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Independent Evaluation Unit 2020 Work Plan and Budget and Update of its Three-year Objectives and Work Plan

Summary

This document summarizes the key elements of the work plan and budget of the Independent Evaluation Unit (IEU) for 2020. It contains: (1) an overview of the IEU's achievements during 2019 while referring to the IEU's detailed Annual Report (document GCF/B.24/Inf.06); (ii) key elements of the IEU's annual (2020) work plan and budget; and (iii) an update of the IEU's rolling three-year work plan. The Board is requested to consider and approve a budget of USD 5.58 million for FY2020. A draft decision for the Board's consideration is presented in annex I.

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I. Introduction

1. This document is organized as follows:
 - (a) Introduction;
 - (b) Annex I: Draft decision for the Board's consideration;
 - (c) Annex II: IEU's 2020 work plan and proposed 2020 budget;
 - (d) Annex III: IEU's three-year objectives and work plan; and
 - (e) Annex IV: IEU's analysable datasets.

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.24/12/Rev.01 titled “Independent Evaluation Unit 2020 Work Plan and Budget and Update of its Three-year Objectives and Work Plan”:

- (a) Approves the work plan and budget of the Independent Evaluation Unit for 2020 as contained in annex II for the total budgeted amount of USD 5.58 million;
- (b) Requests the Budget Committee to review the budget execution during 2020 and acknowledges that the Independent Evaluation Unit may present, to the Board for its consideration at twenty-sixth meeting, additional budgetary request to execute its work plan for 2020; and
- (c) Notes the update on the IEU’s rolling three-year work plan, outlined in annex III as requested by the Board to ensure flexibility, learning and predictability for the IEU.

Annex II: IEU's Annual Work Plan and Budget for 2020

1. Annex II is organized as follows:
 - (a) Section 1.1 summarizes the IEU's key achievements for 2019.
 - (b) Section 1.2 presents the IEU's 2020 work plan.
 - (c) Section 1.3 presents the budget for the IEU for 2020.

1.1 IEU's achievements in 2019

2. The IEU will accomplish by the end of 2019, all tasks it set out to achieve in its 2019 work plan and agenda (decision GCF B.21/13). IEU's key achievements for 2019 include (please refer for details to GCF/B.24/inf.06 for the IEU's 2019 Annual report):

- (a) **Strengthening the IEU**
 - (i) **Developing a GCF evaluation policy** in 2018 (as discussed in document GCF/B.23/Inf.04) will be submitted to the Board at B.24¹ and will be tabled at B.24. The policy addresses the evaluation functions within the GCF as informs its performance, effectiveness and efficiency.
 - (ii) **Strengthening the IEU's data capacities** and supporting the IEU in its rigorous, evidence-based evaluations. The IEU's overall focus is produce data-driven evaluations. The IEU's data interfaces recognized key deficiencies in existing systems at the GCF including a lack of meta-data, protocols, lack of definitions and lack of consistency because of varied times for updates, across FLUXX, country portals and iPMS. The IEU has now developed a range of datasets that enable it to produce consistent, replicable analyses because it has developed meta-data and protocols for these datasets (see for example Table 1).
 - (iii) **Regular activity reports to the GCF Board.** The IEU has submitted the 2018 Annual Report of the Independent Evaluation Unit (document GCF/B.21/Inf.09) and Report on the activities of the Independent Evaluation Unit for February and June (documents GCF/B.22/Inf.14 and GCF/B.23/Inf.04, respectively). The IEU is also submitting its annual report to the Board at B.24.
 - (iv) **Strengthening the office.** The IEU successfully hired two Evaluation Specialists and one Evaluation Researcher in 2019. By the end of 2019, the IEU will have thirteen staff. IEU staff are supported by eleven Songdo-based consultants and five interns who provide critical support as the IEU moves towards optimal functioning capacity (see Table 5). The IEU's Songdo based team includes assistance for the IEU data capacities, evaluations, evaluation related evidence collection and research and communications.
 - (v) **Enhancing the evaluation-related skills of IEU team.** In 2019, the IEU organized training on systematic reviews, evidence gap maps, meta-analyses, meta-syntheses and geographical information systems.
- (b) **Producing high-quality evaluations:** In 2019, the IEU will have submitted four evaluations to the Board (see Table 6.)
 - (i) **The IEU submitted the Independent Review of the GCF's Results Management Framework (RMF)** to the Board at B.22 (GCF/B.22/07). The

¹ It was admitted as an agenda item for B.21 but was not addressed before the meeting concluded. Similarly, it was not addressed at B.22 and B.23.

review found several weaknesses in the RMF, including insufficient guidance by the GCF on how project outcomes currently contribute to a paradigm shift; a lack of clear definitions and an absence of protocols for indicators. Overall the Review concluded that although the RMF is present in the GCF, it is currently marginalized in decision-making and is not useful. In endorsing the report, the Board asked the Secretariat to respond to the evaluation's findings and recommendations at B.24 (see Table 6).

- (ii) **The IEU submitted the Independent Evaluation of the GCF's Readiness and Preparatory Support Programme (RPSP)** to the Board at B.22 (GCF/B.22/03). Key recommendations from the evaluation included articulating clearly what the RPSP is getting countries ready for, how, setting targets and measuring success. The Evaluation encouraged the Secretariat to focus on national climate needs, making changes within the structure and organization of the Secretariat, and enhancing RPSP's role in capacity building, outreach and support for GCF pipelines. The Board endorsed the evaluation and requested the Secretariat to address the evaluation's recommendations and present an update before the end of 2019 (see Table 6).
- (iii) **The IEU submitted the IEU's Forward-looking Performance Review (FPR)** of the GCF at B.23 (GCF/B.23/20). The most ambitious and far-reaching of IEU's evaluations, the FPR assessed how well the GCF has performed in contributing to the paradigm shift in countries to low-emission and carbon resilient development pathways. The FPR recommends the GCF: (i) strengthen its implementation and business processes with a focus on impact and innovation; (ii) institute a new strategic plan with clear targets and pathways; (iii) re-emphasize adaptation investments and recognize the role new actors play in mitigation while innovating with financial instruments; and (iv) provide greater delegation of authority to the Secretariat. The Board noted the FPR and requested the Secretariat to provide a management response at B.24 (see also Table 6).
- (iv) **(Forthcoming) Assessing the GCF's country ownership approach (COA)**. The assessment examines GCF's success in incorporating country needs and country ownership in the design and implementation of GCF's policies and practices. The evaluation will be submitted to the GCF Board at B.24.
- (v) **(Forthcoming) Evaluating the GCF's environmental and social safeguards (ESS)** including the Environmental and Social management system (ESMS). The ESS assessment examines the extent to which past and current social and environmental safeguards and management systems have helped mitigate key risks for the Fund. The IEU's ESS evaluation will be submitted to the GCF Board at B.25, following advice from the GCF co-chairs.
- (vi) **(Forthcoming) The IEU's Learning-Oriented Real-Time Impact Assessment (LORTA)** programme. The LORTA programme aims to help GCF projects *measure* the attributable causal change of GCF's investments; identify who benefits, how much, why and under what circumstances. LORTA is a key multi-year programme that is dedicated to helping projects build independent measurement and data systems so that the IEU will be able to report overall GCF impacts in a quantifiable, credible, verifiable way. LORTA is also part of IEU's advisory services. The LORTA synthesis report discusses the programme's selection process, evaluation design and questions, lessons learned, and sample size and design. The LORTA synthesis report (and reports from two baseline studies) will be submitted to the Board in 2020.

- (c) **Engagement, partnerships and capacity building**
- (i) **As requested in its TORs, the IEU engages with key GCF partners and stakeholders** to share knowledge on evaluating climate change actions. IEU's key engagements during the reporting period are discussed in GCF/B.24/inf.06. These events represent important opportunities for the IEU to engage with the wider evaluation community and ensure that the IEU is constantly learning while also sharing its own methods, processes and learning globally. Key engagements included GCF's first and second replenishment meetings in Oslo and Ottawa; participating in the United Nation's Evaluation Group's Evaluation Week in Nairobi; the GCF's Global Programming Conference; delivering a keynote speech at the Global Development Network's Conference in Bonn. The IEU's staff also presented papers on evaluative evidence curation and other climate change evaluation topics at the International Development Evaluation Association's 2019 Global Assembly in Prague and at the Learning About Transformational Change in International Climate Finance workshop hosted at the NAMA Facility in Bonn. The IEU's staff also participated in an FAO workshop on forest related indicators in Rome; Transformations 2019 Conference in Santiago.
- (ii) **The IEU also signed formal partnership agreements** with key IEU and GCF stakeholders, including Memoranda of Understanding with the Rwanda Ministry of Environment, the Central American Bank for Economic Integration, the Center for International Forestry Research (re-signed), the Development Bank of Southern Africa, and the International Union for Conservation on Nature and Natural Resources (see GCF/B.24/inf.06 for a list of partnerships).
- (iii) **Building capacity both within Secretariat and with GCF partners.** The IEU hosted the LORTA design workshop; lunch talks to GCF staff to enhance awareness around using evidence gap maps. The IEU prepared a range of training materials for stakeholders that are also available on the IEU website. These include multimedia modules on developing a theory of change; how evaluations contribute to the United Nations Sustainable Development Goals; how to build quality into proposals; and accounting for human behavior in evaluations, among other capacity building materials (see GCF/B.24/inf.06 for IEU's communication produced in 2019).
- (iv) **Evaluative evidence gap maps, syntheses and working papers.** In 2019, the IEU completed evaluation-related evidence gap maps on forestry and adaptation. It also published a series of evaluation-related methods paper and learning papers (see GCF/B.24/inf.06 for a full list of these papers and products).
- (d) **Uptake and communications:** Clearly it is important that evaluations and evaluation related evidence be delivered in a way that is understandable and easy to digest for a variety of audiences with different language needs, a diversity of scientific training and a large range of backgrounds. In 2019 the IEU developed the GEval series of publications, consisting of 2-page notes and 4-page briefs for policymakers and non-specialist audiences that summarize the findings, methods and recommendations of the IEU's evaluations. In addition, the IEU produced quarterly newsletters and organized events. The IEU website² has grown considerably during the reporting period and now includes blogs, podcasts, slideshows, videos, downloadable reports and papers. It has also translated its evaluations into Spanish and French.

² See <https://ieu.greenclimate.fund/>

- (e) An expenditure report for the IEU's budget is presented in Table 2. In August 2019, the IEU was 90% disbursed, while taking into account the commitments for the rest of the year. This budget also includes the budget for the FPR, for which monthly budget updates were also shared with the Budget sub-committee of the Board. The IEU expects to be 92% disbursed by the end of the year. Indeed, this is testimony to the IEU's capability for planning, predicting and managing its promised work plan.

1.2 IEU's 2020 Work Plan

3. This section discusses the IEU's work plan for 2020. All activities are consistent with the IEU's approved three-year rolling work plan (see annex III).

IEU Objective I: Building and strengthening the IEU

4. **Staffing the IEU:** In 2020, the IEU will undertake five evaluations (see Table 6). It will also move towards bringing a greater amount of its evaluation work in-house compared to earlier years. As is expected with an increased portfolio size of the GCF, these evaluations will represent a greater amount of work being done for each evaluation, and the IEU's work load will also increase in terms of total evaluations. During 2020, as indicated earlier, the IEU will start to migrate some of its consultant positions to staff positions. Overall this means that the IEU's overall staff strength will increase. It will add one additional position in Songdo and will convert two consultant position to staff. These represent good practices for any new and emerging office: The IEU is growing at a slow enough rate for the office to develop a culture and slowly build its capacity. It is also converting consultant positions to staff positions, so that it is strengthening itself as an institution. It is anticipated that at the end of 2020, the IEU will have sixteen staff members. Again, this staff size is less than that at any comparable organization including that at the GEF Independent Evaluation office which has 22 staff members or at UNDP that has forty staff.

5. In 2020, the IEU's evaluations will be supported by short-term consultants and longer-term HQ based consultants. Short term consultants are thematic and sector experts who support IEU's evaluations and specifically ensure that IEU's evaluations reflect best knowledge and expertise globally. Longer-term consultants are required to support the IEU's data related needs. During the past two years it has become clear that the IEU needs to strengthen its data capacities even more. Indeed, all the evaluations brought by the IEU were characterized by highly credible, replicable and representative data, produced from both internal and external sources. The IEU's Datalab hosts not just project-related data but also increasingly other external data such as NDC data climate finance data, transparency data and externally-sourced geographically disaggregated data that can be analyzed on demand, (see annex IV). It also supports survey data from projects (baseline data, counterfactual data, mid line data) etc. as well as data on APRs, etc. In 2020, the IEU will reduce the number of consultants by one and will have ten long term consultants (see annex IV for a listing of IEU analysable datasets). Over time, this number will continue to reduce (see Table 5).

6. **The evaluation policy:** It is expected that the Evaluation Policy of the GCF will be approved at B.24. Subsequently, and predicated on this, the IEU will work closely with its collaborators including the accredited entities and the Secretariat and the independent offices under the supervision of the Board, to develop guidelines and procedures for the evaluation function. It will also develop procedures and guidelines for the independent evaluation policy, and an initial outline for discussion/noting has been provided in document GCF B.24/xx. It is expected, that guidelines and procedures for the evaluation function will be ready by the end of 2020. This will include deep engagement with a variety of stakeholders, including critically evaluation offices of accredited entities and is discussed further in the capacity building section.

7. **Internal capacity development:** The IEU has staff that are very committed and dynamic. However, it is also a young team and as the team has grown, there is a clear need for two things – the capacity and inclination to work in teams and the ability to grow as the demands of the subject increase. New areas are increasingly becoming important to consider as the IEU explores new ways of becoming faster and smarter itself. One area that has emerged as key in the impact literature, especially in the context of climate change has been the ability of investments to deliver their goals, despite good intentions. This also came out significantly in the IEU's overall Forward-looking performance review. In 2020, the IEU will work on examining the topic of behavioural science and last mile delivery questions through a portfolio assessment. It will also examine the use of machine learning for data recording and analyses so that the IEU is able to automatically scrape new data and have it ready for analyses (using scripts written in Python for example).
8. **Professional development of staff and staff travel:** All IEU team will be expected to attend international evaluation meetings to which they have submitted abstracts and where panels and presentations have been accepted. This is important because being in Songdo also means that there is very little ability for the team to interact with the outside world, learn, inform and be informed by or develop their own skills for advocacy and presentation in professional audiences. Additionally, staff travel is also expected for evaluations that the IEU is undertaking (see below).
9. **Other costs: The IEU will be expected to pay costs for ICT costs.** In the longer run is expected that the IEU and the Secretariat will also draw up a service agreement to reflect the expectation of these costs and the services rendered. One concern for the IEU is the lack of space. Currently with the IEU's staff and HQ based consultants and interns, it is no longer possible to provide conducive working spaces for the IEU Songdo team. The IEU has requested the Secretariat support on this. Having a conducive work space for quiet and team work is necessary for the IEU to continue with its work.

IEU Objective II: Evaluations

10. The IEU will be expected to deliver another Fund-wide performance Review (FPR-2) in 2022. This means it needs to start planning now and produce sectoral and thematic evaluations that will feed into this overall fund-wide evaluation. In 2020, the IEU will conduct five evaluations in 2020. In 2020, the IEU will focus on examining the relevance and effectiveness of GCF's investments in SIDS; adaptation its multi-year evaluation of project investments oriented to learning-oriented real time impact assessments (LORTA) and do rapid evaluations of the Simplified Approval Process and an independent evidence synthesis of accreditation with a view to informing its strategy. Given the importance of being able to stage these evaluations so they are relevant the IEU will stagger these evaluations over 2020 and 2021 (see Timeline table number 4).
11. **An independent evaluation of the relevance and effectiveness of GCF investments in the SIDS.** A disproportionate impact of climate change is likely to be experienced by SIDS countries. Yet, their geographic size and location means that they are the least responsible for many impacts that are being felt today of increasing uncertainty of climate change.
12. It is also clear that for the GCF, it is not useful or correct to use its learning from the rest of the portfolio that is located in the large continents of Africa, Asia, Latin America and Eastern Europe, to the SIDS. GCF's current investments in SIDS countries is approximately \$830 million and this is reported to affects 122 million people directly and 204 million indirectly. But these are distracting metrics since it is not just the effect on people that will need to be factored into but also of other aspects of the circular economy. To what extent is GCF catering to the special context of SIDS: small size; disconnected from the world; high travel costs; high number of endemic species; low to medium local institutional and human capacities, dynamic island

populations, high cultural value; potential for high demonstration and relatively stable governments and markets. To what extent are GCF investments catering to the high potential for transformation within these economies and the potential for high levels of demonstration? These questions will be answered by the evaluation. This evaluation will be delivered by the last meeting of 2020.

13. **An independent evaluation of the adaptation related investments of the GCF:** The GI mandates that the GCF will invest in mitigation and adaptation in a balanced way. Key findings at the FPR included that although adaptation was being considered in GCF investments, it was clear that the GCF is using traditional forms of investments in this space. There is also strong and clear room for the GCF to show leadership both in terms of understanding the linkages between development and adaptation, in indicators to understand GCF's contributions as well as in the use of modalities and technical expertise in this space. This evaluation will start in March of 2020 but will be delivered on the 31st of December of 2020 so that it is ready for presentation at the first meeting of 2021.

14. A rapid assessment of the **Simplified Approval Process:** The Simplified Approval process seeks to provide easier access to the GCF. As of B.23, seven proposals will have been approved by the Board for a total amount of USD 56 million. Is the SAP truly simplified? Does it provide easy access? Is it well suited to the needs of countries and to the size of change that it seeks to bring about? Are the processes commensurate with the overall objectives of this project modality? What can be done to ensure transparency, predictability and speed in SAPs? The rapid assessment of SAP processes will be delivered by the July 2020.

15. **Learning oriented real time impact assessment:** The IEU will continue in its third year of support. As will be shown at B.25 (the Board has requested that a report on this be postponed to B.25) the IEU is currently working with a total of 13 GCF projects to help them set up independent baselines and real-time measurement systems. Analyses of these data are being undertaken by project teams along with IEU experts. In 2020, the IEU will consult the Secretariat and take on board their suggestions for the next group of projects to consider. The IEU will also produce two baseline reports in 2019 and four baseline reports in 2020. The document 'synthesis' will also contain the designs for the overall projects. In 2020, the IEU will host its annual LORTA design workshop and will also (as mentioned above) bring in one impact evaluation analyst and one impact evaluation design/econometrics consultant.

16. **An independent synthesis of the GCF's accreditation process:** The IEU's fifth evaluation will focus on synthesizing objectively the key findings and recommendations for the GCF's accreditation strategy. The accreditation process has been identified as a key bottleneck by several stakeholders: However, many concerns are touted and others need verification. The IEU's independent synthesis review will examine key elements of the accreditation process.

IEU Objective III: Capacity building and advisory services

17. Evidence reviews: The IEU will undertake two evidence reviews in 2020. One will focus on results-based payments and private sector. The IEU will also complete the review of evidence in transformation. The IEU started this review in 2019 but it was delayed because this is a new field and requires new thinking and the team needed to course correct. Fortunately, the IEU was able to recognize that there were quality concerns early on, while providing technical leadership (the review is also being financially supported by CIF evaluation office) and course correct. This enabled the two organizations to bring on experts who could help inform the process before going forward. This work will continue in 2020 and it is expected that preliminary results will be available at the end of 2020. It will also start on scoping work for a review of effectiveness of private sector modalities and their ability to be effective and equitable. The IEU will also undertake a meta-analysis of financial mechanisms in adaptation with a focus on nature-based solutions and uptake.

18. **LORTA based advice is being provided in terms of designs, indicators, baseline data collection methods and analyses.** This means that the IEU will need to examine how it can best provide this advice to not just project implementers but also to secretariat staff so that this can be mainstreamed into GCF's thinking and so that when the GCF Board does ask for the overall impact of GCF investments, the GCF will have a critical mass of investments (expected at 20-30%) that will be used to measure the overall likely impact of investments. The IEU has hosted several capacity building workshops and will continue to do this in 2020, with participation from secretariat staff, AE staff, Project staff and other global experts.

19. **Advice, last mile delivery and methods papers:** A key requirement for the IEU is ensuring that it is exploring state of the art methods. In 2019, it examined the evidence for adaptation and for forestry. In 2020 it will work on a few methods papers including on machine learning and on incorporating behavioural science methods into practice. It will also assess the portfolio for best practices in this area.

IEU Objective IV: Uptake, communications and partnerships

20. The IEU has been very active in evaluations but also in producing learning papers and working papers. The IEU's uptake and communication workstream represents its 'last mile' effort to ensure that its data and evidence rich evaluations, research and learning is packaged in a variety of ways to ensure engagement and uptake. The IEU has a rich stream of learning and working papers, all of which are closely connected to the GCF's work and help the IEU to stay ahead of the curve in terms of global state of the art techniques and contribute its reputation as an innovative, rigorous and credible leader in the space of evidence production and evaluation practice. Like all good products, these need to be used. In 2020, the IEU will further strengthen its communication and uptake practice. This will have key elements in it including events and building relationships with key actors; website upgrading, management and development; development of content for easy uptake across a variety of platforms; and engagement across a diverse partnership. The IEU will also bring in its own translators and build a cadre of copy editors and finalize its style guide as well as build a roster of internationally well renowned experts for its learning and working papers. It will continue to produce its annual report and quarterly activity reports.

1.3 IEU's Budget for 2020

21. **The IEU's overall budget for 2020 is presented in Table 1-1.** Output-based budgets are presented in Table 1-2 to 1-5. Its timeline for delivering its outputs is indicated in Table 3. The IEU's budget in 2020 represents a 15% increase over its 2019 budget. The proposed increase is modest considering the expanding IEU's workload as GCF's portfolio grows as well as the inflation rate for 2020.

22. **Clearly the IEU's overall proposed budget is very modest compared to the overall programmatic budget of the GCF.** Assuming that the GCF commits an average of US \$ 2.7 billion annually, this represents only 0.20% of the overall annual programmatic budget of the GCF. It is also important to note that this is well within the proposed percentage that the United Nations Evaluation Group recommends for organizations: they recommend that institutions aim to invest at least 1-2% of their committed budgets annually.

23. Going forward, in 2020 and 2021, it is expected that the IEU's budget will increase. This is warranted because for several reasons: First, the GCF's portfolio is growing. This means that for every evaluation, the IEU's work is growing in a commensurate way (the 'width' of the evaluation is increasing). Indeed, as is best practice globally, evaluation office budgets are linked with the commitment and portfolio size of the Secretariat (see for example Table 3). Second, the IEU is young and most of its team is just more than a year old. It has set itself a trajectory of

growing for three years as noted in previous plans and this will represent the second year of growth. It is assumed that IEU will stabilize its team size in 2022 (See for example Table 5). Third, the team size and budget are warranted for the workplan that has been requested and approved by the Board as part of IEU’s approved rolling three-year workplan. While aiming for FPR-2 the IEU is planning for five evaluations in 2020 which is higher than the number it has delivered previously. Fourth, compared to other similar organizations, the IEU’s budget remains the least for independent evaluation offices (See for example Table 3).

24. It is important to note that in 2020, the IEU’s overall budget will also contain a budget line ‘other costs’ (an increase in 66.03% over 2019) and the other for staff costs (42.54%). The increase in other costs is occurring because the GCF secretariat has decided to charge the IEU a service cost for every person in the IEU. The proposed ‘other cost’ includes service costs for staff members in 2019. The IEU is moving, as advised by the Board, from using consultants to work being undertaken by its Songdo team. Staff are more expensive than consultants to an organization (but they bring many benefits, not the least of which is contributing to the strength of an institution, providing it in-house expertise and building an institutional memory.) As the IEU undertakes evaluations, it is clear that there will always be a need for outside expertise so that the IEU is able to stay on top of its practice and methods in different thematic areas. For the IEU’s workplan to be delivered in a sustainable manner it is clear that the IEU needs to build capacity of its team. It is important to note that the increase in the staff cost (42.54%) includes the natural rate of wage growth (5% increase/each staff in 2020).

25. Depending on needs, the IEU may request the additional budget for 2020 at B.26 to cover emerging costs necessary for carrying out this workplan and other costs that might be charged by the Secretariat in 2020.

26. As Table 2 shows, the IEU will be 90%-94% expended on its August budget and expects to be 93% spent by the end of the year. This indicates that the IEU’s overall estimates of its needs are extremely well informed.

Table 1-1: The IEU’s proposed budget for 2020 in United States dollars (USD)

Items	2019 budget	2020 budget	Increase (amount)	Increase (%)
Staff Costs				
Full-time Staff	1,859,000	2,649,897	790,897	42.54%
Consultants	692,200	678,160	-14,040	-2.03%
Sub-total	2,551,200	3,328,3057	776,857	30.45%
Travel				
General	370,000	375,228	5,228	1.41%
Contractual services				
Legal and Professional Services	1,725,000	1,540,000	-185,000	-10.72%
Operating Costs	204,000	338,700	134,700	66.03%
Sub-total	1,929,000	1,878,700	-50,300	-2.61%
2019 TOTAL	4,850,200	5,581,985	731,785	15.09%

Table 1-2: Output budget for IEU Objective One in United States dollars (USD)

Building IEU	675,060
Full-time Staff	303,536
Consultants	87,240
Travel	50,584
Professional Services	110,000
Other Operating Costs	123,700

Table 1-3: Output budget for IEU Objective Two in United States dollars (USD)

Evaluations	2,561,973
Full-time Staff	992,239
Consultants	209,190
Travel	120,544
Professional Services	1,080,000
Other Operating Costs	160,000

Table 1-4: Output based budget for IEU Objective Three in United States dollars (USD)

Capacity Building and Evidence-based advisory services	1,488,317
Full-time Staff	768,887
Consultants	229,330
Travel	85,100
Professional Services	350,000
Other Operating Costs	55,000

Table 1-5: Output budget for IEU Objective Four

Communications, uptake and partnerships	856,635
Full-time Staff	585,235
Consultants	152,400
Travel	119,000
Professional Services	0
Other Operating Costs	0

Table 2: IEU's budget and spend for 2019 in United States dollars (USD)(as of August 2019)

Items	2019 budget	Actual	Commitment	Sub-total	%	Remaining Budget
Staff Costs						
Full-time Staff	1,859,000	1,029,127	668,802	1,697,929	91%	161,071
Consultants	692,200	480,821	177,620	658,441	95%	33,759
Sub-total	2,551,200	1,509,948	846,422	2,356,370	92%	194,830
Travel	370,000	215,878	38,564	254,442	69%	115,558
Professional services						
Legal and professional services	1,725,000	875,487	831,943	1,707,430	99%	17,571
Operating Costs	204,000	55,653	39	55,692	27%	148,308
Sub-total	1,929,000	931,139	831,982	1,763,121	91%	165,879
Grand TOTAL	4,850,200	2,656,966	1,716,968	4,373,934	90%	476,266

Table 3: Annual budgets of other independent evaluation offices (2018 - 2019)

	UNDP IEO	WFP IEO	GEF IEO	IFAD OEV	WBG IEG	GCF IEU
ANNUAL BUDGET (USD)	In 2019, USD 10 million	USD 12.1 million in 2019	USD 6.5 million in FY 2019	USD 6.4 million for 2018	USD 38.09 million for FY 2019	Proposed USD 5.58 million
BUDGET RELATED RULES	In total, the budget for the evaluation function should reach 1%. IEO budget should not be less than 0.2% of combined programmatic (core, non-core) resources.	The WFP has the target of allocating 0.8% of its total contribution income to the evaluation function.	It corresponds to 22% of the overall annual operational budget or 0.5% of the GEF's annual financial work plan (excludes monitoring).	It corresponds to 0.6% of program loans and grants and it is capped at 0.9%.	Determined on the basis of the World Bank work plan, at about 1% or below the Net Administrative BB Budget for all three institutions (WB, IFC, and MIGA).	0.20% of GCF's average programme budget.

Table 4: Time plan for deliverables, IEU budget and work plan for 2020

Activities	Main outputs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
I IEU OFFICE													
1 IEU staffing	IEU recruitment completed												
2 Updated IEU reports	Engagement & final report												
3 Evaluation Guidelines and procedures	Guidelines and Procedures for approval												
II UNDERTAKE AND DELIVER HIGH-QUALITY EVALUATIONS TO THE GCF BOARD													
4 Relevance and Effectiveness of GCF investment in SIDS	Engagement & final report								Draft			Final	
5 Evaluation of Adaptation related investments	Engagement & final report											Draft	
6 Rapid assesement of SAP	Engagement & final report												
7 LORTA	Report from baseline data												
III EVALUATION-BASED ADVISORY SERVICES, LEARNING & CAPACITY STRENGTHENING													
8 LORTA related advice	Tracking systems built												
9 Capacity Building Advisory services	Behaviour Science/ Innovation hub												
10 Database development	GIS data and data lab												
IV COMMUNICATIONS, BUILDING STRATEGIC PARTNERSHIPS AND ENGAGEMENT													
11 Evaluation findings uptake	Engagement, products and engagment												
12 IEU partnerships	Engagement & joint work												
13 IEU Communications	Wbsite												
14 EGM papers	Private sector/RBPs												

Table 5: IEU Approved and Proposed staffing schedule (2019-2022)

IEU	2019	2020*	2021*	2022*
Staff (professional and administrative)	13	16	22	25
HQ Consultants	11	10	8	5
Interns	5	4-5	5	5

Table 6: Evaluations submitted and proposed by the IEU (2019-2020)

YEAR	EVALUATIONS SUBMITTED TO THE GCF BOARD	FOLLOW UP SECRETARIAT RESPONSE EXPECTED BY
2019	1. Independent assessment of the GCF's Results Framework system (B.22)	<ul style="list-style-type: none"> • Management response at B.22 • Key action expected by B.23 and now B.25. • IEU action review B.25
	2. Independent evaluation of the GCF's Readiness and Preparatory Support Programme (B.22)	<ul style="list-style-type: none"> • Management response at B.22 • Readiness strategy presented at B.22 • Update on strategy (TBD) • IEU action review (TBD)
	3. The Forward-Looking performance review of the GCF (B.23)	<ul style="list-style-type: none"> • Management response expected at B.24 • Secretariat Action Report expected in B.28. • IEU action review B.28
	4. ** Independent evaluation of the Country ownership of the GCF	<ul style="list-style-type: none"> • Management response to be presented at B.24 • Action Report expected at B.28 • IEU action review B.28
** 2020 (PLANNED)	1. Independent assessment of the Environmental and social safeguards system of the GCF (B.25)	<ul style="list-style-type: none"> • Management response at B.25 • Action response at B.29 • IEU action review B.29
	2. Learning oriented real-time impact assessment (Six baseline reports) (B.28)	<ul style="list-style-type: none"> • TBD
	3. An independent assessment of the GCF's adaptation related investments (B.27)	<ul style="list-style-type: none"> • TBD
	4. How effective is the GCF in the SIDS? (End of 2020)	<ul style="list-style-type: none"> • TBD
	5. An independent synthesis of GCF's accreditation process: what can a strategy find useful? (End of 2020)	<ul style="list-style-type: none"> • TBD
	6. Rapid assessment of the GCF's Simplified Approval Process (B.26).	<ul style="list-style-type: none"> • TBD

Annex III: The IEU's Three-Year Objectives and Work Plan (2020-2023)

The IEU's Three-Year Objectives and Work Plan

1. Following the decision by the Board, this annex presents modifications as necessary, of the IEU's rolling three-year work plan and budget. Since the presentation of the evaluation policy of the Fund has been postponed to B.22, there are no major modifications to the three-year work plan and budget.¹ Some minor changes in the three-year work plan are noted as follows:
 - (a) Modification: There are no modifications expected so far.
2. To summarize, the overall objectives of the IEU are derived from the Governing Instrument and include:²
 - (i) Informing the decision-making of the Board, identifying and disseminating lessons learned, contributing to guiding the Fund and stakeholders as a learning institution, and providing strategic guidance;
 - (ii) Conducting periodic independent evaluations of the Fund's performance to provide an objective assessment of the Fund's results and the effectiveness and efficiency of its activities; and
 - (iii) Providing evaluation reports to the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) for purposes of periodic reviews of the financial mechanism of the Convention.
3. The IEU's principal aims for the period 2017-2020 are summarized below. Objectives and activities associated with these aims are summarized in Table 7.
 - (a) **Build the IEU and complete staffing:** An important objective for the IEU is to ensure that the IEU is adequately staffed so that it can deliver its work plan, including its overall learning and accountability objectives. IEU staff will reflect the best standards in evaluative training, practice, theory and ethics. The IEU will be a well-managed unit. The IEU will also ensure that its vision and practices are adequately shared, internally and externally, and that the IEU's strategy, independent evaluation policy and procedures for functioning and governance are properly articulated (see annex III).
 - (b) **Undertake and deliver high quality evaluations:** The IEU will undertake strategic high-quality performance, portfolio, thematic, country, programmatic and project evaluations identified by the IEU and useful for the Board, GCF Secretariat and the COP.^{3,4} They will also serve as building blocks for fund-level evaluations that assess the effectiveness and efficiency of the GCF and contribute to the replenishment process. The IEU will deliver at least four evaluations per year. It will also review the use of the GCF's results-based framework and performance framework and provide recommendations to the Board. It will also support a Learning-Oriented Real-Time Impact Assessment (LORTA) window to support real-time learning within the GCF through real-time assessments.⁵

¹ Once the Evaluation policy is approved, the IEU will present a revised and updated three-year work plan.

² Also, see Decision document GCF/B.06/Annex III

³ Decision B.06/09/Annex III

⁴ Decision B.06/09/Annex III

⁵ Decision B.06/09/Annex III

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- (c) **Build and deliver an evaluation-based learning, advisory and capacity strengthening program:**⁶ The IEU's evaluation-based learning and capacity building program will respond to evaluation-related capacity needs of the GCF Board, Secretariat, Accredited Entities (AEs), Nationally Designated Agencies (NDAs), and other stakeholders in the evaluation and climate change space.⁷ The IEU will work towards ensuring that programs and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations.
- (d) **Engage strategically to learn, share and adopt best practices in the climate change evaluation space:** The IEU will engage with key actors in the evaluation space and be at the forefront of evaluation practice and theory while collaborating with stakeholders of the GCF and involving them in the IEU's activities.⁸ It will adopt high quality methods and standards for evaluative evidence in the climate change space. Accordingly, it will continue to build and strengthen partnerships, as it has in 2018, to leverage geographic presence, thematic expertise, and capacities to help with the IEU's other objectives in the context of capacity building, particularly with GCF partners, AEs, NDAs and focal points as well as other evaluation-related staff in partner organizations. This will also contribute to building the IEU's niche and its reputation as a leader in evaluation and learning, which is synonymous with quality and credibility.

⁶ Decision B.06/09/Annex III/23 and Decision B.10/05/Annex V

⁷ Decision B.06/09/Annex III/2 (a), 6, 7, 9, 16,19, 21, 22, 23 and B.10/05/Annex V/15

⁸ B.06/09/Annex III/10 and 11 and B.10/05/Annex V/ 5, 8, 9, 14, 15, 16

Table 7: Aims, Objectives and Key Outputs of the IEU’s Rolling Three-Year Work Plan (applicable 2018-2020)

NO.	AIM OBJECTIVES	OUTPUTS
1.	<p>Strengthen the IEU and complete staffing¹¹</p> <p>1a. Ensure that the IEU is completely staffed to meet its objectives of accountability and learning¹²</p> <p>1b. IEU’s policies and standards are well-articulated and understood</p> <p>1c. Procedures and guidelines for the effective operation of the IEU are specified and IEU budgets and work plans are approved in a timely manner</p>	<ul style="list-style-type: none"> • The IEU will be fully staffed with an emphasis on building high quality evaluation and thematic capacity. • Terms of reference for the IEU’s four work streams will be widely disseminated and high functioning staff will be hired competitively at the IEU.¹³ • The IEU will be well-managed and personal performance and professional development plans for all IEU staff will be articulated. • An orientation package for new staff including processes and procedures will be piloted and finalized. • An Evaluation Policy will be produced. • Guidelines and standards will be developed to reflect the policy. • Awareness will be generated among GCF staff and NDAs, AEs and others to ensure this policy and set of guidelines and standards are properly applied. • The IEU’s vision and strategy will be finalized and shared with all IEU staff. • The IEU’s governance guidelines and procedures to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices, will be submitted to the GCF Board and updated as required.¹⁴ • A rolling three-year plan, budget and an annual work plan will be presented every year to ensure certainty in planning and delivering high quality evaluations.¹⁵ • An IEU annual report will be produced and disseminated every year, commencing in 2018.¹⁶

¹¹ Decision document GCF/B.06/Annex III “...the evaluation function should be located independently from other management functions” and Annex V to Decision B.10/05/(k) “The Head of the IEU ...(is) responsible for leadership and management of the unit, including the authority to make appointments and manage staff of the unit.”

¹² Decision B.08/07/Annex IX and Decision B.10/05/(k)/Annex V

¹³ Decision B.16/07

¹⁴ GCF/B.06/Annex III

¹⁵ GCF/B.06/Annex III

¹⁶ B.06/09/Annex III

NO.	AIM OBJECTIVES	OUTPUTS
2.	<p>Undertake and deliver high-quality evaluations to the GCF Board</p> <p>2a. Carry out strategic high-quality performance, portfolio, thematic, country, programmatic and project evaluations annually that are useful to the Board, the GCF Secretariat and the Conference of Parties and are able to provide an independent assessment of the Fund's operations¹⁷</p> <p>2b. Undertake high quality <i>overall</i> performance evaluations of the GCF including (but not restricted to) an overall assessment of results, efficiency and effectiveness to inform the replenishment process¹⁸</p> <p>2c. Review the results management and performance measurement framework and prepare a real-time learning-oriented impact evaluation project portfolio</p>	<p>• The IEU will carry out at least four evaluations annually, depending on direction from the GCF Board. Other evaluations may also be identified depending on the accountability and learning needs of the GCF Board.</p> <p>• The IEU will undertake overall performance evaluations as required by its TORs.¹⁹</p> <p>• The IEU will also deliver the following at a date determined by the GCF Board: (1) Provide evaluation reports to the Conference of Parties to the United Nations Framework Convention on Climate Change and the Paris Agreement for the purposes of periodic review of the Financial Mechanism of the Convention.²⁰ (2) Overall assessment of the Fund's results and the effectiveness and efficiency of its activities.²¹</p> <p>• The IEU will provide recommendations based on international evidence and best practices for improving the GCF's results management framework and performance measurement framework.²²</p> <p>• The IEU will support a real-time impact assessment (LORTA) window that will promote measurement of results and learning in real-time. In the pilot window, the IEU will work with 4-6 projects that can effectively demonstrate this learning which will provide insights to the Secretariat in real time.</p>

¹⁷ Decision B.06/09/Annex III

¹⁸ Decision B.06/09/Annex III

¹⁹ B.06/09/Annex III and B.10/05/Annex V

²⁰ The Conference of Parties to the UNFCCC provides the following guidance on the function of the IEU: "The reports of the GCF should include any reports of the independent evaluation unit, including for the purposes of the periodic reviews of the financial mechanism of the Convention." (UNFCCC decision 5/CP19, annex, paragraph 20)

²¹ B.06/09/Annex III: "Should the COP commission an independent assessment of the overall performance of the Fund, the IEU would support the work involved in such assessment. An overall performance study would become a responsibility of the IEU, as has been the case with the Global Environment Facility (GEF) Evaluation Office since 2007."

²² GCF/B.06/Annex III

NO.	AIM	OBJECTIVES	OUTPUTS
3.		<p>Build and deliver an evaluation-based learning, advisory and capacity strengthening program</p> <p>3a. Ensure programs and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations</p>	<ul style="list-style-type: none"> • [NEW] In 2019, the IEU will support six additional projects in 2019 under LORTA to help approved projects measure their impacts and changes resulting from GCF investments and help them to measure the changes rigorously.
			<ul style="list-style-type: none"> • The IEU will build awareness on the uses of evaluations and strengthen appropriate systems/institutional and human capacity for evaluative evidence and evidence-based policies. • The IEU will build and deliver customized workshops and disseminate products to ensure learning and uptake for this objective. The IEU will work closely with appropriate GCF staff, accredited entities, and other stakeholders in this regard. • The IEU will provide evidence-based recommendations on projects/programs of activities to improve the ability of the IEU to provide quality evaluations of the Fund’s activities. It will also work to ensure that they are reflected in funded activities, agreements and proposals.²³ • Through LORTA, the IEU will support high quality data and assessments which will enable the GCF and its stakeholders to learn about and generate high-quality, credible evaluations that <i>measure attributable change</i> in GCF result areas. • The IEU will deliver a plan for capacity building and learning through evaluations at B.23 (B.21).
		<p>3b. Synthesize evaluative evidence from international experience and GCF-related evaluations to benchmark and inform evaluations in GCF result areas, inform results and performance frameworks and help prioritize evaluations and evaluation-related research using state-of-the-art methods²⁴</p>	<ul style="list-style-type: none"> • The IEU will build a database of evaluative evidence and synthesize learning through evidence gap maps and systematic reviews. • The IEU will support systematic reviews and meta-syntheses of evaluative evidence relevant to GCF result areas.

²³ B.06/09/Annex III

²⁴ Decision B.10/05/Annex V/ 14 and 15

NO.	AIM	OBJECTIVES	OUTPUTS
		3c. Provide inputs to improve the results-based framework and performance framework of the GCF ²⁵	<ul style="list-style-type: none"> • The IEU will conduct retrospective theories of change exercises to inform the results framework and performance measurement framework of the GCF as well as the evaluation policy. • The IEU will provide evidence-based recommendations by analysing reporting templates and engage with accredited entities and other stakeholders to provide evidence-based recommendations on designs to ensure high quality, credible reporting and evaluations. • The IEU will develop state-of-the-art methods to inform and build evaluations led by the IEU. To this end, it will review international best practices in policy evaluation, methods and indicators and use them to attest and benchmark the quality of GCF self-evaluations conducted by the Secretariat and provide recommendations for the results management framework and performance measurement framework.²⁶
		3d. Build capacity for undertaking evaluations, understanding standards and methods, within the Secretariat and GCF stakeholders, and use innovative ways to ensure this ²⁷	<ul style="list-style-type: none"> • The IEU will build innovative products to ensure learning and the uptake of evaluative evidence. Accordingly, the IEU will train, share and build capacity for undertaking evaluations within the Secretariat and collaborate to build capacity and awareness within AEs and NDAs. • The IEU will build customized workshops, engage with other agencies and trainers to develop training modules and matchmake teams for programmatic and project evaluations. • The IEU will create training modules and train GCF stakeholder staff including staff from intermediary agencies to bring them up to speed on state-of-the art methods to evaluate the Fund’s activities. • The IEU will also collaborate with universities and other agencies to develop these customized courses.

²⁵ Decision B.06/09/Annex III

²⁶ Annex III to decision B.06/09

²⁷ Decision B.06/09/Annex III/ 21, 23

NO.	AIM	OBJECTIVES	OUTPUTS
		3e. The IEU will be at the forefront of methods and climate science and establish the IEU as a global leader in the field ²⁸	<ul style="list-style-type: none"> The IEU will support methods-related work relevant to the GCF's result areas and evaluations that harness complexity science and new measurement methods. This includes commissioning methods papers, briefs and reviews, supporting knowledge hubs and supporting relevant conferences, workshops, methods labs and learning clinics.²⁹
4.		4a. The IEU will increase its engagement with key actors in the international evaluation space and collaborate with GCF partners, accredited entities, NDAs and focal points and staff in partner organizations to leverage their presence and capacities to help with the IEU's other objectives	<p>Engage strategically to learn, share and adopt best practices in the climate change evaluation space</p> <ul style="list-style-type: none"> The IEU will use international engagements to deliver customized awareness building workshops on evaluation vision and techniques, showcasing high quality evaluation methods and standards to GCF stakeholders. The IEU will develop communication products conveying the key messages from evaluations. The IEU will establish formal partnership agreements with networks and organizations to leverage their presence for capacity building among GCF stakeholders.

²⁸ Decision B.10/05/Annex V/8

²⁹ GCF/B.05/03/ Annex I

Annex IV: Datasets maintained by the IEU – a short summary

1. Accreditation processes, time taken by proposal and proposal type.
2. Annual Performance Reports of funded projects and data from APRs in a text analysable format.
3. Country Programmes and manually extracted text-analysable fields from these paper/pdf documents
4. Civil Society Observers' comments on funding proposals.
5. Accredited Entities' purpose statements and manually extracted text-analysable fields from these paper/pdf documents.
6. Environmental and Social Management Plans and Gender Action Plans
7. Entity Work Programmes and manually extracted text-analysable fields from these paper/pdf documents
8. Funded Activity Agreement conditions and manually extracted text-analysable fields from these paper/pdf documents.
9. Financial data organized by deliverable type (also available at the Secretariat) but being able to analyse this by project size, type and other variables in a cross-tab.
10. Geographic Information System and geographically disaggregated data of the GCF portfolio including location of GIS projects overlaid with geographies, climate variables, other agencies and their investments as well as other spatially disaggregated variables such as population, poverty etc.
11. Investment criteria in funding proposals and their scores for both the ITAP and secretariat criteria.
12. iTAP assessments of funding proposals
13. NDCs and manually extracted text-analysable fields from these paper/pdf documents
14. Pipeline of funding proposals, and concept notes, manually extracted text-analysable fields from these paper/pdf documents
15. PPF time stamps and activities capable of time analyses.
16. Pre-accreditation gap assessments (PwC/RPSP)
17. Project lifecycle time data.
18. Risk factors from funding proposals
19. Log frames of funding proposals
20. RPSP grants and disbursements
21. Sexual exploitation, abuse, and harassment data
22. Secretariat Reviews of funding proposals
23. Climate Funds Update by the Heinrich Boell Foundation and ODI
24. Climate Change Laws of the World database,
25. Grantham Research Institute on Climate Change and the Environment and Sabin Center for Climate Change Law
26. NDC Explorer by the German Development Institute (DIE)

27. Portfolio data from other climate funds (CIF, GEF, AF)
28. Various open-source geospatial raster and vector data
