IEs/EEs, active observers of CSOs, PSOs, local CSOs/PSOs, Regional Advisors, and other relevant stakeholders • Case studies evaluate capacity of AEs to manage risks and benefits

IV. WORK PLAN

A. PROCESS FOLLOWED TO DATE

An initial kick-off call between the ESS evaluation team and the IEU was held on April 1st, 2019.¹⁸ The evaluation team immediately began initial document review, and preparation for inception meeting.

From April 8 to 12, the evaluation Team Leader and Deputy Team Leader for this evaluation (John Horberry and Daniela Rey) participated in a five-day inception mission at GCF Headquarters in Incheon Songdo, South Korea. This mission allowed the evaluation team to identify clear priorities for this evaluation, finalize key elements of the approach and methods, and generally establish a working relationship. During this week, a series of meetings were also held with GCF Secretariat staff across numerous offices and divisions, including OED, OGC, IRM, DCP, DMA, and IIU.

B. GENERAL WORK PLAN

The evaluation process has been divided into three general phases:

Inception and planning phase (April – May 2019): This phase involves the process followed to date (as described in Section IV.A) and culminates in the Inception Report (see Table 7).

- **Data collection and analysis phase** (April – July 2019): This phase involves the review and evaluation of the data collection and analysis methods described above in Section II.
- **Report writing phase** (July – October 2019): During this phase, the evaluation report will be drafted, shared, and socialized; feedback will be received and responded to; and the report will be finalized and widely communicated.

Below, the key deliverables for the evaluation are described, followed by a detailed work plan for the evaluation.

C. KEY DELIVERABLES

The evaluation team will produce four key deliverables, as shown in Table 7. In addition to these key deliverables, other work products (e.g. safeguards benchmarking, learning products) will be produced or analysed in collaboration with the IEU. All outputs produced by the evaluation team will go through a thorough quality assurance process prior to delivery to the IEU.

The evaluation of the ESS and the ESMS will consider all funding proposals, including additional assessments and reviews done until June 2019, including all GCF approved projects until B.22. The cut-off date for the data by the IEU DataLab team and CLP is Monday, 10 June 2019.

¹⁸ The contract was fully executed on April 1, 2019.

Table 7 Key deliverables and deadlines

KEY DELIVERABLE	DESCRIPTION	DATE
Initial Approach Paper	Describes the approach, and work plan for the evaluation	April 12 th , 2019
Inception Report	Describes the approach, methods, and work plan for the evaluation	May 10 th , 2019
Portfolio analysis	Provides the emerging findings in each key thematic area of the evaluation matrix, with regard to and analysis of ESS assessments provided with the FPs and analysis of APRs; first cut-off date June 1 st 2019	June 15 th , 2019
Portfolio analysis (update)	Provides the updated findings in each key thematic area of the evaluation matrix, with regard to and analysis of ESIA's, Gender Action Plans and CSO comments, based on the second cut-off date July 8 th 2019	August 15 th , 2019
Country mission Reports	Provides the emerging findings in each relevant thematic area of the evaluation matrix, with regard to selected country case studies	Draft August 15 th , 2019 Final Report August 30 th , 2019
Benchmarking exercise	Describes to what degree the GCF's ES policy/standards are aligned with relevant international best safeguard standards and practices	August 15 th , 2019
Zero Draft Report	Provides the evaluation's preliminary key findings, conclusions, and recommendations. A draft outline for this report is provided in Appendix 1.	August 30 th , 2019
Final Report	Provides the evaluation's key findings, conclusions, and recommendations	October 22 nd , 2019
Socialization and dissemination	Completion of socializing, reviewing and producing the learning products/ Participation in activities related to ESS assessment	December 31 st , 2019

D. DETAILED WORK PLAN

Table 8 Detailed work plan for the evaluation

ACTIVITIES	APRIL				MAY				JUNE				JULY				AUGUST				SEP				OC	NO	DE
	W 1	W 2	W 3	W 4	T	V	C																				
Phase I: Inception and planning																											
Evaluation matrix and analytical framework development	█	█																									
Inception mission to Songdo		█																									
Initial Approach Paper		█																									
Preliminary Document review	█	█	█	█	█																						
Revision and submission of Inception Report				█	█	█																					
Phase II: Data collection and analysis																											
Preparation of protocols and tools			█	█	█	█																					
Continued document review			█	█	█	█	█	█																			
Portfolio analysis			█	█	█	█	█	█	█																		
Data analyst visit to Songdo									█																		
KIIs - Inception		█																									

ACTIVITIES	APRIL				MAY				JUNE				JULY				AUGUST				SEP				OC T	NO V	DE C
mission to Songdo																											
Meta-analysis and benchmarking																											
Country visits-case studies																											
Country mission reports for 5 countries																											
Online survey-joint with COA																											
Key informant interviews Songdo post B.23																											
Phase III: Report writing																											
Data synthesis and analysis																											
Report on portfolio analysis																											
Zero Draft report																											
Presentation of emerging findings GCF/Secretariat, including country missions																											
Final report																											
Socializing, reviewing and producing the learning products																											

APPENDIX 1 DRAFT OUTLINE FOR THE EVALUATION REPORT

Executive summary

Introduction

Background information on the GCF, its business model, Portfolio, the ES Policy and interim Standards (ESMS) and the scope of the evaluation

- Background on GCF
- GCF business model and portfolio
- Key steps in GCF operational process
- The ESMS
- Evaluation mandate and objectives
- Report structure

Methodology

The key elements of how the evaluation was focused and carried out

- Focus of the evaluation
- Evaluation matrix
- Portfolio analysis
- Benchmarking exercise
- Stakeholder consultation
- Country case studies

Coherence and Relevance of ESS and ESMS

Analysis of how coherent the ESMS is with the GCF's other policies and frameworks, the ESS systems of other development finance institutions, and to international legal commitments

- Coherence with GCF policies, strategies and frameworks
- Benchmarking with international funding agencies in climate change landscape
- Relevance to international legal commitments on environmental and social issues

ES Policy in GCF structure and process

Analysis of how the ESS unit fits into the GCF institutional structure and how ES review and due diligence applies to different elements of portfolio and to different steps in project approval/implementation

- Location and role of ESS team
- Application of ESS policy and standards in relation to NAPs, RPSP and PPF, Accreditation, Concept Notes, FPs, FAA, among others

ESMS input to Project design and approval

Analysis of key steps in ES review and due diligence

- RPSP
- PPF
- Concept Notes
- FP review

- FAA

ESMS effectiveness in Project implementation and results

- Analysis of the role of ESMS in portfolio management
- Monitoring and oversight of safeguards implementation and outcomes
- Role of accountability and compliance procedures

Special study: REDD+ RBP and ESS

- Alignment of GCF procedure for REDD+ RBP projects with Warsaw Framework for REDD+
- Analysis of evaluation of Cancun vs ESS
- Monitoring implications

Conclusions

Conclusions arising from findings

- Is the ESMS “fit-for-purpose” in relation to GCF business model?
- How compatible is ESMS with climate change landscape?
- Significance of AE model and diversity
- Challenges of trends in portfolio e.g. NAPs, RPSP, AEs, SAP
- Challenges in ESS team meeting demand as portfolio evolves
- ESS team in context of AE model: project development and implementation
- Status of revised Standards

Annexes

- Country case studies
- Portfolio analysis

APPENDIX 2 COUNTRY CASE STUDY PROTOCOLS

The Country case study protocol summarizes the process and deliverables resulting from the country visits. It considers the different stages of country visit planning, implementation, and follow-up, as well as summarizes the team composition, timing, and deliverables from this process. An outline for the country case study reports is provided at the end of this section.

1. Selected countries

The evaluation team will conduct seven country case studies in Peru, Paraguay, Samoa, Zambia, Morocco, Kazakhstan and Sri Lanka.

The purpose of the country case studies is to inform the broader analysis and to ultimately answer some of the key evaluation questions. They will be used to test and triangulate the information gathered by other methods. Finally, they will also contextualize the findings in different regional and national contexts.

The case studies will contribute to evaluating four of the main evaluation criteria:

- a) Effectiveness
- b) Efficiency
- c) Country ownership and recipient needs
- d) Sustainability

2. Timing and duration

The country visits will take place from May to July, and each visit will last for approximately five working days, depending upon the complexity of the given country's portfolio and other constraints, such as requirements for local travel to project sites. A preliminary plan has been established in the Inception Report's work plan, but the exact schedule will be agreed together with the IEU and NDAs, depending also upon the availability of local stakeholders and any particular contextual constraints (such as national holidays).

3. Team composition and responsibilities

In general, the country case study visits will be conducted by one member of the evaluation team and one IEU staff.

The evaluator will take primary responsibility for leading and reporting on the country case studies. This includes developing the initial list of stakeholders to be interviewed, leading the KIIs, and writing the country case study. The evaluator and IEU staff (if have) is also responsible for arranging their own travel and lodging.

Mission preparation and organisation will require full support from the IEU, NDAs, and relevant AEs, such as the timely sharing of documentation and suggestions for key stakeholders for interviews and related contact details.

4. Work plan

We aim to begin mission planning at least 3 weeks prior to the planned dates, to allow for sufficient time in preparation and organisation on all sides. The initial communication of the mission purpose, team introduction and timeline will be made by the IEU to the NDA, which will confirm acceptance and availability for the proposed mission and dates. After receipt of formal confirmation, the evaluation team will take over planning and organisation. Preparation will consist at least of the following:

- **Initial (skype) call** with the NDA, to agree on the purpose of the visit and to request relevant information, including an initial list of relevant stakeholder and contact details. An initial

communication from the NDA to these stakeholders may facilitate the subsequent direct scheduling of meetings by the evaluation team.

- **Portfolio and document review**, including the status of GCF projects and relevant GCF documents (readiness documents, country programmes, accreditation proposals, PPF proposals, FPs, Secretariat, iTAP, and CSO/PSO comments on FPs, APRs). A country portfolio package will be assembled by the evaluator with the support of IEU.
- **Stakeholder identification**, the evaluator will develop an initial priority list of key informants based on review of the document review and request for suggestions to the relevant Regional Advisor; the list should include NDA/focal point, AE, IEs/EEs, CSOs, PSOs, potential beneficiaries, and the UNFCCC focal point, among others. The list should include both those engaged in GCF processes as well as informed “outsiders”. The evaluator will share the initial list with the NDA for input. Approximately 10-15 individuals will be consulted per country.
- **Consideration for site visit**, will be assessed on a case-by-case basis, where relevant (e.g. sufficient extent of implementation, availability of final beneficiaries) and logistically feasible (whether a project site can be reached and visited within one day) in the timeframe. Any site visits will be coordinated with the NDA and the AE, and standard local protocols will be observed in terms of informing local government representatives.
- **Agenda preparation**, based on the information received, a draft agenda will be prepared, and a second teleconference may be scheduled to agree on the agenda, including any practical details. The agenda should begin with an in-brief and longer interview with the NDA, to reconfirm the purpose and mission agenda. Interviews with relevant AEs should also be scheduled for earlier in the week. Site visits should ideally be scheduled for later in the week (e.g., Wednesday or Thursday). The agenda should conclude with a debriefing with the NDA, to discuss mission experience, any remaining data gaps, and preliminary observations, as well as the way forward for the rest of the evaluation, including the process and timetable for sharing the draft country case study report.

The country visit will consist primarily of interviews, a survey questionnaire, and focus group discussions (used principally for site visits to local communities). Interviews will be conducted following standard semi-structured discussion guides that are tailored for key stakeholder groups. Photographic evidence will also be gathered (based on consent of subjects). Detailed, written notes will be gathered, with a view to their analysis. Notes will be typed up, ideally immediately following the interview and prior to leaving the country. Preliminary observations will be compiled at the end of the mission and used to debrief the NDA.

5. Interview questions

The focus of the country visit interviews will be on projects and their implementation. This means that the interview questions will be tailored predominantly to EEs, but with subsidiary questions to other stakeholders such as NDAs, AEs, CSOs and potential beneficiaries. As indicated in Table 6, the country case studies are one of the methods for addressing the following key questions from the Evaluation matrix:

- Key question 2 (“process and operations”);
- Key question 4 (“project implementation”); and
- Key question 5 (“likely results and impacts of GCF investments”).

Interview questions will be customized for each country, and for each relevant stakeholder group. The following generic interview guides will be refined both prior to, and during the country visits.

A. Executing Entities (EEs)

Name of Interviewee(s):

Contact information (email and telephone):

Institution:

Position:

ESS Team interviewer(s):

Date of Interview:

Location:

Key points of interest of the interview:

Introductory questions

What is your name and position?

How are you involved with the GCF?

For how long have you been in this position? (Were you involved with the GCF before that?)

SPECIFIC INTERVIEW QUESTIONS EEs

PROCESS AND OPERATIONS

What is your level of understanding of the AEs safeguards process?

Does your own agency have safeguards system (framework, policy, procedure, guidelines)?

Is there linkage between your own agency's safeguards procedures and those of the AEs?

Has your own agency's approach to safeguards changed as a consequence of becoming an Executing Entity? If so, how, and what are challenges you had to address?

Are your responsibilities clear in terms of ESS?

Have you received any guidance from the NDA and/or the AE with regard to safeguards standards/requirements/practice?

PROJECT IMPLEMENTATION

What were you supposed to do in terms of ESS during the project preparation and implementation? Were there any challenges? If so, how did you address them?

How did you communicate with local authorities and residents during the project preparation and implementation to ensure ESS requirements of the project were complied with?

What is your role in the monitoring and reporting of environmental management commitments during project implementation/

Have your responsibilities during project implementation been influenced in any way by the GCF safeguards process?

Have you had any engagement with the GCF IRM? If so, in what fashion?

LIKELY RESULTS AND IMPACTS

Could you see any potential and/or actual impacts of the project to the environment and local lives during and after the project? How did you communicate with local people and NDA in this regard? How did you deal with it in case of unexpected results?

To what extent have your agency's capacities been strengthened to prevent/manage/mitigate impacts and improve environmental/social benefits?

What have you (and your agency) learnt anything with regards to managing environmental and social risk from being involved in a GCF funded project?

B. Accredited Entities

Name of Interviewee(s):

Contact information (email and telephone):

Institution:

Position:

ESS Team interviewer(s):

Date of Interview:

Location:

Key points of interest of the interview:

Introductory questions

What is your name and position?

How long have you been involved with the GCF?

For how long have you been in this position in your agency?

SPECIFIC INTERVIEW QUESTIONS AES

PROCESS AND OPERATIONS

What is your level of understanding of the GCF safeguards process?

What has been the linkage between your own agency's safeguards procedures and those of the GCF?

In your experience, is the accreditation process as it is, credible, necessary, and sufficient?

How do you prepare as an organisation to fulfil the requirements for ES policy at accreditation and continue their preparation and commitment post accreditation?

Has your own agency's approach to safeguards changed as a consequence of becoming an Accredited Entity? Was adequate guidance given during the accreditation process?

Are responsibilities for GCF-funded project clear during project preparation for all stakeholders?

PROJECT IMPLEMENTATION

What is your role with respect to oversight of the EE's safeguards process?

Have you had any engagement with the GCF Independent Redress Mechanism? If so, in what fashion?

Are you aware of monitoring and reporting responsibilities of environmental management commitments to the GCF? Are reporting requirements for APRs clearly stated?

LIKELY RESULTS AND IMPACTS

How effective has your agency been in executing the GCF's ESS mandate?

Has the accreditation process contributed to increasing your agencies ESS capacity?

How effective have your safeguards been in addressing potential impacts?

C. CSOs

Name of Interviewee(s):

Contact information (email and telephone):

Institution:

Position:

ESS Team interviewer(s):

Date of Interview:

Location:

Key points of interest of the interview:

Introductory questions

What is your name and position?

For how long have you been in this position in your agency?

SPECIFIC INTERVIEW QUESTIONS CSOS

PROCESS AND OPERATIONS

What is your level of understanding of the GCF safeguards approach?

Is the relationship between the GCF, AEs, and EEs clear?

SPECIFIC INTERVIEW QUESTIONS CSOs

Do you have opportunities to engage with the approval of GCF funded projects?

Do you have the capacity to engage in the design and approval of GCF funded projects?

PROJECT IMPLEMENTATION

Do you have a role with regards to the implementation and oversight of GCF funded projects?

Have you had any engagement with the GCF Independent Redress Mechanism? If so, in what fashion?

Are you aware of monitoring of environmental management commitments by the GCF itself?

LIKELY RESULTS AND IMPACTS

How effective do you think are the AE's safeguards?

Could you recommend any organisations and/or individuals that we should discuss further in regard to safeguard issues in the projects?

6. Country case study report annotated outline

The country case study report structure mirrors the evaluation matrix and key questions, as well as the analytical framework, and feeds into the structure of the overall evaluation report structure. Draft case reports will be prepared within two weeks after the end of the mission.

The draft country case study will be shared with the NDA for the correction of factual errors, ideally with one-week turnaround time.

Below is the draft outline (annotated) that each of the country case studies should follow.

1. Background and Context (2-3 pages)

A. Climate change policy and strategic context

This section will describe the existing climate change policies and strategies in place, such as national climate change policies, National Determined Contributions (NDCs), NAPs, and so on.

B. Climate change institutional and coordination context

This section will describe the broader institutional context for addressing climate change in the country, such as which government institutions have the mandate to coordinate climate change activities, where the UNFCCC focal point is located, what inter-ministerial bodies exist to coordinate climate change, and so on—so that the institutional arrangements to engage with the GCF can be understood in this broader context.

C. GCF portfolio and institutional arrangements

This section will provide an overview of the country's GCF activities, AEs, and institutional arrangements for engaging with the GCF.

2. Key Findings (5-10 pages)

These sections will provide country-level findings and observations against key questions in each of the four thematic areas of the evaluation matrix.

- 4. How efficient and effective has the GCF's ES policy/standards been in preventing/managing/mitigating adverse environmental/social impacts and in improving environmental/social benefits during the implementation of GCF projects? (e.g. RMF, APRs, IRM database/reports)
 - 4.1. How effective has ES policy/standards been applied in projects under implementation – to address impacts and create ES benefits?
 - 4.2. To what extent has the GCF IRM helped to address emerging concerns/complaints and to mitigate risks related to ES policy/standards?
 - 4.3. To what extent has the GCF and/or AEs monitor social and environmental risks and benefits of the projects?

- 5. To what extent have the GCF's ES policy/standards helped to strengthen the capacity of AEs (international and country level), NDAs and EEs to manage/mitigate social and environmental risks?
 - 5.1. To what extent have AEs', NDAs' and EEs' capacities been strengthened in terms of preventing/managing/mitigating adverse environmental/social impacts and in improving environmental/social benefits?
 - 5.2. To what extent has the GCF contributed to improved and strengthened capacity of AEs, NDAs and EEs in terms of monitoring social and environmental risks and benefits?

Appendix A: Stakeholders consulted

Appendix B: List of documents consulted

APPENDIX 3 LINKS WITH EXISTING FRAMEWORKS AND POLICIES

For the ESMS to be effective as an operational framework, it must be able to harness the resources and existing policies of GCF. The ESMS will be linked and implemented in accordance with the existing relevant policies and practices of GCF, described below:

- 1. Accreditation framework:** In line with the initial guiding framework for GCF accreditation process (Annex I to Decision B.07/02) and through the fit-for-purpose approach to accreditation (Annex II to Decision B.08/03), the accreditation process considers the capacity, competency and track record of entities in applying their own ESS, and the consistency with the GCF ESS standards;
- 2. Results management framework:**¹⁹The results of the adaptation and mitigation actions are enhanced by the implementation of the ESMS and the application of the GCF ESS standards;
- 3. Economic and financial feasibility analysis:** The project's economic and financial feasibility analyses consider the expenses and savings from the environmental and social risk mitigation and management processes. It does so in a timely and integrated manner;
- 4. Monitoring and accountability framework:** The framework provides the monitoring and reporting requirements at the accredited entities' institutional level (accreditation) and GCF-financed activities²⁰ level and covers compliance performance and reporting processes pursuant to the ESS standards;
- 5. Information disclosure policy:** The policy supports the commitments of GCF to transparency and accountability in all aspects of its operations and to strengthen public trust.²¹ The policy promotes effective and meaningful stakeholder engagement by GCF and the accredited entities by making available the timely, understandable, relevant and accessible environmental and social information of GCF-financed activities;
- 6. Gender policy and action plan:** The GCF Gender Policy and Action Plan details the commitment of GCF to efficiently contribute to gender equality and ultimately bring about sustainable climate change results, outcomes and impacts.²² The gender policy and action plan complement the requirements of the GCF interim ESS standards, particularly by enhancing equitable access to development benefits, gender responsiveness, and inclusiveness. The policy and action plan are applied in conjunction with the ESMS;
- 7. Indigenous people policy:** The policy supports GCF in incorporating considerations related to indigenous people into its decision-making while working towards the goals of climate change mitigation and adaptation. The policy allows GCF to examine, control, eliminate and reduce the adverse impacts of its activities on indigenous peoples in a consistent way and to improve outcomes over time;
- 8. Risk management framework, guidelines, and register:**²³ These include the risk management framework, risk and investment guidelines for the public and private sectors, the updated risk register, risk appetite statement, and Risk Guidelines for Funding Proposals as these apply to the operations of GCF. The risk register acknowledges the role of the GCF interim ESS standards in mitigating risks, particularly those related to the failure of entities to comply with applicable laws;

¹⁹ Decisions B.07/04 and B.08/08

²⁰ Decision B.11/10

²¹ Decision B.12/35

²² Decision B.09/11, annexes XIII and XIV, the policy and action plan is currently being updated

²³ Decision B.17/11

9. **REDD+ results-based payments:**²⁴ The REDD+ results-based payments takes into consideration the consistency of the GCF ESS standards and other relevant policies complementing the requirements of the Cancun safeguards;
10. **Simplified approval process:**²⁵ The simplified approval process for activities proposed for GCF funding that entails full consideration of the ESMS, particularly the ESS standards, ensuring that the appropriate environmental and social requirements are met by activities eligible under such approval process;
11. **Evaluation and the Independent Evaluation Unit:** Through the GCF evaluation process and the Independent Evaluation Unit (IEU), evaluations may be undertaken on the effectiveness of implementing the GCF ESS standards; and
12. **Independent Redress Mechanism:** The independent Redress Mechanism was mandated under the Governing Instrument for the GCF to redress the grievances and complaints by communities and people on adverse project impacts that result or may result from an action or omission to follow the operational policies and procedures of GCF, including the GCF ESS standards.²⁶

²⁴ Decision B.18/07, annexes XI

²⁵ Decision B.18/06, annex X

²⁶ Decision B.06/09, annex V

APPENDIX 4 ANNOTATED DOCUMENT LIST

DOCUMENT	SOURCE	TYPOLGY	DESCRIPTION/SUMMARY
GCF policies			
Governing Instrument	GCF Website	Governing Instrument for GCF as approved by UNFCCC at its 17 th session on December 11 th , 2011	Outlines the establishment of the GCF and its Governing Instrument as approved by the UNFCC in its 17 th session on December 11 th , 2011. Outlines (1) Objectives and guiding principles, (2) Governance and institutional arrangements (3) Administrative costs (4) Financial Inputs (5) Operational modalities (6) Monitoring (7) Evaluation (8) Fiduciary standards (9) Environmental and Social Safeguards (10) Accountability mechanisms (11) Stakeholder input and participation
Strategic Programming for the Green Climate Fund First Replenishment	GCF Website	Board Document- Document RC-1/2 21 March 2019	This paper has been developed in response to the Board's request, under decision B.21/18, for the Secretariat to prepare for consideration by the Board and the replenishment process a strategic programming document outlining scenarios for the GCF's first replenishment guided by ambitious mitigation and adaptation scenarios based on the GCF's implementation potential, taking into account the needs of developing countries.
Annual Performance Portfolio Report- 2017	GCF Website	Board Document GCF/B.21/Inf.12, 25 September 2018	This is the most recent Annual Performance Portfolio Review Report which was published in September 2018. It presents a review and analysis of all GCF funded activities under implementation as well the performance of the RPSP activities as of December 2017
GCF Handbook- Decisions, Policies and Frameworks	GCF Website	GCF Publication as agreed by the Board of GCF from B.01 to B.21- December 2018	The purpose of the "GCF Handbook" is to make it easier for users to more easily navigate the GCF's decisions and policies. To facilitate this, each primary Board decision and related policy framework has been given a descriptive title and placed within one of ten issue oriented chapters. There, the decisions and related frameworks have been further divided by sub-issue with the most recent action on any topic listed first
GCF Operations Manual- Operations Manual (OM) for the		GCF Draft Publication June 2018 draft, v.1.1	The OM is a repository of a number of operational procedures which are described in detail for the Initial Proposal Approval Process as defined and adopted in decision B.07/03.

DOCUMENT	SOURCE	TYPOLGY	DESCRIPTION/SUMMARY
Project and Programme Lifecycle			
Safeguarding Climate Finance- Annual Report 2017- IIU GCF	SharePoint EPR	Independent Integrity Unit Publication (2017 Annual Report)	Report published by the IIU of GCF. The IIU was established in 2016 to oversee adherence to the highest standards of integrity in safeguarding lawful and efficient utilisation of the funds resources.
ESMS and related policies			
Environmental and social management system: environmental and social policy	GCF Website	Board Document GCF/B.19/06, 4 February 2018	The ESMS is underpinned by an overarching environmental and social policy that describes how GCF will implement the ESMS and achieve improvements in environmental and social outcomes while addressing any adverse impacts from GCF financed activities. This document describes the structure of the ESMS, presents the draft GCF environmental and social policy, and proposes next steps for further developing the ESMS.
Environmental and social management system- Sep 2017	GCF Website	Board Document GCF/2017/Inf.02, 28 September 2017	This document is the pre-cursor to the above document and may be useful for reference.
Decision B.09/11.	GCF Website	Board Document GCF/B.21/02, 24 September 2018	This document provides GCFs recent update on the funds Gender Policy and Action Plan. The major updates are those establishing a structure, making the gender assessment and action plan a requirement at the project level, and requiring a more progressive approach to strengthening gender work at GCF. Annex III of this document presents the proposed Gender Action Plan for GCF, which provides a framework for the period 2018–2020
Decision of the Board on the Terms of Reference for updating of GCF's Gender Policy and Action Plan	GCF Website	Board Decision/ ToR B.BM-2016/12, 27 June 2016	Decision document outlining the Boards approval of the new ToR for the Gender Policy and Action Plan
GCF Indigenous Peoples Policy	GCF Website	Board Document GCF/B.19/05, 4 February 2018	This draft policy is proposed to assist GCF in incorporating considerations related to indigenous peoples into its decision-making while working towards the goals of climate change mitigation and adaptation
Environmental and Social Safeguards at the Green Climate Fund- World Resources	GCF Website	Publication produced by World Resources Institute in collaboration with Deutsche Gesellschaft fuer Internationale	This publication by WRI provides a description of the ESS approach of the fund. It focuses on (1) an introduction to the GCF, (2) an introduction to Environmental and Social Safeguards, (3) Risk Screening, (4) external

DOCUMENT	SOURCE	TYPOLGY	DESCRIPTION/SUMMARY
Institute Publication		Zusammenarbeit (GIZ) and German Cooperation	communication, (5) management program and organisational capacity and competency and a section on (6) monitoring and evaluation
GCF Guideline-Guidelines for the Environmental and Social Screening of Activities Proposed under the Simplified Approval Process	GCF Website	GCF Policies (Guidelines) 10 January 2018	GCF screening guidelines that were proposed under the “Simplified Approval Process”. The objective of this pilot scheme is to apply best practices to reduce the time and effort needed in the preparation, review, approval and disbursement procedures of micro- and small scale activities that promote and support certain scalable and transformational actions. The simplified approval process will focus on activities that are ready for scaling up and have the potential for transformation, promoting a paradigm shift to low-emission and climate-resilient development.
Relevant International Private Sector Best-Practice Fiduciary Principles and Standards and Environmental and Social Safeguards	GCF Website	Board Document GCF/B.08/05, 7 October 2014	This document outlines the decision and process of identifying and analysing relevant principles and/or standards considered as relevant international private sector best-practice fiduciary principles and standards and ESS.
Interim environmental and social safeguards of the Fund (Annex III)	GCF Website	Board Document GCF/B.07/11 Annex III	Outlines the interim Environmental and social safeguards of the Green Climate Fund. Based on the eight IFC Performance Standards. Includes the Guidance Note of the IFC Performance Standards as adopted by the Board
Business model			
Business Model Framework: Financial Instruments	GCF Website	Board Document-GCF/B.04/06 10 June 2013	Provides guidance on the policy matters and options regarding the financial instruments of the Fund. This includes an Annex on “Matrix of instruments, modalities, advantages and disadvantages”
Guiding Framework and Procedures for Accreditation Including the Fund’s Fiduciary Principles and Standards and Environmental and Social Safeguards	GCF Website	Board Document GCF/B.07/02, 7 May 2014	This document provides an initial guiding framework for the Fund’s accreditation process for consideration by the Board at its May 2014 meeting.

DOCUMENT	SOURCE	TYPOLGY	DESCRIPTION/SUMMARY
Initial monitoring and accountability framework for accredited entities- Agenda item 15 (B.11)	GCF Website	Board Decision B11/B.10 Agenda item 15	Board decision to adopt the initial monitoring and accountability frameworks for accredited entities. The Annexes of this decision document outline the adopted frameworks.
Accreditation framework review, including the project specific framework approach	GCF Website	Board Document GCF/B.20/17, 8 June 2018	This document presents the full review of the accreditation framework and proposes a project-specific assessment approach as a complementary modality to accreditation in order to accelerate proposals
Accreditation to the Green Climate Fund – February 2017	GCF Website	PowerPoint presentation by GCF	Presentation by GCF on the Accreditation Process. Provides background on the Fund, M&E practices, Country Portfolio, available resources and a stepwise description of the accreditation process.
Investment Criteria- Initial investment framework: activity-specific sub-criteria and indicative assessment factors		Board Document- Annex III GCF/B.09/23	This Annex outlines the six Investment Criteria for FPs for Accredited Entities. The Accredited Entity will develop its funding proposal with due consideration of the investment criteria and the applicable and relevant activity-specific sub-criteria and indicative assessment factors. In the formulation of the proposal, the Accredited Entity is expected to respond to all six of the investment criteria as outlined in this Annex.
Green Climate Fund Proposal Toolkit 2017: Toolkit to Develop a Project Proposal for GCF	CDKN Website	Toolkit produced by Acclimatise and CDKN- June 2017	This toolkit provides background information on the GCF and the proposal process. It covers: (1) Essentials to know before developing a GCF proposal (2) Key project design elements (3) GCF proposal template (4) A stepwise approach to putting together a GCF funding proposal (5) The GCF project cycle (6) How to get started (7) Support available for full proposal preparation
Status of the GCF portfolio: approved projects and fulfilment of conditions	GCF Website	Board Document GCF/B.22/Inf.07 1 February 2019	This document provides an update on approved projects in the GCF portfolio and fulfilment of conditions for the reporting period from 1 September to 31 December 2018
Guidelines for Enhanced Country Ownership and Country Drivenness	GCF Website	Board Document GCF/B.17/14 30 June 2017	The document outlines an approach to the development of guidelines for enhanced country ownership and country drivenness, referring to the roles of and opportunities provided to all relevant actors: the GCF, National Designated Authorities or focal points, and Accredited Entities
Structure and staffing of the Secretariat	GCF Website	Board Document	This document presents, for the Board's consideration, a progress report on the staffing of the Secretariat; reviews the

DOCUMENT	SOURCE	TYPOLGY	DESCRIPTION/SUMMARY
		GCF/B.18/10, 15 September 2017	evolution of the Secretariat's organisational structure over time; reviews challenges with the present organisational set-up; presents an assessment of the required capacity to best position the Secretariat to deliver on its mandate and current business model.
IEU			
Forward looking Performance review of the GCF- Approach Paper	GCF Website- IEU Subsite	FPR Review commissioned by IEU- February 2019	This Approach Paper includes an overview of the background, aims and objectives, scope of work, the approach and methods as well as the deliverables and the associated timeline for the preparation of the Forward-Looking Performance Review of the Green Climate Fund.
Independent Evaluation of the Green Climate Fund's Readiness and Preparatory Support Program (RPSP)	Shared by IEU	IEU Final Report (November 2019)	This report presents the findings of the Independent Evaluation of the Readiness and Preparatory Support Programme (RPSP) of the Green Climate Fund (GCF)
Becoming bigger, better, smarter: A summary of the evaluability of Green Climate Fund proposals	GCF Website- IEU Subsite	IEU Working Paper No. 1, March 2019	This paper presents the results of an assessment of the GCF portfolio, focusing on the ability of projects to deliver a cost effective impact on climate adaptation and mitigation. There are two main aims of the study: The first is to assess the quality of the funding proposals that the GCF has approved. The second is to inform the GCF investment criteria and to introduce evidence-based learning opportunities into GCF projects and processes, to inform the implementation and overall impact of GCF resources.
Independent Review of the Green Climate Fund's Results Management Framework	GCF Website- IEU Subsite	IEU Publication - Final Report October 2018	The GCF's Results Management Framework (RMF) is meant to provide the GCF Board guidance on ensuring that the Fund's investments contribute to its long-term objectives. This review has two main objectives. The first is to assess the design, implementation, and utility of the GCF's Results Management Framework (RMF). The second is to derive lessons and recommendations based on the review's findings to help inform subsequent changes in the RMF.
Independent Evaluation of the Green Climate Fund's Readiness and Preparatory Support Program (RPSP) - Final Report	GCF Website- RPSP subsite	IEU Publication- Final Report October 2018	This report presents the findings of the Independent Evaluation of the Readiness and Preparatory Support Programme (RPSP) of the Green Climate Fund (GCF).

DOCUMENT	SOURCE	TPOLOGY	DESCRIPTION/SUMMARY
Other Institutions			
GEF Evaluation- Review of the GEF Policy on Agency Minimum Standards on Environmental and Social Safeguards	GEF Website	Comparator Evaluation 2017	<p>The purpose of this review is to provide insights and lessons regarding GEF's experiences to date in implementing the GEF Safeguards.</p> <p>This review has focused on addressing four key issues: (a) the extent to which the GEF Safeguards have added value to the GEF Partnership, (b) the degree to which they are aligned with relevant international best safeguard standards and practices, (c) how the GEF is informed of safeguard- related risks in supported operations, and (d) recommendations for how might the GEF Safeguards evolve in coming years.</p>
World Bank safeguards policy evaluation ("Evaluation Safeguards and sustainability policies in a changing world: an independent evaluation of World Bank Group experience")	WB Website	World Bank Publication 2010	<p>This evaluation makes recommendations in five areas: (1) policy frameworks to harmonize thematic coverage across the WBG and enhance their relevance to client needs; (2) client capacity, responsibility, and ownership; (3) guidelines ,instruments, and incentives to strengthen supervision; (4) monitoring, evaluation, completion reporting, verification, and disclosure; and (5) systems and instruments for accountability and grievance redress.</p>

APPENDIX 5 ANALYSIS OF THE GCF'S RELEVANT PORTFOLIO

The evaluation team will assess the GCF's portfolio relevant to this assessment and will employ a mix of both quantitative and qualitative methods. The evaluation team will work closely with the IEU DataLab team to identify the specific and relevant data. We note the data consists of qualitative and quantitative information manually extracted from FPs, APRs and from other GCF data storage platforms, such as the GCF website, SharePoint, Integrated Portfolio Management System (iPMS), FLUXX, and Country Portals. The dataset will be further ground-truthed through individual conversations with GCF staff and compared with data held in different GCF divisions and units, including DMA, DCP and OPM.

The portfolio data analysis will contribute to addressing the key evaluation and sub questions as set out in the evaluation matrix, and as per Table 9, Table 10, Table 11 and Table 12. In each of these tables, specific portfolio analysis questions and methods for analysis have been devised.

- 1. Specific portfolio analysis questions and methods in relation to key question 2 of evaluation matrix** ('To what extent does GCF's organisational structure and processes facilitate effective and efficient implementation of ESMS, whilst promoting country ownership and alignment with the country's national context?')

The main sources of data for conducting these studies will be: the FluxxPPF dataset (to establish the levels of PPF of GCFs current portfolio), an analysis of the accreditation applications dataset that has been compiled and stored in the IEU DataLab, and an extraction of relevant information from Accreditation Proposals as held in the IEU Datalab Document repository. The portfolio analysis will also seek to establish how well ESS feedback is integrated into the PPF proposal cycle by reviewing and extracting key information from the PPF Proposal Feedback repository located in the IEU Datalab.

The evaluation team will seek to build on previous work by the Secretariat's Accreditation review (GCF/B.21/08) by analysing the distribution of AEs with respect to their ESS categories and whether they are direct national, direct regional or international. This specific study will provide a two-dimensional spectrum with the size of the project/programme and the financial modality. The specific sub-questions in the table below will provide further layers of information that will aide in answering questions relating to the Process and Operations areas of the evaluation.

Table 9 Portfolio analysis questions in relation to key question 2 of Evaluation matrix

KEY QUESTIONS (APPROACH PAPER)	SUB QUESTIONS (APPROACH PAPER)	PORTFOLIO ANALYSIS SUB QUESTIONS	METHODS/ APPROACH FOR PORTFOLIO ANALYSIS
2. To what extent do GCF's organisational structure and processes address the capacity at AE and country level to ensure the effective implementation of the ESMS?	2.1. What support, in form of RPSP and PPF grants, has been provided to NDAs and AEs to help increase capacity to apply ES policy/standards? 2.2. How effective is the accreditation process in terms of assessing the capacity of prospective AEs in terms of preventing/managing/mitigating adverse environmental/social impacts? 2.3. To what extent has the Accreditation Process established GCF supervisory control and authority over the AEs in the current business model, and what can be improved to ensure that the GCF's ESMS can be adequately implemented in project design and implementation?	Quantitative	
		<ul style="list-style-type: none"> • How many PPF grants have been awarded to date? • What has been the focus of the PPF grants? 	Analysis drawing on the FluxxPPF dataset (IEU DataLab external)
		<ul style="list-style-type: none"> • How effectively are ESS aspects integrated into the PPF proposal cycle? • How effectively and often are ESS issues responded to throughout the PPF Proposal cycle? 	Analysis of PPF Proposal feedback in IEU Datalab Repository
		<ul style="list-style-type: none"> • How effectively are ESS aspects reported in Readiness Mid-Term progress reports and Reports after Approval of Readiness Programs 	Analysis of Reports after approval of Readiness programs (Document repository of IEU Datalab- RPSP Lifecycle)
		<ul style="list-style-type: none"> • How effectively are Environmental and Social safeguard issues reported and considered in NAP approval memos? (Gender considerations and Plans to address specific vulnerabilities and climate impacts recorded in the NAP review Criteria) 	Analysis of NAP approval memos, Review criteria (Document repository of IEU Datalab- RPSP Lifecycle)
		<ul style="list-style-type: none"> • How much (RPSP grants in terms of USD) has been approved and how much disbursed? 	RPSP Funding dataset
		<ul style="list-style-type: none"> • How many entities have been accredited? • What is the category breakdown of AE's E&S Risk category? (<i>analysis of AE accreditation application dataset</i>) 	Analysis to be drawn out of AE dataset
		Qualitative	
		<ul style="list-style-type: none"> • What trends are there amongst AEs (<i>with regards to ESS categorisation and experience</i>) within the GCF portfolio? • What is the distribution of entities with respect to? • ESS categories A, B, C; I1, I2, I3 • Direct national, direct regional and international 	Analysis of Accreditation Applications to the Fund relying on the Accreditation Applications dataset held within the DataLab

KEY QUESTIONS (APPROACH PAPER)	SUB QUESTIONS (APPROACH PAPER)	PORTFOLIO ANALYSIS SUB QUESTIONS	METHODS/ APPROACH FOR PORTFOLIO ANALYSIS
		<ul style="list-style-type: none"> In a two-dimensional spectrum of project/programme activity size category (micro, small, medium, large) and financial modality (implementing, intermediating, mixed)? 	

2. Specific portfolio analysis questions and methods in relation to key question 3 of Evaluation matrix (“To what extent have GCF’s ES policy/standards been efficiently and effectively incorporated in project design and approval?”)

In order to address this evaluation question, the Portfolio Analysis will primarily focus on reviewing Concept Notes, FPs, Secretariat reviews, iTAP assessments. The FP risk factor dataset (held in the IEU DataLab) consists of an extraction of all recorded risks that are highlighted in FPs. This extraction of data from the FPs will be relied upon to answer several of the key sub-questions that will be used in the portfolio analysis.

This aspect of the Portfolio analysis will also seek to analyse the Environmental and Social Impact Assessments (ESIA) and gender assessments of FPs to establish the quality and risk identification and reporting during the consideration of FPs by the Board. Another key aspect of this section of the Portfolio analysis will be to analyse and review comments from CSO reports to the Board and any comments that have been registered by CSOs on www.gcfwatch.org (CSO comments on projects have been stored in the Document Repository of the DataLab Project Cycle folder).

Table 10 Portfolio analysis questions in relation to key question 3 of Evaluation matrix

KEY QUESTIONS (APPROACH PAPER)	SUB QUESTIONS (APPROACH PAPER)	PORTFOLIO ANALYSIS SUB QUESTIONS	METHODS/ APPROACH FOR PORTFOLIO ANALYSIS
3. To what extent has GCF’s ESMS been efficiently and effectively incorporated in project design and approval? (from concept notes, funding proposals (FPs) and SAP to iTAP)	3.1. How effectively is the ESMS applied to concept notes and FPs? Differences between SAP and Project Approval Process (PAP)? Differences between public and private sector operations?	Quantitative	
		<ul style="list-style-type: none"> How often are ES risks flagged for FPs in the GCF portfolio? <i>Distinguish between SAP and PAP.</i> What level is the most common level of ES risk as recorded in the FP risk factors dataset? What proportion of recorded FP risks do ES risks constitute (ES vs. Technical and Operational, Financial, etc.) What is the distribution of ESS categorisation throughout received Concept Notes? 	<p>Analysis of the FP risk factor dataset held in the IEU DataLab</p> <p>Extraction and analysis from Document Repository of CN proposals (IEU DataLab Project Lifecycle folder)</p> <p>Extraction and analysis from Secretariat reviews of FPs</p>

KEY QUESTIONS (APPROACH PAPER)	SUB QUESTIONS (APPROACH PAPER)	PORTFOLIO ANALYSIS SUB QUESTIONS	METHODS/ APPROACH FOR PORTFOLIO ANALYSIS
	3.2. How effectively and efficiently has the ESMS been applied in the approval process and FAAs, and to what extent do projects seek to achieve co-benefits?	<ul style="list-style-type: none"> What percentage of received concept notes have included the submission “results of environmental and social risk screening”? 	
		Qualitative	
		<ul style="list-style-type: none"> Is there any entity or funding modality trends of note relating to ES risk? 	FP risk datasets
		<ul style="list-style-type: none"> What “ESS tools” are most commonly missed/not mentioned in FPs? 	
		<ul style="list-style-type: none"> How effectively/often are ES risks/issues brought forth in iTAP assessments? An analysis of CSO reports to the Board 	iTAP assessment CSO comments on projects (IEU DataLab Document repository)

3. Specific portfolio analysis questions and methods in relation to key question 4 of Evaluation matrix (“How efficient and effective have the GCF's ES policy/standards been in preventing/managing/mitigating adverse environmental/social impacts and in improving environmental/social benefits during the implementation of GCF projects?)

In order to evaluate and assess the integration of ES policies and standards in project implementation, this aspect of the Portfolio analysis will rely upon the APR data extraction work that has been undertaken in coordination with the IEU DataLab team. From the extraction of key information found in APRs, data has been gathered concerning the inclusion of key ESS documents (inclusion of ESIA, Environmental and Social Management Plan - ESMP, Environmental and Social Management Framework - ESMF, Resettlement plans, IPPs), the projects ESS categories, and the reporting of the Assessment and Management of Environmental and Social risks. The APR extraction will also provide information on whether the AE has included plans to address grievances reported during the project implementation.

Table 11 Portfolio analysis questions in relation to key question 4 of Evaluation matrix

KEY QUESTIONS (APPROACH PAPER)	SUB QUESTIONS (APPROACH PAPER)	PORTFOLIO ANALYSIS SUB QUESTIONS	METHODS/ APPROACH FOR PORTFOLIO ANALYSIS
4. How efficient and effective has the ESMS been in ensuring adequate monitoring and reporting by the AEs of environmental/social management measures during the implementation of GCF funded projects?	4.1. How effectively has the GCF's ESMS been in ensuring the effective management of social and environmental risks and creation of ES benefits during project implementation? 4.2. How effective has the ESMS been in ensuring adequate monitoring and reporting by the AEs– to address impacts and create ES benefits? Including gender actions plans or other gender-related commitments. 4.3. How effective is the GCF's monitoring and reporting system with regards to the management of social and environmental risks and creation of ES benefits during project implementation? 4.4. To what extent does the GCF IRM play a role in addressing emerging concerns/complaints?	Quantitative	
		<ul style="list-style-type: none"> • What is the breakdown the ESS categories of projects under implementation across the GCF portfolio? • How many grievances have been reported to IRM and by AEs? 	Analysis of APR data extraction dataset
		<ul style="list-style-type: none"> • How often are “planned ESS Activities” mentioned in APRs? <i>Any noticeable trends?</i> • Do APRs have tools in place to mitigate/address complaints? What proportion mention a specific tool in the APR? (10.7 APR Data extraction dataset) 	Use APRs and other sources that IRM may suggest. Will coordinate with IRM
		Qualitative	
		<ul style="list-style-type: none"> • What safeguard tools have been reported on APR? • What types of grievances have been reported throughout the GCF portfolio? • How well incorporated are environmental and social considerations within the GCF FP portfolio? 	Secretariat Reviews

4. Specific portfolio analysis questions and methods in relation to key question 5 of Evaluation matrix (“To what extent have the GCF’s ES policy/standards helped to strengthen the capacity of AEs (international and country level), NDAs and EEs to manage/mitigate social and environmental risks?”)

The final area of the GCF portfolio that the data analysis will seek to address relates to results and impacts of GCF’s investments. The APR dataset, as extracted in coordination with the IEU DataLab team, will be employed to identify the extent to which the capacities of AEs, NDAs and EEs have been strengthened in terms of preventing/managing/mitigating adverse environmental and social impacts. The extraction from APRs of whether gender sensitive approaches have been included in

project implementation, whether or not AEs have developed M&E systems for tracking ESS, and the incorporation/mentioning of key national policies and strategies relating to ESS will provide the main points of entry for analysis in this section.

Table 12 Portfolio analysis questions in relation to key question 5 of Evaluation matrix

KEY QUESTIONS (APPROACH PAPER)	SUB QUESTIONS (APPROACH PAPER)	PORTFOLIO ANALYSIS SUB QUESTIONS	METHODS/ APPROACH FOR PORTFOLIO ANALYSIS
5. To what extent does the GCF's ESMS help to strengthen the capacity of AEs, DAEs, NDAs and Executing Entities (EEs) to manage and monitor social and environmental risks and benefits?	5.1. To what extent does the Readiness and Preparatory Support Programme (RPSP) contribute to building capacities of AEs', DAEs, NDAs' and EEs' in terms of preventing/managing/mitigating adverse environmental/social impacts? 5.2. To what extent does the Accreditation process contribute to building the capacities of AEs', DAEs, NDAs' and EEs' in terms of preventing/managing/mitigating adverse environmental/social impacts?	<p>Quantitative</p> <ul style="list-style-type: none"> • How often, during the project implementation, did the AE use any of the following; gender responsive approach, gender sensitive data collection, report on gender outcomes? • Does the AE have the M&E system for tracking ESS & Gender? • How often are planned ESS activities included in APRs? • How often are national policies and strategies relating to ESS mentioned in projects APRs? 	Analysis of APR data extraction dataset

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