
Guidelines for the effective functioning of the Independent Evaluation Unit

The Revised terms of reference of the Head of the Independent Evaluation Unit (IEU), which was approved by the Board in decision B.10/05 and revised in decision B.31/03, requested the proposition of detailed guidelines and procedures governing the work of the IEU. The IEU developed the Guidelines in time for B.36. Previous versions of the Guidelines were shared with the Board at B.24 and B.29.



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I. Introduction

1. The Revised terms of reference (TOR) of the Head of the Independent Evaluation Unit (IEU) (hereafter, 'Head TOR'), which were initially approved by the Board of the Green Climate Fund (GCF) in decision B.10/05 and revised in decision B.31/03, requested:¹ *"... proposing detailed guidelines and procedures governing the work of the IEU to be approved by the Board. The procedures will be updated as necessary and approved by the Board so as to always ensure that the procedures allow for the work of the IEU to be carried out efficiently and in a cost-effective manner while meeting best international standards."*
2. This document presents the Guidelines for the effective functioning of the Independent Evaluation Unit (hereafter, 'Guidelines'). These Guidelines are based on the Updated terms of reference of the Independent Evaluation Unit (hereafter, 'IEU TOR') which was approved by the Board in decision B.BM 2021/15 and in the Head TOR.² The Guidelines also consider the Evaluation Policy for the GCF (hereafter, 'Evaluation Policy') adopted by the Board in decision B.BM-2021/07.³
3. Previous versions of these Guidelines were shared with the Board at its twenty-fourth meeting (B.24) and its twenty-ninth meeting (B.29).^{4,5}

II. Mandate of the IEU

4. The Governing Instrument for the Green Climate Fund (GI) states:⁶
 - (a) As per paragraph 59, there will be periodic independent evaluations of the performance of the Fund to provide an objective assessment of the results of the Fund, including its funded activities and its effectiveness and efficiency. The purpose of these independent evaluations will be to inform decision-making by the Board and to identify and disseminate lessons learned. The results of the periodic evaluations will be published.⁷
 - (b) As per paragraph 60, the Board will establish an operationally independent evaluation unit as part of the core structure of the Fund. The head of the unit will be selected by, and will report to, the Board. The frequency and types of evaluation to be conducted will be specified by the unit, in agreement with the Board.
5. The IEU TOR was approved by the Board with the following objectives which are derived from the GI:⁸
 - (a) Informing the decision-making by the Board and identifying and disseminating lessons learned, contributing to guiding the Fund and stakeholders as a learning institution, providing strategic guidance.
 - (b) Conducting periodic independent evaluations of Fund's performance in order to provide an objective assessment of the Fund's results and the effectiveness and efficiency of its activities.

¹ As contained in Board document GCF/B.31/14, annex I.

² Board decision B.BM-2021/15, annex I.

³ Board decision B.BM-2021/07, annex I.

⁴ As contained in Board document GCF/B.24/Inf.12.

⁵ As contained in Board document GCF/B.29/Inf.08, annex III.

⁶ As annexed to decision 3/CP.17 presented in UNFCCC document FCCC/CP/2011/9/Add.1.

⁷ Policy documents are not quoted verbatim to ensure consistency within this document unless specifically indicated otherwise. The language from policy documents has undergone minor changes for editorial consistency.

⁸ Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 3.

- (c) Providing evaluation reports to the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) for purposes of periodic reviews of the financial mechanism of the Convention.
6. The Head TOR further states that the independent evaluation work is separate from the day-to-day monitoring and evaluation (M&E) work of the Secretariat as per paragraph 23 (j) of the GI.⁹

III. Role and responsibilities of the IEU

7. The Evaluation Policy provides that the IEU will promote learning and dialogue, and disseminate lessons learned to Board members, accredited entities (AEs), and the Secretariat.¹⁰
8. Following the guidance in the GI, the Board established the IEU and provided for independence within the IEU TOR and the Evaluation Policy:^{11, 12}
- (a) As per paragraph 4 of the IEU TOR, the evaluation function should be located independently from the other management functions so that it can be free from undue influence according to the best-practice norms and standards for independent evaluation. The IEU will have full discretion in directly submitting its reports to the Board.
 - (b) As per paragraph 5 of the IEU TOR, the Head of the IEU will be appointed by, and report to, the Board, potentially through a designated Board committee. The tenure of the Head of the IEU will be for three years, renewable once. The recruitment process will be conducted in a transparent manner by the Board. The Head of the IEU can be removed only by decision of the Board. To preserve independence, upon termination of service as the IEU Head, he/she will not be eligible for staff positions within the Secretariat.
 - (c) As per paragraph 7 of the IEU TOR, the Board will review and approve the Evaluation Policy and the IEU's three-year rolling evaluation work plans, the IEU annual work programme and budget. It will also review management action reports prepared by the IEU, which will provide an assessment of the progress in the implementation of IEU recommendations.
 - (d) Paragraph 28 of Evaluation Policy also states that the Board is expected to actively consider findings and recommendations from IEU evaluations, and to incorporate them into the policies and advice it provides to the Fund overall.
9. To ensure the independence of the IEU, as per the GI and the IEU TOR, the Board approved the Head TOR which states: "To preserve operational independence, upon termination of service as the Head of the IEU, he/she shall not be eligible for any type of staff positions within the Secretariat." Further, the Head TOR identifies the following responsibilities to provide for operational and financial independence:
- (a) Proposing an annual administrative budget and work plan and updated three-year rolling work plans for the IEU, to ensure its financial independence, to be considered and approved by the Board.
 - (b) Leadership and management of the unit, including the authority to make appointments and manage staff of the unit.

⁹ Governing Instrument for the Green Climate Fund (2011), paragraph 23(j).

¹⁰ Evaluation policy for the GCF (2021), paragraph 56.

¹¹ Updated terms of reference of the Independent Evaluation Unit (2021), paragraphs 4, 5 and 7.

¹² Evaluation policy for the GCF (2021), paragraph 28.

- (c) The Performance Oversight Committee of the Executive Director and Heads of Independent Units will assist the Board in discharging its responsibilities regarding the performance management of the Head of the IEU.¹³
- (d) The Head reports and communicates directly with the Board.¹⁴
- 10. As stated in paragraph 4 of the IEU TOR, the IEU will exercise full discretion in directly submitting its reports to the Board. The IEU will have independence in the development of evaluation reports, including design, drafting, and delivery.¹⁵
- 11. The GCF Evaluation Standards (hereafter ‘Evaluation Standards’) lists four dimensions of independence in evaluations:¹⁶
 - (a) Structural independence: where each evaluation has its own budget.
 - (b) Functional independence: where the evaluation team can determine how to conduct the evaluation.
 - (c) Organizational independence: where the evaluation team is positioned outside the organization’s reporting line and staff management function.
 - (d) Behavioural independence: where the operational unit does not interfere with or influence the process or the interpretation and reporting of the evaluation findings. This dimension would apply even in cases where the operational unit commissions the evaluation of its own project or programme.

3.1 IEU-led evaluations

- 12. With the above provisions on independence, the IEU undertakes several functions, the first of which is evaluations.
 - (a) As per paragraph 52 of the Evaluation Policy, the IEU will be responsible for undertaking independent evaluations/reviews/assessments. Additionally, upon request by the Secretariat, the IEU could provide technical support in the design or implementation of evaluations or reviews to be conducted or managed by the Secretariat. The IEU can also attest to the quality of self-evaluations by the Secretariat as approved in the IEU TOR upon request by the Board. The IEU may undertake evaluability assessments as well as impact evaluations, in line with their Board-approved TOR, at the different stages of implementation of GCF projects or programmes, in cooperation with the AEs. The IEU will synthesize findings and lessons learned from evaluations to inform the Board, the Executive Director and stakeholders.¹⁷
 - (b) As listed in the Head TOR, the Head of the IEU will be responsible for conducting or managing, by contracting consultants, evaluations using as much as possible internally generated data streams and analytical outputs and applying evaluation standards and practice in accordance with best international practice and standards.
- 13. Further, paragraph 8 of the IEU TOR states that should the COP request the Board for an independent assessment of the overall performance of the Fund, the Board may request the IEU

¹³ Terms of reference of the Performance Oversight Committee of the Executive Director and Heads of Independent Units (2018), paragraph 1.

¹⁴ Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 5.

¹⁵ Ibid., paragraph 4.

¹⁶ Green Climate Fund Evaluation Standards (2022).

¹⁷ Evaluation policy for the GCF (2021), paragraphs 19, 20, 21, and 22.

to support the work involved in such an assessment. The IEU will be responsible for the overall performance review of the Fund every programming/replenishment period.¹⁸

14. The Evaluation Policy and IEU TOR further identify many types of evaluation. The Evaluation Policy recognizes three types of evaluations: GCF independent evaluations, Secretariat-led evaluations, and AE-led evaluations.¹⁹ Further, as stated in paragraph 24 of the Evaluation Policy, the Fund may carry out ex-post evaluations following the end of project/programme implementation at its own cost, and with reasonable notice to AEs. These evaluations can either be Secretariat-led evaluations or IEU independent evaluations.²⁰ The IEU TOR further identifies other types of evaluations and the Fund's results areas. The types of evaluation mentioned below will provide the Board and the COP with an independent assessment of the Fund's operations:²¹

- (a) As per paragraph 17 of the IEU TOR, given that the Fund pursues a country-driven approach, IEU may perform country portfolio evaluations.
- (b) As per paragraph 18 of the IEU TOR, IEU may perform thematic evaluations of the different types of activities that the Fund will finance. These are designed to enable and support enhanced actions on climate change adaptation and mitigation. These thematic evaluations may cover all the results areas of the Fund.
- (c) As per paragraph 19 of the IEU TOR, IEU may also perform evaluations of project-based and programmatic approaches.

15. The IEU will be responsible for the overall performance review of the Fund every programming/replenishment period.²² The performance review will launch in the second year of the GCF programming period and conclude in the fourth year, aiming to align with replenishment cycles and to inform them. The Board may wish to provide guidance related to strategic direction and scope, ahead of the second year of the programming period, or within the strategic plan.

16. The Board has provided operational guidance on evaluations. The IEU TOR states that the IEU will be responsible for conducting, or managing by contracting consultants, the types of evaluations, using as much as possible internally generated data streams and analytical outputs, and applying the best evaluation norms and standards.²³ The use of technical expert panels or similar mechanisms may be appropriate. The Head TOR identifies the following responsibilities:

- (a) Conducting or managing, by contracting consultants, evaluations using as much as possible internally generated data streams and analytical outputs and applying evaluation standards and practice in accordance with best international practice and standards. The use of technical expert panels or similar mechanisms may be appropriate. The Head of the IEU will ensure that evaluation team members do not have conflicts of interest with respect to the activities in whose evaluation they will be involved.
- (b) Ensuring the IEU contributes to the GCF knowledge management process, including communicating lessons and best practices as learned by the IEU.
- (c) Providing reliable and objective assurance to the Board and GCF senior management concerning governance, risk and control as part of the IEU's line of responsibility in the

¹⁸ Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 8.

¹⁹ Evaluation policy for the GCF (2021), paragraph 52.

²⁰ Ibid., paragraph 24.

²¹ Updated terms of reference of the Independent Evaluation Unit (2021), paragraphs 17, 18, and 19.

²² Ibid., paragraph 8.

²³ Updated terms of reference of the Independent Evaluation Unit (2021), paragraphs 6, 9, and 15.

Fund's internal control framework, namely the Committee of Sponsoring the Treadway Commission (COSO).

- (d) Attesting to the quality of the Fund's self-evaluations conducted by the Secretariat.
17. The Administrative guidelines on the internal control framework and internal audit standards and the Compliance risk policy of the GCF have identified the IEU as the third line of defence in ensuring effective internal control of the Fund.^{24, 25} The IEU, in accordance with the IEU TOR, will conduct reviews and other assurance engagements. The IEU reports may be used to gain assurance that the design and implementation of policies and procedures by the First and Second Levels are managing the risks of Fund appropriately.²⁶
18. While undertaking quality assurance, the IEU will consider the Evaluation Standards, GCF evaluation principles, and GCF evaluation criteria, alongside the available evaluative evidence to assess the quality of review at hand. Requests for quality assurance reviews would have to be made with sufficient advance notice to the IEU. Reports for quality assurance undertaken by the IEU will be made available to the Board.
19. For the IEU to undertake its own knowledge management function, it will focus its activities such that lessons can be shared internally within the IEU, as well as externally for potential use by the Secretariat and other relevant stakeholders. This will form a virtuous cycle of learning and knowledge sharing.
20. As stated in paragraph 58(g) of the Evaluation Policy, all evaluations (or reviews or assessments) submitted by the IEU to the Board will have an official management response prepared by the GCF Secretariat (prepared in consultation with relevant GCF stakeholders) to inform Board decision-making.²⁷ Ideally, this response should be presented to the Board at the same time as the evaluation. If time is insufficient, the management response may be presented no later than the next Board meeting.
21. Paragraph 58(g) of the Evaluation Policy further states that the IEU will assess how the Secretariat followed on from the Board decision related to the IEU evaluations, during relevant subsequent IEU evaluations and during the overall performance evaluation of the GCF.²⁸
22. All evaluations, reviews and assessments of the IEU will be followed up by a management action report, a year or more later, after consideration by the Board.²⁹
23. **Evaluation advisory group:** The IEU may establish an evaluation advisory group (the advisory group) comprising leaders in the field and experts on the subjects of IEU-led evaluations. The advisory group will not include members of the Board or those involved with the governance of the GCF. The advisory group also will not include staff of the GCF Secretariat or GCF AEs. This advisory group will not be a decision-making body, and its members will be volunteers. In this way, the advisory group will not constitute a committee of the Board. Advice provided by the group will be considered as additional feedback on technical and thematic areas during the design and implementation of its evaluations but will not be considered binding.
24. **Performance Oversight Committee (POC):** As established in decision B.21/13, the performance oversight committee will assist the Board in discharging its responsibilities regarding the performance management of the Head of the IEU.³⁰ Among other roles, the POC is responsible for setting objectives and monitoring the performance of Board-appointed officials.

²⁴ Administrative guidelines on the internal control framework and internal audit standards (2015).

²⁵ Compliance risk policy (Component VIII) (2019).

²⁶ Ibid., paragraph 8(iii).

²⁷ Evaluation policy for the GCF (2021), paragraph 58(g).

²⁸ Ibid., paragraph 58(g).

²⁹ Ibid., paragraph 64(b).

³⁰ Board decision B.21/13.

3.2 Learning-Oriented Real-Time Impact Assessment

25. As per paragraph 53 of the Evaluation Policy, the IEU will be responsible, in collaboration with the Secretariat, for advising, guiding and assisting real-time impact assessments/evaluations for a selection of the funded activities portfolio, such as the Learning-Oriented Real-Time Impact Assessment (LORTA) programme. The IEU will receive all data and reports generated through these real-time impact assessments and also share them with the Secretariat. The IEU, in coordination with the Secretariat, would select projects/programmes for LORTA. The Secretariat will further participate in the implementation of LORTA for learning purposes.³¹

26. 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, developed in consultation with the Secretariat, and informed by Board-mandated IEU functions.³²

27. The IEU may undertake evaluability assessments as well as impact evaluations, in line with the Board-approved IEU TOR, at the different stages of implementation of GCF projects or programmes, in cooperation with the AEs.³³

28. The LORTA programme offers capacity building, advisory services, and dissemination and outreach of impact assessment to AEs throughout the project lifecycle. To measure the attributable causal change of GCF investments, the LORTA programme builds the capacities of AEs to develop and implement impact assessment by conducting workshops (including design workshops) and country missions. By undertaking stakeholder concertation, the LORTA programme fosters a culture of impact assessment among AEs and other climate project practitioners to enhance learning and enable knowledge sharing. It also provides oversight of impact assessment activities conducted by AEs within the LORTA programme.

29. The LORTA programme does not provide financial or budgetary support to impact evaluations from the budget of the IEU, and it is expected that the GCF will support projects to have sufficient budgets for impact evaluations. The Evaluation Policy has set the longer-term aim of ensuring 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.

30. Aligned with the Evaluation Policy and the Evaluation Standards, impact evaluations of GCF funded activities can be carried out by the IEU, the evaluation office of the AE and/or the project team of the AE.

3.3 Policy formulation

31. As per paragraph 9 of the IEU TOR, the IEU will be responsible for developing and updating the Evaluation Policy.³⁴

32. The IEU is the custodian of the Evaluation Policy. The IEU will advise on the effective implementation of this Policy in cooperation with the Secretariat and shall periodically

³¹ Evaluation policy for the GCF (2021), paragraph 53.

³² Ibid., paragraph 58(e).

³³ Ibid., paragraph 52.

³⁴ Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 9.

recommend updates to the Policy to the Board. While updating the Evaluation Policy, the IEU will engage with stakeholders and draw upon their advice and feedback.³⁵

33. The Evaluation Policy covers the evaluation functions of the Fund exercised by the IEU, the Secretariat and AEs as defined under the GI, decisions adopted by the Board, relevant TORs, and legal agreements. The Policy also covers how the Fund may respond to the evaluation capacity development needs of AEs and other entities associated with the GCF. The IEU TOR provides the mandate given by the Board to the IEU, including, among other things, the mandate for IEU-led evaluation described by the Evaluation Policy.³⁶

34. As stated in paragraph 51 of the Evaluation Policy, the IEU shall, every 5 years present a report on issues related to the implementation of the Evaluation Policy along with any recommendations for changes to it. The report will include a review of evaluation budgets and lessons learned from the integrated results management framework (IRMF) implementation.³⁷

35. As per paragraph 50 of the Evaluation Policy, the IEU shall develop standards in collaboration with the Secretariat, and the Secretariat will develop guidelines to implement the Policy, in collaboration with the IEU, that ensure the Fund is able to inform its overall results, successes and unintended consequences in a credible and measurable manner.³⁸ The Evaluation Standards are developed to support the implementation and operationalization of the Evaluation Policy.³⁹

36. The IEU developed the Initial set of guidelines for the effective functioning of the IEU as the Board requested the IEU in decision B.24/15 to present the detailed procedures and guidelines for the effective operation of the IEU.⁴⁰

3.4 Capacity building

37. The IEU TOR identifies the following responsibilities:⁴¹

- (a) As per paragraph 10, the IEU will make recommendations to improve the Fund's performance indicators and its results management framework.
- (b) As per paragraph 11, the IEU will attest to the quality of the Fund's self-evaluation and reviews conducted by the Secretariat.
- (c) As per paragraph 25, the IEU shall closely cooperate with the relevant departments or units of implementing entities and should seek to involve them in its activities wherever feasible.
- (d) As per paragraph 26, the relationship between the IEU and the corresponding bodies of implementing entities and relevant partners will be covered by relevant agreements (such as accreditation master agreements (AMAs), funded activity agreement (FAAs), and memoranda of understanding (MoUs)) which will be entered into by the Fund with these entities and will require these entities to cooperate with the Fund's IEU, where required.
- (e) As per paragraph 27, the IEU will support the strengthening of evaluation capacities of implementing entities, to enable evaluation of their Fund portfolio activities. Over time,

³⁵ Evaluation policy for the GCF (2021), paragraph 50.

³⁶ Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 2.

³⁷ Evaluation policy for the GCF (2021), paragraph 51.

³⁸ Ibid., paragraph 50.

³⁹ Green Climate Fund Evaluation Standards (2022), paragraph 1.

⁴⁰ Board decision B.24/15.

⁴¹ Updated terms of reference of the Independent Evaluation Unit (2021), paragraphs 10, 11, 25, 26, and 27.

in those countries in which there are entities with evaluation capacities, the IEU could involve them in Fund evaluations.

38. The Head TOR identifies the following responsibilities:
- (a) Providing recommendations to AEs on how to design projects/programmes and monitoring those activities so as to improve the ability of the IEU to provide quality evaluation of the Fund's activities.
 - (b) Establishing close relationships with the equivalent units of the AEs in order to avoid duplication of their respective activities, and sharing lessons learned to ensure continuous learning.
 - (c) Developing plans to ensure that evidence informs learning across the Fund.
39. Paragraph 55 of the Evaluation Policy also states that the IEU will strengthen evaluation capacities in AEs and intermediaries to enable evaluation of their Fund portfolio activities. The IEU will assume, as established in its TOR, a leadership role in the evaluation community regarding climate change, and actively participate in relevant evaluation networks. Furthermore, the IEU will work on establishing and leading a community of practice of evaluators working in the climate change space.⁴²
40. IEU may provide capacity building on areas and best practice related to evaluation design and undertaking, including but not limited to theoretical frameworks, data collection, data processing, and management and use of data in evaluations. Further, the IEU will focus on building capacities for impact evaluations, including through the LORTA programme.

3.5 Learning, synthesis and dissemination

41. The IEU TOR and the Evaluation Policy state:
- (a) The IEU will produce a synthesis for presentation to the Board based on these evaluations (or reviews or assessments).⁴³
 - (b) The IEU will synthesize the findings and lessons learned from its evaluations to inform the Board and the Secretariat, national designated authorities, implementing entities, observer organizations, as well as stakeholders.⁴⁴
42. The IEU TOR further provides for feedback and knowledge management:⁴⁵
- (a) As per paragraph 24, evaluation results should feed back into the development, update and design of strategies, policies and operations, thus contributing to enhancing the quality of overall performance of the GCF. To facilitate this process, the IEU will periodically prepare brief notes synthesizing lessons learned from evaluations.
43. The Head TOR identifies the following responsibilities:
- (a) Synthesizing and sharing the findings and lessons learned from the IEU's evaluations with key internal and external audiences, including AEs, in order to inform decision-making by the Board and the Executive Director.
 - (b) In addition to synthesizing the findings and/or lessons learned, disseminating/communicating results with relevant audiences.

⁴² Evaluation policy for the GCF (2021), paragraph 55.

⁴³ Ibid., paragraph 59(e).

⁴⁴ Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 12.

⁴⁵ Ibid., paragraph 24.

44. The Evaluation Policy provides that the IEU will promote learning and dialogue, and disseminate lessons learned to Board members, AEs, the Secretariat, and other actors. The IEU independent evaluations will also incorporate lessons learned from research and prior IEU evaluations.⁴⁶
45. Leading up to and during the preparation of its reports, the IEU may share emerging findings for feedback and fact-checking by the Secretariat. Final IEU evaluation reports will be shared with the Board. The IEU may disseminate its reports after submission to the Board and will make them available on the IEU website.⁴⁷ Approach papers for each evaluation will include plans for communication and review.
46. The Head TOR states the following responsibilities:
- (a) Providing evaluation reports to the COP of the UNFCCC for the purposes of periodic review of the Financial Mechanism of the Convention.
 - (b) Preparing and submitting periodic progress reports to the Board, as and when required, and an annual report that will also be disseminated to the public.
 - (c) Making recommendations to improve the Fund's performance, in light of the IEU's evaluations, including in particular to the Fund's performance indicators and its results management framework.
47. Paragraph 64(a) of Evaluation Policy also states the responsibilities in the uptake of evaluative evidence and learning:⁴⁸
- (a) The IEU and the Secretariat will include a dissemination/knowledge management plan for evaluations in their respective work programmes. The Secretariat's knowledge management function will also play a critical role in this space.
48. To operationalize the above guidance, the IEU will make use of prevalent means of Board communications, such as webinars, side events at Board meetings, and other means to socialize approach papers, emerging findings, and final reports.
49. The IEU TOR states following responsibilities regarding networking and relationship building:⁴⁹
- (a) The IEU will actively participate in relevant international evaluation networks to ensure that it is at the frontier of evaluation practice and that it benefits from relevant initiatives undertaken by other evaluation units, in particular the United Nations Evaluation Group.
 - (b) The IEU will establish close relationships with the independent evaluation units of the accredited entities and relevant stakeholders and will seek to involve them in their activities wherever feasible and appropriate.

IV. Workplan, budget and annual report of the IEU

50. Paragraph 21 of the IEU TOR states that to maximize the value added of evaluations, the IEU will prepare its annual and three-year rolling work plans after consulting with the Board and the Secretariat and taking into account the Board workplan for the strategic period, Board

⁴⁶ Evaluation policy for the GCF (2021), paragraph 56.

⁴⁷ Ibid., paragraph 59(a).

⁴⁸ Ibid., paragraph 64(a).

⁴⁹ Updated terms of reference of the Independent Evaluation Unit (2021), paragraphs 13 and 14.

policy and review cycle, and any other Board-approved documents defining the subjects and schedules of reviews.⁵⁰

51. The Evaluation Policy, paragraph 58(b) further provides that the IEU budget should be linked to the size of the GCF programming envelope since it represents the volume of operations that the IEU will evaluate in the future. It is anticipated that the overall annual budget for the IEU will not exceed 1 per cent of the programming envelope of the GCF, while ensuring that the IEU annual budget will be sufficient to cover the annual work plan of the IEU approved by the Board.⁵¹

V. Administrative matters

52. As per paragraph 6 of the IEU TOR, the staff of the IEU will be subject to GCF Code of Conduct of Staff and the Head of the IEU will be subject to the policy on ethics and conflict of interest of Board appointed officials (B.13/27 para (a)). The IEU will ensure that evaluation team members do not have conflicts of interest with respect to the activities in whose evaluation they will be involved.⁵²

53. The Head of the IEU will report to the Board and, for administrative purposes only, to the Executive Director. Pursuant to the provisions related to administrative matters, the Head of IEU (along with Heads of other independent units) meets periodically with the Executive Director to discuss, among other things, administrative matters. Administrative matters may include the allocation to the independent units of overhead costs for common budget items. To illustrate the cost allocation, the IEU budget includes an administrative cost allocation, which relates to information and communications technology (ICT) costs, utilities, supplies, depreciation, international SOS, and costs to support designated human resources and procurement staff. The IEU may enter into service-level agreements with the Secretariat on provision and standards of administrative services such as procurement, ICT, human resources, and other areas. The administrative sections of the Secretariat will provide to the IEU service standards that are consistent with those provided to the Secretariat. The IEU may explore the provision of additional services through external service providers (for example, head hunting firms).

54. The Head of the IEU will be responsible for the leadership and management of the Unit, including the authority to make appointments and to manage staff of the Unit, as provided in the Head TOR.

⁵⁰ Ibid., paragraph 21.

⁵¹ Evaluation policy for the GCF (2021), paragraph 58(b).

⁵² Updated terms of reference of the Independent Evaluation Unit (2021), paragraph 6.

Table 1. Timelines of IEU independent evaluations

Document	Action	By whom	When
IEU workplan (the plan for IEU Independent Evaluations)	Board decision	Board of the GCF	Final Board meeting of the year
IEU Independent Evaluations/ Assessments/ Reviews	Submitted to the Board Shared with Secretariat	IEU	In time for Board meeting, and in accordance with the IEU workplan
Management Response	Submitted to the Board	Secretariat	No later than the Board meeting following submission of the Evaluation Report
Board Decision	Board decision	Board of the GCF	After consideration of the Evaluation Report and/or Management Response
Management Action Report	Submitted to the Board	IEU	One year after Board Decision

Table 2. IEU recommended actions for the Board's consideration based on the variety of IEU-led evaluations⁵³

Types of evaluation	Potential actions for the Board's consideration				
	Discuss / Dialogue	Take note / Welcome	Provide policy guidance	Provide strategic guidance	Take note of lessons for future consideration
Learning-oriented evaluations (e.g. small island developing States (SIDS))	Yes	Yes	Not essential	Not essential	Yes
Accountability-oriented evaluations (e.g. Simplified Approval Process (SAP) or Requests for Proposals (RFP))	Yes	Yes	Likely	Not essential	Yes
Dialogue-oriented evaluations (e.g. impact evaluations)	Yes	Yes	Not essential	Not essential	Yes
Thematic evaluations (e.g. adaptation)	Yes	Yes	Not essential	Not essential	Yes
Portfolio evaluations (e.g. SIDS or least developed countries (LDCs))	Yes	Yes	Not essential	Not essential	Yes
Policy/programme evaluations (e.g. Readiness and Preparatory Support Programme (RPSP))	Yes	Yes	Yes	Not essential	Yes
Strategic evaluations (e.g. private sector)	Yes	Yes	Not essential	Yes	Yes
Performance reviews	Yes	Yes	Yes	Yes	Yes

⁵³ Other learning may emerge while the Board considers any evaluations.