



**GREEN  
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# Independent Evaluation Unit 2024 Work plan and Budget and Update of its three-year rolling work plan and objectives

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## **Summary**

This document summarizes the key elements of the work plan and budget of the Independent Evaluation Unit (IEU) for 2023. It contains: (1) an overview of the IEU's deliverables during 2023; (ii) key elements of the IEU's annual 2024 work plan and budget; and (iii) an update of the IEU's three-year rolling work plan. The Board is requested to consider and approve a budget of 7,649,286 US Dollars for FY2024. A draft decision for the Board's consideration is presented in Annex I.

## **I. Introduction**

1. This document is organized as follows:
  - (a) Annex I: Draft decision for the Board's consideration
  - (b) Annex II: Proposed IEU's Annual Work plan and Budget for 2024
  - (c) Annex III: IEU's three-year rolling workplan and objectives (2024-2026)

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## Annex I: Draft decision of the Board

The Board, having considered document GCF/B.37/21 titled “Independent Evaluation Unit 2024 Work plan and Budget and Update of its three-year rolling work plan and objectives”:

- (a) Approves the work plan and budget of the Independent Evaluation Unit for 2024 as contained in document GCF/B.37/21 (total budgeted amount of USD 7,649,286); and
- (b) Requests the Independent Evaluation Unit, in consultation with the Budget Committee, to prepare a multi-year budget and schedule for the third performance review of the GCF for consideration by the Board at its thirty-eighth meeting; and
- (c) Notes the update on the Independent Evaluation Unit’s three-year rolling work plan, outlined in annex III as requested by the Board to ensure flexibility, learning and predictability for the Independent Evaluation Unit.

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## Annex II: IEU's Annual Work Plan and Budget for 2024

1. Annex II is organized as follows:
  - (a) Section I presents the IEU's 2024 work plan.
  - (b) Section II presents the budget for the IEU for 2024.

### I. IEU's 2024 Work plan

2. This section discusses the IEU's work plan for 2024. All activities are consistent with the IEU's approved three-year rolling work plan (Annex III).

#### 1.1 IEU objective I: Building and strengthening the IEU

3. **Staffing the IEU:** In 2024, the IEU will undertake evaluations, capacity building, advisory, learning and quality assurance work. Consistent with 2023, the IEU is expected to have 26 staff members of varied experience and expertise in 2024, in accordance with the three-year rolling objectives as noted by the Board. As per the IEU's Activity Report for B.37, the IEU has adjusted the delivery of the objectives in the 2023 workplan to align with the substantial delays in the hiring processes and current staff strength of only 17 full-time international and administrative staff (Table 4). Following the planning process of the Unit's 3-year rolling objectives, the 2024 workplan is based on the assumption that the remainder of the positions are filled in the first quarter of 2024. The IEU is on track to stabilize the team strength and reach a plateau in 2024, as anticipated in the three-year rolling objectives.

4. Following this trajectory and transition, the IEU will be supported by short-term remote consultants and long-term HQ-based consultants. Short-term consultants provide thematic and sector expertise to the IEU's evaluations. On the other hand, long-term consultants are required to support the IEU's editing, data-related and synthesis-related needs. This has emerged as an essential part of making IEU evaluations cutting edge and robust. In 2024, the IEU will have five HQ-based consultants and four interns.

5. In detail, the IEU holds lists of rostered consultants who provide ad-hoc services such as data analysts, editors, translators, and expert researchers on a need's basis. The IEU will continue to actively disseminate evidence and findings from evaluations in different languages, particularly Arabic, French, and Spanish. These rostered consultants provide the necessary support to the unit. Considering cost, to increase efficiency and to improve the quality of the service, the IEU is planning to streamline its translation and editing services by shifting from individual consultants to professional editing and translation firms.

6. **Professional development of staff and staff travel:** IEU staff will be expected to attend international evaluation meetings where proposed presentations have been accepted. Members of the IEU will participate in panels and presentations to international meetings and conferences. This is important for the intellectual growth of the team and the dissemination of lessons learned at the GCF in general and the IEU in particular. This will also allow the team to learn, inform and be informed by global developments in the climate and evaluation space, and interact and provide services to its key partners, including independent evaluation offices of accredited entities and UNEG members. IEU staff is also expected to travel in context of the evaluations the IEU undertakes (see below). Additionally, IEU members will be expected to attend Board meetings which may be held outside Songdo in 2024.

7. **Team culture:** The staff of the IEU is subject to the Code of Conduct of Staff, as stated in the Updated TOR of the IEU. The IEU will also follow the GCF guidelines, including those on procurement, HR, and grievance. The IEU has been careful to continue to support its team members in the development of a culture that supports personal growth and provides a positive work environment. The IEU is further reviewing feedback from the GCF-wide survey closely and carefully in close collaboration with the Office of Human Resources. Following from discussions since 2022, the IEU has built on continuation of retreats, team wellbeing and team building exercise, aligning with the GCF Secretariat's Updated Peoples Plan. Just as in 2023, facilitate workshops on staff engagement, leadership and inter-workstream communication will also be undertaken in 2024. The IEU has established relationships with facilitators to provide continued team building and team communication support and workshops in 2024. Also, as stated in the three-year rolling workplan, the IEU is building internal modularity and capacity to deal with changing environments and staff turnover.

8. **Peer-review:** The IEU has become a member of the United Nations Evaluation Group (UNEG) in January 2022. One of the main mechanisms through which UNEG members undertake improvement of their respective evaluation functions is through an external peer review undertaken and overseen by an external panel of experts. The peer review will aim to comprehensively and independently review the evaluation function of the GCF. This is the first peer review of the evaluation function of the GCF since its establishment. It is expected to provide the IEU with inputs to make the Unit, its operations, evaluations, and methodology more robust and rigorous. A strengthened IEU will positively contribute to the results and learning architecture of the GCF. The IEU will launch the peer review of the evaluation function. This peer review will also allow the Head to review and adjust the vision, structure and operations of the IEU as part of the evaluation function of the GCF.

## 1.2 IEU objective II: Evaluations

9. Aligning with its three-year rolling work plan, the IEU will undertake **four evaluations in 2024** in a phased manner for the Board's consideration. The purpose of these evaluations will be to support the Board by providing it with credible evaluation evidence on the performance of the Fund and to serve the functions of accountability, learning and dialogue. The 2024 evaluations include: (i) Independent evaluation of the GCF's approach to Indigenous Peoples; (ii) Independent evaluation of the relevance and effectiveness of GCF's investments in the Latin American and Caribbean (LAC) States; (iii) Independent evaluation of the result area Health, Food, and Water Security and (iv) Independent evaluation of GCF's approach to whistleblowers and witnesses. The IEU is also expected to continue to support impact evaluations of GCF funded activities under the IEU's LORTA program. The IEU will deliver these evaluations sequentially to the Board through 2024 and 2025.

10. **Independent Evaluation of the GCF's Approach to Indigenous Peoples:** The GCF Board adopted the GCF Indigenous Peoples Policy at B.19. The policy provided that the GCF will review and evaluate the overall performance of this policy based on the objectives of this Policy. The policy further states that the IEU will conduct an evaluation of the implementation of the policy, and that will be included in the review. Since the adoption of the GCF Indigenous Peoples Policy, there have been several relevant developments, including the adoption of the Technical Guidelines on the Indigenous Peoples Policy, the establishment of the Office on Sustainability and Inclusion, and the establishment of the Indigenous Peoples Advisory Group. The USP adopted at B.36 further refers to Indigenous Peoples in various parts, including the targets and institutional priorities. This evaluation will assess the relevance and effectiveness of the GCF's approach to and consideration of Indigenous Peoples. It will further aim to provide inputs to

inform the review of GCF's Indigenous Peoples Policy and will also consider any reviews. The key stakeholders will include the GCF Secretariat, the Indigenous peoples Advisory Group, entities of the GCF ecosystem, amongst others. The final evaluation report will be shared with the Board before the first Board meeting of 2025.

11. **Independent Evaluation of the Relevance and Effectiveness of GCF's Investments in the Latin American and Caribbean (LAC) States:**

Following the completion of the first series of evaluations in particularly vulnerable countries (SIDS, LDCs, AFR), the IEU is now considering a second series of portfolio evaluations with regional groupings. During B.36, many Board members requested the IEU to consider a 2024 evaluation that considers the GCF portfolio in the LAC. The IEU will undertake a comprehensive evaluation of the GCF portfolio in the LAC, with a consideration of multiple aspects, including accreditation, RPSP, programmatic approaches, private sector engagement, coherence and complementarity, and overall results. Ultimately, the IEU will assess the relevance and effectiveness of the GCF's investments in the LAC States, aiming to assess the effectiveness of the GCF in reducing the vulnerability of local communities, the Indigenous Peoples, and their livelihoods to the impacts of climate change while assessing the sustainability of these impacts over time. This evaluation will be submitted to the Board at the final Board meeting in 2024.

12. **Independent Evaluation of the result area Health, Food and Water Security:** In decision B.29/01, the Board approved the integrated results management framework, which identifies 8 results areas which originate from the GCF mitigation and adaptation logic models of the initial results management framework. One of the adaptation results areas is health, food and water security. This is further developed in the USP, where as part of its programming priorities for 2024-2027 for both mitigation and adaptation, the GCF aims to facilitate a paradigm shift towards low-emission climate-resilient food systems. One of the key targets outlined in the USP is to support 190 to 280 million beneficiaries in adopting low-emission climate-resilient agricultural and fisheries practices, thereby ensuring livelihood security while reconfiguring global food systems. The USP further identifies an action to place particular emphasis on supporting developing countries that are particularly vulnerable to the adverse effects of climate change, including SIDS, LDCs and African States, as well as climate-critical sensitive areas such as mountains, coastal and marine zones, arid regions, regions with low forest cover, areas that suffer from land degradation, sand storms, water scarcity and droughts, and working with partners to reach fragile and conflict affected areas in line with GCF approved policies. The result area has 107 projects with a total of USD 1.3 billion in GCF finance. The final evaluation report will be shared with the Board before the first Board meeting of 2025.

13. **Independent Evaluation of GCF's Approach to Whistleblowers and Witnesses:** The GCF Board adopted the Policy on the protection of whistleblowers and witnesses in 2018 with the objective of safeguarding GCF from corruption. Paragraph 73 of the Policy mandates the IIU to collaborate with the IEU to assess the effectiveness of the Policy's implementation to the extent possible within the IEU's Work Plan. The B.35 report evaluates and measures the actions taken to implement the Policy on Whistle Blower. Following collaborate efforts and discussion by both IUs, and to address this, the IEU will conduct an evaluation assessing the effectiveness, relevance, and coherence of the Whistle Blower Policy system in the context of the GCF's approach to establish a secure and effective internal reporting mechanism. By conducting this evaluation, the IEU seeks to provide valuable insights into the implementation, functioning and impact of the Whistle Blower Policy. This will enable the GCF and IIU to further strengthen their efforts in preventing corruption and ensuring transparency and accountability in the utilization of Fund resources. This evaluation will be submitted to the Board at the second Board meeting in 2024.

14. **Third Performance Review of the Green Climate Fund:** In 2024, the IEU will also launch the performance review of the GCF, subject to budget approval. The IEU has been mandated to undertake periodic performance assessment of the Fund's performance in order to provide an objective assessment of the Fund's results and the effectiveness and efficiency of its activities as per Paragraph 59 of the Governing Instrument and as per Paragraph 3(c) of Updated terms of reference of the Independent Evaluation Unit. The IEU delivered the first performance review in 2019, and the second performance review in 2023, respectively covering the initial resource mobilization period and the GCF-1 period. In 2024, the IEU will initiate the third performance review to independently assess GCF's performance during GCF-2 and to inform the third replenishment. The performance review will assess GCF's progress in delivering its mandate as set out in the GI and during GCF-1 and will be informed by a synthesis of previous IEU evaluations and global evidence reviews. Subject to budget approval at the first GCF Board meeting in 2024, the IEU will commence the preparation of the review in 2024, followed by the inception period in 2025. The IEU plans to present a separate Work plan and Budget document for this performance review at the first Board meeting in 2024 for the Board's consideration. The third performance review will be completed by the end of 2026, to align with the planning of GCF-3 program and replenishment period.

15. **Learning-Oriented Real-Time Impact Assessment (LORTA) Programme:** The IEU provides advisory services and capacity building in respect to independent impact measurement, design, and implementation of impact evaluations. Currently, IEU's LORTA programme is working to support impact evaluations with 23 GCF projects (12 projects managed by IAEs and 11 by DAEs), through impact evaluation designs, impact data collection and real-time measurement systems. In 2024, the IEU will continue to work closely with its partners, accredited entities, and the Secretariat, with the aim to continue established capacity building and advisory efforts and onboard new GCF-funded projects. In selecting partners and projects, the IEU closely monitors diversification in types of interventions, themes, geographic locations, implementation partners as well as evaluability of projects. IEU's LORTA programme provides the framework for evidence-based learning at the project level and knowledge sharing across projects. Technical advice is provided in terms of impact evaluation methodology, indicators, data collection and statistical analyses. The IEU will continue to host targeted workshops for the measurement of GCF results and implementation success in 2024. The workshops have taken the form of customized trainings primarily for AEs and country stakeholders to foster a strong co-development of impact pathways for the GCF. In addition to the workshops on impact measurement and assessment, the IEU will also provide learning seminars and dissemination events for the partners, AEs, and the Secretariat, to foster greater learning and knowledge sharing opportunities. Also, the IEU will engage with climate and evaluation communities at international conferences and seminars, to foster the dissemination of lessons learnt and evidence-based learning. Throughout the programme, learning opportunities are included within the LORTA workshops and technical trainings. Alongside IEU's evaluative work, IEU's LORTA programme contributes significantly towards the knowledge management function of the Fund.

16. **Management action reports:** In alignment with the GCF Evaluation Policy and the Updated terms of reference of the IEU, the Board will also review management action reports prepared by the IEU, which will provide assessments of the progress in the implementation of IEU recommendations. In 2024, the IEU will share management action reports based on the second performance review and the direct access synthesis in time for B.38. Also, the IEU will share a management action report on the IEU's evaluation of the GCF portfolio in the African States in time for B.39. With the management action reports the IEU speaks directly to the three functions of evaluation at the GCF – accountability, learning and dialogue. The IEU will continue

to improve the delivery of these reports to support the learning and knowledge management function of the GCF in general and the GCF Board in particular. The IEU may further develop the independent tracking of recommendations of IEU-led evaluations.

### 1.3 IEU objective III: Capacity building and advisory services

17. **Syntheses, Evidence Reviews and Learning Papers:** The IEU consolidates and summarizes existing global evidence on climate-related topics that are relevant to the GCF. Evidence reviews are based on a structured literature search and appraise the quality of evidence and illustrate the evidence gaps and base in a comprehensive manner. The IEU has completed ten evidence reviews to date: forestry conservation interventions, climate change adaptation, private sector instruments in mitigation, results-based payments, transformational change, women's empowerment, behavioral science, market-based mechanisms, just transitions and the water sector. Evidence review methodology can be applied to a multitude of questions to offer an understanding of problems facing vulnerable communities around the world and provide greater direction for developing evidence-informed solutions. The broader application of evidence reviews and syntheses allows for better utilisation of the existing evidence base and can support the development of more evidence-informed policies. Alongside global evidence reviews, the IEU also produces syntheses and learning papers to communicate lessons from evaluations and learnings from the climate space.

18. In 2024, the IEU plans to revisit the global evidence in forest conversation. The IEU plans methods and meta data papers. The IEU will also prepare one synthesis note to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and other related work. The first synthesis note will be on Access. In 2023, the IEU delivered the second performance review and the synthesis on direct access. Informed by the second performance review, the updated USP of the GCF-2 places special emphasis on access. Access is a part of strategic vision, strategic programming directions, and especially operational and institutional priorities. This synthesis will review available evidence from various IEU products, including evaluations in vulnerable countries, regional groups, performance reviews, and reviews of operational modalities. It will be used to inform the third performance review. Alongside access, the IEU may prepare other synthesis notes to synthesize and disseminate lessons learnt alongside to inform the decision-making of the Board.

19. The IEU will continue to contribute to the Global SDG Synthesis Coalition work as a Co-Chair of the 'planet pillar', assessing and synthesizing the evidence on the implementation of five SDGs, namely: clean water and sanitation; responsible consumption and production; climate action; life below water; life on land. The SDG syntheses are expected to be completed in early 2025, and IEU will partake in all activities aimed at socializing, disseminating and distributing key learnings from these syntheses.

20. **Learning talks:** The IEU will continue to organize monthly talks to improve learning and feedback loops within the GCF, supporting the knowledge management function of the GCF. These talks will be organized to contribute evaluative evidence to ongoing programming and policy debates within the GCF and the wider climate finance landscape. The learning talks have become a tool for knowledge sharing within the GCF and its stakeholders and continue to enable knowledge sharing, management and learning from experiences of other organizations.

21. **Advisory:** LORTA-based advice is being provided in terms of impact evaluation designs, indicators, baseline data collection and analyses. The IEU has routinely hosted several capacity-building workshops for the measurement of GCF results and will continue to do so in 2024. The workshops have taken the form of customized trainings for AEs, project staff, GCF Secretariat,



with global experts. The IEU will continue to develop innovative methods and papers to advance the frontiers of measurement of impact. In addition to workshops on design and implementation of impact measurement and assessment, the IEU will also provide learning seminars and workshops for partners, AEs and the Secretariat to disseminate lessons learnt from LORTA projects. To maximize cost efficiency, the IEU will continue to focus on the development of online training modules that can be used to support capacity building while increasingly providing more onsite support.

22. **Evaluation capacity building:** In line with the GCF Evaluation Policy, the IEU has developed a series of evaluation trainings for AEs and country partners, operationalizing its mandate in capacity building. The Unit will finalize a diagnostic assessment of the existing evaluation capacities of AEs completed in 2024. For its capacity building efforts, the IEU follows a three-point approach: a) a comprehensive assessment of evaluation capacity needs; b) an onboarding segment into the GCF evaluation eco-system, including the evaluation policy, standards and guidelines, in collaboration with the Secretariat; and lastly c) a comprehensive training of putting evaluation theory into practice by the means of evaluation methods and tools. In particular, the IEU continues to undertake a tailored approach to building capacities of DAEs.

23. Based on such a diagnostic assessment, the IEU plans to tailor the training segments for more focused capacity building effort in a particular country context. These training segments will cover practices and topics ranging from evaluation data collection methods, evaluation approaches, qualitative and quantitative data analysis and reporting, quality control of evaluation products, communication and dissemination planning, and budgeting for evaluations. In order to provide continuity and sustainability, the IEU will develop a multi-year action plan for evaluation capacity building at the AE and country level. Such an action plan will support the organizing of annual capacity building components for evaluations. Amongst other things, the IEU will organise round-tables with external experts on topics of self-evaluations and independent evaluations in the GCF, with the purpose of leapfrogging from lessons learnt from other organisations. The Unit plans to pilot its tailored-based approach in 2024. With this, the Unit will also support the knowledge management function. Considering a lean and cost-effective operation, the IEU will also coordinate with the GCF Secretariat to present these capacity building components alongside the Secretariat-led Structured Dialogues of the GCF.

24. The IEU will share the learnings and insights from the capacity building efforts, LORTA progress, GCF evaluation policy, and GCF evaluation standards. This dissemination will occur through various platforms, such as GCF's structural dialogues, external events, and international conferences.

25. **IEU data systems:** The IEU has provided data-related analysis to the IEU's evaluations as well as learning products. In absence of a GCF-wide data system, the IEU will continue strengthening in-house capacity in qualitative and quantitative data collection, data management and data analysis to provide robust evidence for high-quality evaluations. In 2024, the IEU is set to finalize and pilot the data dashboard, combining evaluation data and providing a comprehensive overview of available evaluative evidence. The pilot module will help to refine the functionality of the full data dashboard.

#### 1.4 IEU objective IV: Learning, uptake and partnerships

26. The IEU ensures that the high-quality evidence, findings and recommendations from the Unit's independent evaluations are effectively communicated, disseminated, used and incorporated into the GCF's functioning and processes. For this, the IEU focuses on core

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processes: publications, design, editing and translations; website and social media management; outreach and event management; and strategic engagement with GCF stakeholders and partner organizations.

27. In 2024, the IEU will further strengthen its strategic outreach and targeted knowledge management, dissemination, and uptake practices. With the IEU's role as an evidence and knowledge broker, firstly, the IEU will continue to produce new content formats for more effective Board engagement and reporting. The IEU will synthesize and disseminate lessons learned across past evaluations through Board side events and other engagements with the GCF Board and the wider GCF ecosystem. The Unit will continue to produce periodic e-newsletters (What's New with the IEU?), the IEU's activity reports and annual report. Secondly, the IEU will strengthen efforts to increase the uptake of its evaluations and encourage learning within the GCF ecosystem and in the international space. Thirdly, the IEU will strengthen their strategic outreach to existing and new partners and networks in the climate science and finance arena.

28. In specific terms, the above efforts will lead to several specific outcomes in 2024. Firstly, having amassed knowledge and body of evidence through performance reviews and evaluations, the IEU is expected to share this at UNFCCC events, including COP, and regional climate weeks. The IEU is also expected to disseminate these lessons at other climate and evaluation conferences. Secondly, the IEU is expected to be at the frontier of evaluation networks. Since 2022, the IEU is a trusted member of the United Nations Evaluations Group (UNEG), an interagency professional network of evaluation units of the UN system, including UN departments, specialized agencies, funds and programmes, and affiliated organizations. Since then, the IEU attended its first UNEG meeting, actively participated in UNEG working groups and will continue to strengthen its engagement further in 2024. Thirdly, the IEU is expected to increase its outreach in the regional climate and evaluation networks events in Asia, America, Europe and Africa. The IEU commits to actively participate in GCF's Structured Dialogues. Finally, in GCF-2, the IEU will further consolidate the efforts towards knowledge management and stocktaking of the rich evaluations. More specifically, this will result in an inventory of evaluation findings and recommendations, along with a complete stock of evaluation materials in diverse languages, reinforcing the need for up-to-date translations.

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## II. IEU's budget for 2024

29. The IEU's overall budget for 2024 is presented in Table 1. Excluding the Secretariat's chargeback, the increase in the IEU budget is at 7.09 per cent over 2023.

30. The IEU's overall proposed budget is modest compared to the overall programmatic budget of the GCF. Assuming that the GCF commits an average of USD 2.5 billion annually, the IEU's budget represents 0.3 per cent 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: Institutions should aim to invest at least 1 or 2 per cent of their committed budgets annually in their evaluation office or function. This also aligns with the GCF Evaluation Policy (decision B.BM-2021/07).

31. This modest increase was foreseen in the 2023 work plan and is warranted for several reasons. Firstly, the GCF's portfolio is growing. This means that for every evaluation, the IEU's work is growing proportionately (the 'width' of the evaluation is increasing). Indeed, as is best practice globally, evaluation office budgets are linked with the organisation's programming and portfolio size (Table 5). Additionally, the methods may be defined by the evaluation questions and the scope, raising the complexity and rigour of the evaluative finding exercise, thereby directly impacting the evaluation cost. Secondly, with the Board approval of the GCF Evaluation Policy and the Updated terms of reference of the IEU, the Board has strengthened the Unit's mandate for capacity-building efforts, quality assurance of the Secretariat's self-assessments and implementation of GCF Evaluation Standards. In the previous three years, the Board approved that the IEU was set on a growth trajectory in serving the learning, accountability and dialogue function of independent evaluations of the GCF. However, the team size is stabilising and has reached a plateau, where the staff numbers in 2024 are the same as 2023 (Table 4). Thirdly, the IEU's budget remains similar to that of other similar organizations (Table 5), as also laid out in the GCF Evaluation Policy.

32. Most of the overall budget increase is accounted for by a 6.87 per cent increase in the cost of human resources. The budget increase for staff costs is primarily due to the completion of the hiring process of the IEU. In anticipation of the completion of 08 hiring processes in Q1 of 2024, the budget of the IEU will account for the total staff costs (for the full 12 months). With this, the IEU will reach its plateau of 26 staff members in accordance with the Board approved three-year rolling work plan. It is also important to note that this increase in staff costs reflects increasing efforts towards building a cohesive team with a well-developed vision of roles and responsibilities, based on a clear structure and organogram and a strengthened mandate of the IEU as laid out in the Board-approved Updated terms of reference of the Unit and the GCF Evaluation Policy.

33. The significant increase in contractual services is warranted for several reasons. Firstly, the 2024 evaluations include several specialized areas. For instance, the LAC evaluation would require the IEU to engage with specialists and consultants based in the region. The scope of all three evaluation (IPs, LAC States and Health, Food and Water Security) requires the IEU to seek outside sectoral, thematic and method specialists in order to conduct evaluations and engage with the stakeholders in a rigorous manner. Inadvertently, these special needs are reflected in an increased budget line for professional services. Further considering the requirement to better understand the cultural and linguistic context of the LAC States, the IEU would require engaging local specialists, translators and interpreters for data collection. Similarly, the IPs evaluation would require the IEU to undertake field missions to relatively remote regions. This would require the IEU to work with experts specializing in IP matters and languages. Secondly, apart from evaluations, the budget for contractual services is also used by the IEU for other

obligations, such as those related to the organization of team retreats and meetings. Such gatherings are essential to building a team culture, especially as this continues to be relevant to the IEU and several new positions are expected to be filled by the first quarter of 2024. As discussed with the OHR, such team-building exercises can help avoid work in silos and are especially important, considering the IEU workload is expected to increase in the future. The IEU will increase the number of retreats and coaching to 3 sessions for the workstreams to build the team's culture and training with team-building exercises. Thirdly, it is worth noting that an increase in the cost of such services is required to take into account a natural and inflation-related rise in the fees for professional services. Also, it is well established that there is an 8-10% inflation cost increase in professional services every year.

34. The above evaluations also have implications for the travel budget of the IEU in 2024. The location of the GCF HQ requires a relatively higher travel budget to reach most GCF case study countries. Apart from intense missions to fairly remote parts in the evaluation context, recent air travel fares have increased exponentially globally. Given the proposed evaluation topics, the IEU anticipates higher costs to undertake the country case studies. In particular, reaching local beneficiaries, including Indigenous Peoples, would casually increase the travel costs (apart from airfare costs). The travel budget would also have to account for obligations related to attendance at Board meetings and GCF's Structured Dialogues organized by the GCF Secretariat. To illustrate further, with the commencement of in-person meetings in post-COVID in 2024, the GCF is expected to host and participate in in-person meetings such as programming the GCF Secretariat, the IEU is expected to attend such events and engage with the partners of the GCF ecosystem, including but not limited to AEs and NDAs. Further, the increased staff strength will allow the IEU to reinforce its presence in international meetings and conferences. However, this will require a modestly larger travel budget. Subject to emerging evaluations and learning needs, the IEU may submit an additional budget request to the Budget committee for their endorsement in time for Board deliberations in 2024.

35. Finally, the shared cost allocation has undergone a 14.65 per cent increase in 2024. The IEU will be expected to pay third-party costs related to ICT, utilities and supplies, insurance, depreciation, and security. It is anticipated that the IEU and the Secretariat will continue to arrange a service agreement to reflect the costs and services provided to the IEU in the longer term. Based on the feedback from the Secretariat and other IUs, the ICT chargeback may not cover special needs of the IEU. The IEU expects that some licenses may have to be covered by the IEU's budget, in particular other operational costs. These may include statistical, interview and survey software and registration to a more extensive literature repository (e.g., Scopus and Web of Science).

36. As of 31 July 2023, the IEU is expected to spend approximately 81 per cent of the total annual budget by the end of the year. Regarding the staff budget, delays in the recruitment of several positions and related underlying staff positions for ad interim arrangements are critical reasons for the restricted execution of the staff budget. In 2023, the IEU has had up to five ad interim arrangements. The OHR concluded several hiring processes for senior-level positions but was unsuccessful. Hence, the staff budget expenditure remains low, thereby primarily contributing to the underspending of the overall staff budget. One staff member left the IEU in 2023, with replacements currently being hired. The anticipated staff budget does include, besides the actual costs, all the staff benefits that a staff position is eligible for (including dependents benefits, schooling benefits, and moving allowance). However, the actual staff benefits expenditure is known only after onboarding a staff position and cannot be preempted. This has implications for the unspent budget for staff.

**Table 1. The IEU's proposed budget for 2024 in United States dollars (USD)**

	A	B	C	D = C-B	E = D ÷ B	F = (C-A) ÷ A
	2023 Approved Budget <sup>a</sup>	2023 Forecast	2024 Proposed Budget	\$ Change over Forecast	% Change over Forecast	% Change over 2023 approved Budget
Full-time Staff	4,183,457	3,025,796	4,470,671	1,444,875	47.75%	6.87%
Consultants & Interns	499,654	336,235	387,114	50,879	15.13%	-22.52%
Travel	258,107	266,433	307,832	41,399	15.54%	19.27%
Contractual services	1,460,000	1,399,567	1,687,000	287,433	20.54%	15.55%
Other Operating costs	36,499	34,739	41,500	6,761	19.46%	13.70%
<b>Total</b>	<b>6,437,717</b>	<b>5,062,770</b>	<b>6,894,117</b>	<b>1,831,347</b>	<b>36.17%</b>	<b>7.09%</b>
Shared cost allocation	658,697	658,704	755,169	96,465	14.64%	14.65%
<b>Grand Total</b>	<b>7,096,414</b>	<b>5,721,474</b>	<b>7,649,286</b>	<b>1,927,812</b>	<b>33.69%</b>	<b>7.79%</b>

\* a Includes USD 132,131 being the Independent Evaluation Unit's share of USD 1,907,973 approved by decision B.34/20 for adjustment of the GCF salary scales.

**Table 2. Secretariat Cost Paid by IEU in 2024 (Secretariat Cost Allocation, in USD)**

Description	Annual cost charged to the IEU
ICT cost	443,666
Utilities and supplies cost	56,707
Depreciation cost	56,033
International SOS cost	18,681
Other Secretariat costs	5,860
HR & Procurement - Secretariat staff costs	174,222
<b>Total</b>	<b>755,169</b>

**Table 3. IEU's budget and spend for 2023 in United States dollars (USD) (as of 31 July 2023)**

Items	2023 budget (a)	Actual spent (b)	Anticipated expenditure till the end of 2023 (c)	Total forecasted expenditure of 2023 (d)=(b)+(c)	% (d) as a percentage of (a)
<b>Staff costs (1)</b>	<b>4,683,111</b>	<b>1,859,940</b>	<b>1,502,090</b>	<b>3,362,030</b>	<b>72%</b>
Full-time staff	4,183,457	1,647,214	1,378,582	3,025,796	72%
Consultants & interns	499,654	212,726	123,509	336,235	67%
<b>Travel (2)</b>	<b>258,107</b>	<b>52,632</b>	<b>213,801</b>	<b>266,433</b>	<b>103%</b>
General	258,107	52,632	213,801	266,433	103%
<b>Professional services (3)</b>	<b>1,496,499</b>	<b>404,382</b>	<b>1,029,924</b>	<b>1,434,306</b>	<b>96%</b>
Legal & professional services	1,460,000	392,143	1,007,424	1,399,567	96%
Operating costs	36,499	12,239	22,500	34,739	95%
<b>Sub-Total (IEU) (4=1+2+3)</b>	<b>6,437,717</b>	<b>2,104,228</b>	<b>2,745,815</b>	<b>5,062,769</b>	<b>79%</b>
Shared cost allocation (5)	658,697	384,244	274,460	658,704	100%
<b>Grand Total (6=4+5)</b>	<b>7,096,414</b>	<b>2,701,198</b>	<b>3,020,275</b>	<b>5,721,473</b>	<b>81%</b>

- Full-time staff includes an allocation of USD 132,131 for the salary scale adjustments allocated using planned staff numbers.
- Anticipated expenditure is made up of committed and pipeline amounts.

**Table 4. Staff headcount of the IEU (2020-2024)**

<b>Headcount</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024*</b>
Planned in workplan	16	22	25	26	26
<b>Actual as of the end of the year</b>	<b>12</b>	<b>13</b>	<b>17</b>	<b>17</b>	*
Underlying*	1	2	4	3	*
Ongoing hiring	-	-	3	6	*

- \* Contingent to hiring processes of vacant positions in the IEU as managed by the OHR of the GCF Secretariat.



**Table 5. Annual budgets of other independent evaluation offices in 2023**

	UNDP IEO	AFDB IDEV	WFP IEO	GEF IEO	IFAD IOE	WBG IEG	GCF IEU
<b>Annual Budget (USD)</b>	\$14.42 million	UA 7.48 million (which amounts to USD 10.14 million)	\$30.61 million	\$5.48 million	\$6.11 million	\$39.6 million	\$6.93 million
<b>Budget related rules</b>	<p>\$1.41 million increase from FY22.</p> <p>The IEO aims to reach the anticipated \$16 million target in fiscal year 2024.</p>	<p>In the approved 2022-2024 work program, it was agreed that in 2022, the IDEV budget would receive a one-off increase of 2% as compared to its 2021 budget, to compensate for inflation, and that it would remain constant in nominal terms in 2023 and 2024.</p>	<p>A slight dip in 2023 reflects a drop in the number of decentralized evaluations planned and the reduced level of confirmed contributions to the multi-donor trust fund for impact evaluation.</p>	<p>Execution of the GEF-7 total budget was lower than expected primarily because of lower travel costs due to the COVID-19 pandemic and the departure of three Evaluation Analysts.</p>	<p>\$0.26 million increase from FY22.</p>	<p>IEG's budget request for FY23 represents a small decrease in real terms for efficiency savings (0.4%) compared to FY22 and a net nominal increase of 5 percent for price factor.</p>	<p>The IEU's requested budget in 2023 represents a 6.89 per cent increase over its 2022 budget, including the Secretariat's charge back. Most of the overall budget increase is accounted for by a 10.47 per cent increase in the cost of human resources.</p>

## **Annex III: The IEU’s three-year rolling workplan and objectives (2021-2024)**

1. Following the decision by the Board, this annex presents modifications as necessary, of the IEU’s three-year rolling work plan and budget. With the Board decisions on the evaluation policy of the GCF (decision B.BM-2021/07) and the amendment for the evaluation policy: the updated terms of reference of the IEU (decision B.BM-2021/15), several mandates of the IEU strengthened. There are several modifications to the three-year work plan and budget and thus some minor changes in the three-year rolling work plan.

2. The three-year rolling work plan is changed to respond to several contextual changes. Firstly, previous IEU workplans had to account for the uncertainties related to Covid-19. Secondly, the increasing maturity of the GCF and the evaluation function therein, require less focus on policy-formulation and more on dissemination and capacity. Thirdly, the IEU is expected to focus on the capacity building dimensions to harness the opportunity and responsibility of promoting strong evaluations of GCF and climate. Finally, and importantly, with the IEU firmly placed within the GCF and evaluation community, there is increased focus to serve the mandates related to capacity building, field building, and learning.

**Table 1: IEU approved and proposed staffing schedule (2023-2026)**

<b>IEU</b>	<b>2023</b>	<b>2024</b>	<b>2025 (indicative)</b>	<b>2026 (indicative)</b>
Staff (professional and administrative)	26	<b>26</b>	26	26
HQ Consultants	5	<b>5</b>	4	4
Interns	4	<b>4</b>	4	4

**Table 2: Aims, objectives and key outputs of the IEU’s three-year rolling work plan (2022-2025)**

No.	Aim & objectives	Outputs
<b>1.</b>	<b>Strengthen the IEU and complete staffing</b> <sup>1</sup>	
1a.	Ensure that the IEU is completely staffed to meet its objectives of accountability and learning. <sup>2</sup>	<ul style="list-style-type: none"> <li>• The IEU will be fully staffed with an emphasis on building high quality evaluation and thematic capacity.</li> <li>• [revised] The IEU will comprise <del>three</del> <i>four</i> workstreams: Science and data; <del>learning, synthesis and uptake</del> <i>Learning, uptake, knowledge and synthesis; and</i> Capacity building, advisory and policy; <del>and</del> <i>Quality assurance, administration and review.</i> The workstreams allow for the development of expertise, specialisation, and excellence in the respective essential areas. <del>of data/science, learning and uptake, as well as capacity building and advisory.</del></li> <li>• [new] <i>The IEU will perform its function of acting as the third line of defence in ensuring effective internal control of the Fund, in accordance with the Compliance risk policy (Component VIII) and the administrative guidelines on internal control. Thus, the IEU will further define the mandate of quality assurance through evaluations.</i></li> <li>• The Updated Terms of Reference for the IEU will be widely disseminated, and high functioning staff will be hired competitively at the IEU.<sup>3</sup></li> <li>• The IEU will be well-managed and personal performance and professional development plans for all IEU staff will be articulated.</li> <li>• The IEU will continue to build ‘modularity’ and ‘capacity’ in staffing to account for routine events such as staff turnover, hiring and procurement challenges, but also unexpected events such as a pandemic.</li> </ul>
1b.	IEU’s policies and standards are well-	<ul style="list-style-type: none"> <li>• [revised] Following the Board approval of the evaluation policy of the GCF, the IEU will <i>continue operationalize the policy, including through</i></li> </ul>

<sup>1</sup> 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.”

<sup>2</sup> Decision B.08/07/Annex IX and Decision B.10/05/(k)/Annex V

<sup>3</sup> Decision B.16/07

No.	Aim & objectives	Outputs
	articulated and understood.	<p><i>dedicated capacity building and learning events on the evaluation policy of the GCF, the evaluation standards and evaluation guidance provided by the IEU. As per</i> Following the Board request, the IEU <del>will</del> developed evaluation standards, in collaboration with the Secretariat. <i>While not being limited to these, the evaluations standards of the GCF also take into account the norms and standards of the UNEG. The IEU will also provide evaluation standards for particular contexts and types of evaluations, e.g. impact evaluations. The IEU will</i> also collaborated in the Secretariat's development of monitoring protocols, toolkits and guidelines that take into account the Evaluation Policy and the integrated results management framework.</p> <ul style="list-style-type: none"> <li>• <del>[deleted] Guidelines and standards will be developed to reflect the policy.</del></li> <li>• [new] <i>Awareness will be generated among GCF staff and NDAs, AEs, implementing entities, and others to ensure uptake and implementation of the evaluation policy and evaluation standards.</i></li> </ul>
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.	<ul style="list-style-type: none"> <li>• The IEU's vision and strategy will be finalized and shared with all IEU staff.</li> <li>• [revised] After sharing the initial guidelines for the effective functioning at B.29 and B.36, the IEU will further refine and submit these guidelines and procedures to the GCF Board as required. These guidelines to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices.<sup>4</sup> <i>The guidelines for the effective functioning of the IEU also consider the Board-approved Terms of Reference of the Head of the IEU, evaluation policy and the updated Terms of References of the Unit.</i><sup>5</sup></li> <li>• [revised] A rolling three-year plan, budget and an annual work plan will be presented every year to ensure <i>transparency, certainty and foresight</i> in planning and delivering high quality evaluations and reviews.<sup>6</sup></li> <li>• [revised] An IEU annual report will be produced and disseminated every year, commencing in</li> </ul>

<sup>4</sup> GCF/B.06/Annex III

<sup>5</sup> B.BM-2021/07 and B.BM-2021/15

<sup>6</sup> GCF/B.06/Annex III

No.	Aim & objectives	Outputs
		<p>2018.<sup>7</sup> <i>The annual report will be produced in time for every first board meeting of a year, for the previous calendar year. For every other board meeting, the IEU will present on the activities of the Unit through an activity report.</i></p>
<b>2.</b>	<b>Undertake and deliver high-quality evaluations to the GCF Board</b>	
2a.	<p>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 operations.<sup>8</sup></p>	<ul style="list-style-type: none"> <li>• All IEU evaluations will comprise three streams: data and science, communications, and advisory work. This will allow all IEU evaluations to be utilization focused, and relevant. They will provide credible evidence to the Board of the GCF.</li> <li>• [revised] The IEU will carry out evaluations annually, as determined in the IEU workplan approved by the Board. All IEU evaluations will espouse available best practice and will make use of cutting-edge methodologies. A long list of potential evaluation topics was identified: amongst others, GCF's approach to investment, GCF's approach to risk, GCF trustee function, RPSP, GCF's Learning and knowledge management approach, country portfolio evaluation, GCF region evaluation, in particular the Latin American and the Caribbean (<i>LAC States</i>), and Eastern Europe and Central Asia portfolio, GCF's approach to and portfolio of MDBs, ITAP, GCF governance structure, project-approach evaluations, <del>GCF's approach to and investments in the energy sector</del>, GCF's approach to and investments in the water sector, <del>GCF's approach to whistleblowers and witnesses</del>, <del>GCF's approach to Indigenous Peoples</del>, evaluation of result areas, country programming with the GCF, just transition, evaluation of forests, land use and REDD+, greening financial systems, the use of traditional knowledge, <del>debt instruments and debt relief</del>, coherence and complementarity.</li> <li>• IEU evaluations will also strive for external validity, identify 'what could work', and assess measures of cost-effectiveness, recalling that climate finance is limited.</li> </ul>

<sup>7</sup> B.06/09/Annex III

<sup>8</sup> Decision B.06/09/Annex III

No.	Aim & objectives	Outputs
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 process. <sup>9</sup>	<ul style="list-style-type: none"> <li>• [revised] The IEU will undertake overall performance evaluations as required by its TORs, <i>and in accordance with the Guidelines for the Effective Functioning of the IEU.</i><sup>10</sup></li> <li>• [revised] The performance evaluation undertaken by the IEU to examine the relevance effectiveness, efficiency, impact and the performance of the Fund which will inform the replenishment of the GCF. <i>The performance evaluation will take into account the evaluation policy and standards.</i></li> <li>• The IEU will also deliver the following:               <ol style="list-style-type: none"> <li>(1) 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.<sup>11</sup></li> <li>[new] (2) <i>As a member of the United Nations Evaluation Group (UNEG), the IEU will actively participate in UNEG meetings and evaluation groups.</i></li> <li>(3) Overall assessment of the Fund's results and the effectiveness and efficiency of its activities.<sup>12</sup></li> </ol> </li> </ul>
2c.	Review the results management and performance measurement framework and prepare a real-time learning-oriented impact evaluation project portfolio.	<ul style="list-style-type: none"> <li>• The IEU will provide recommendations based on international evidence and best practices for improving the GCF's results management framework and performance measurement framework.<sup>13</sup></li> <li>• [revised] <i>Since 2018, the IEU undertakes periodic evaluability assessment of GCF's FPs and their ability to credibly measure impact. The evaluability assessment is based on a set of criteria, including but not limited to, theory of change, causal pathways, potential for measurement of causal</i></li> </ul>

<sup>9</sup> Decision B.06/09/Annex III

<sup>10</sup> B.06/09/Annex III and B.10/05/Annex V

<sup>11</sup> 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)

<sup>12</sup> 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."

<sup>13</sup> GCF/B.06/Annex III

No.	Aim & objectives	Outputs
		<p><i>change, implementation fidelity and performance against investment criteria, data collection and reporting credibility, M&amp;E plan and budget. The evaluability assessment will include a stoplight analysis to disseminate portfolio and sub-portfolio results.</i></p> <ul style="list-style-type: none"> <li>• The IEU will review the implementation of recommendations made in the independent evaluations. The IEU will provide management action reports to the Board, as per the evaluation policy of the GCF.</li> <li>• [revised] As per evaluation policy, the IEU will be responsible for guiding, assisting, <i>managing</i> and advising on real-time impact assessments/evaluations, such as learning-oriented real-time impact assessments (LORTA). <i>Since COVID</i>, the IEU is support <i>project teams capacity building</i> through additional e-learning training tool. <i>Alongside the direct engagement in the region and country, this tool is designed and executed by the IEU to help project teams to build the necessary evaluation capacity, understanding of M&amp;E tools, and capacity to measure their impacts and changes resulting from GCF investments.</i></li> <li>• [new] <i>Aligned with the evaluation policy, the long-term aim is that approximately 30 per cent of the Fund's projects and programmes approved annually by the Board will include real-time impact assessments as part of their evaluation plans. These impact assessments will be used to inform the GCF portfolio and its strategic choices. Their standards will be set by the IEU and informed by Board-mandated IEU functions. The IEU's LORTA programme will make efforts to contribute directly to this long-term aim.</i></li> </ul>
<b>3.</b>	<b>Build and deliver an evaluation-based learning, advisory and capacity strengthening program</b>	
3a.	Ensure programmes and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The IEU will build and deliver customized workshops upon request and disseminate</li> </ul>

No.	Aim & objectives	Outputs
3b.	<p>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 methods.<sup>15</sup></p>	<p>products to ensure learning and uptake for this objective.</p> <ul style="list-style-type: none"> <li>• 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.<sup>14</sup></li> <li>• 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 measure attributable change in GCF result areas.</li> <li>• Following the Board approved evaluation policy, the IEU will build its capacity building efforts for evaluations and evaluation standards to help strengthen the understanding, utility and execution of high-quality evaluations at all levels of the GCF, including the implementing entities.</li> <li>• The IEU will build a database of evaluative evidence and synthesize learning through evidence gap maps, intervention heat maps and systematic reviews.</li> <li>• The IEU will support systematic reviews and meta-syntheses of evaluative evidence relevant to GCF result areas.</li> <li>• [revised] The IEU will prepare synthesis notes, to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and other related work. In addition, these synthesis notes will also include further evidence within the climate finance and related development landscape. A long list of potential synthesis notes’ topics was identified: amongst others, innovation, country programming, GCF’s utility on loss and damage, GCF’s approach to technology, GCF’s approach to indigenous peoples, GCF’s gender approach, just transition, complexity in climate interventions and evaluation, M&amp;E systems in climate change interventions, enabling environments for mitigation and adaptation, market-based mechanisms in climate change,</li> </ul>

<sup>14</sup> B.06/09/Annex III

<sup>15</sup> 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. <sup>16</sup>	<p><i>forest conversation, climate change adaptation and blockchain and cryptocurrency.</i></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.<sup>17</sup></li> <li>• [new] <i>The IEU will undertake quality assurance of Secretariat-led evaluations and AE-led evaluations, in accordance with the GCF Evaluation Policy.</i></li> </ul>
3d.	Build capacity for undertaking evaluations, understanding standards and methods, within the Secretariat and GCF stakeholders, and use innovative ways to ensure this. <sup>18</sup>	<ul style="list-style-type: none"> <li>• [revised] <i>To maximize cost effectiveness, the IEU will explore options to create and execute training modules and provide such contents in virtual formats next to traditional person-to-person formats through a variety of platforms. Capacity building efforts of the IEU will be tailored to the needs of the AEs, NDAs, implementing entities and others. These efforts will also be based on period capacity needs assessments. While only limited opportunities exist, some of the IEU capacity building efforts may be executed in coordination with relevant stakeholders of the Secretariat.</i></li> <li>• [revised] 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</li> </ul>

<sup>16</sup> Decision B.06/09/Annex III

<sup>17</sup> Annex III to decision B.06/09

<sup>18</sup> Decision B.06/09/Annex III/ 21, 23

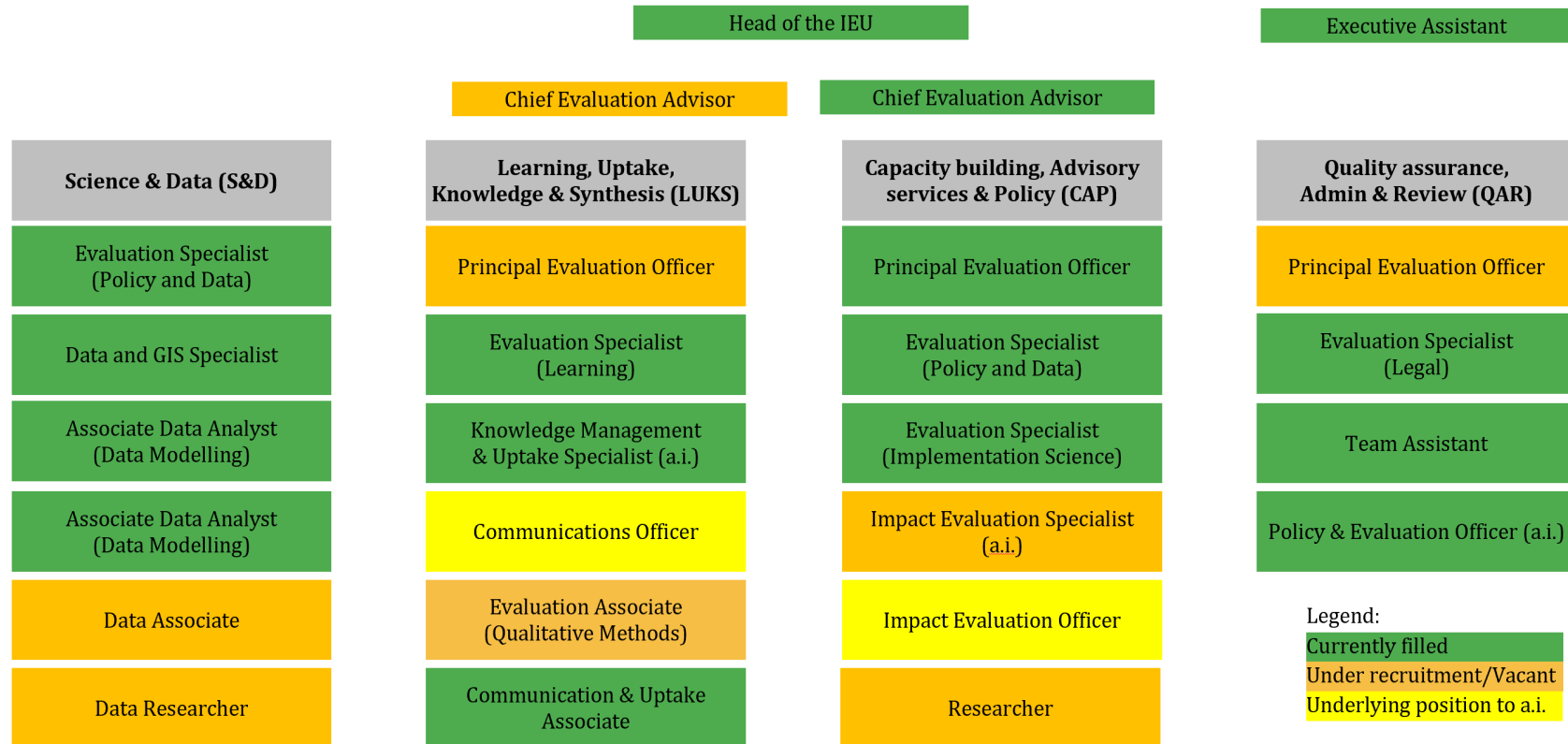
No.	Aim & objectives	Outputs
3e.	The IEU will be at the forefront of methods and climate science and establish the IEU as a global leader in the field. <sup>19</sup>	<p><del>capacity and</del> awareness within AEs, NDAs, implementing entities and others. The IEU will continue to support GCF events and dialogues, e.g. structured and regional dialogues.</p> <ul style="list-style-type: none"> <li>• The IEU will build customized workshops, engage with other agencies and trainers to develop training modules and matchmake teams for programmatic and project evaluations.</li> <li>• 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.</li> <li>• The IEU will also collaborate with universities and other agencies to develop these customized courses.</li> <li>• [revised] 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.<sup>20</sup> The IEU will actively participate in UNEG working groups and other evaluation network working groups.</li> <li>• [new] <i>With the active UNEG membership, the IEU has commenced our evaluation and learning work on the SDGs. The IEU will continue to support the SDG Coalition work, in particular for the SDGs related to climate, environment and biodiversity, with the aim to build a rigorous evidence base.</i></li> <li>• [new] <i>The IEU will lead the field of climate evaluations. The IEU will convene the evaluation and learning functions of the climate funds, including the GEF, CIFs, Adaptation Fund.</i></li> </ul>
4.	<b>Engage strategically to learn, share and adopt best practices in the climate change evaluation space</b>	
4a.	The IEU will increase its engagement with	<ul style="list-style-type: none"> <li>• The IEU will use international engagements to deliver customized awareness building</li> </ul>

<sup>19</sup> Decision B.10/05/Annex V/8

<sup>20</sup> GCF/B.05/03/ Annex I

No.	Aim & objectives	Outputs
	<p>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>	<p>workshops on evaluation vision and techniques, showcasing high quality evaluation methods and standards to GCF stakeholders.</p> <ul style="list-style-type: none"> <li>• The IEU will develop communication products conveying the key messages from evaluations.</li> <li>• [revised] The IEU will establish formal partnership agreements with <i>evaluation, climate and finance</i> networks and organizations to leverage their presence for capacity building, <i>learning and knowledge management efforts</i> among GCF-stakeholders of the GCF ecosystem and beyond.</li> <li>• [revised] <i>For knowledge management, the IEU will ensure that evaluation results inform the development, update and design of strategies, policies, and operations of the GCF and its ecosystem. To facilitate this process, the IEU continues to periodically prepare brief notes synthesizing lessons learned from evaluations, in accordance with the Updated TOR of the IEU. The IEU will also build new tools to improve knowledge management and sharing of the evidence base produced by the IEU to the GCF ecosystem.</i></li> </ul>

**Figure 1. The IEU's structure and organigram (as of 01 October 2023)<sup>21</sup>**



<sup>21</sup> This organigram does not include consultants and internship positions.