



GREEN
CLIMATE
FUND

Independent
Evaluation
Unit



ANNUAL REPORT 2021

TRANSFORMING EVALUATIONS

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March 2022

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GREEN CLIMATE FUND

INDEPENDENT EVALUATION UNIT



**TRANSFORMING
EVALUATIONS**

ANNUAL REPORT 2021

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ABBREVIATIONS

(I)AE	(International) Accredited Entity	EES	European Evaluation Society	NDC	Nationally Determined Contribution
ADB/IED	Asian Development Bank/ Independent Evaluation Department	EGM	evidence gap map	PPF	Project Preparation Facility
AfDB/IDE	African Development Bank/ Independent Development Evaluation	ESS	Environmental and Social Safeguards	PSF	Private Sector Facility
AF	the Adaptation Fund	FP	funding proposal	RFP	Request for Proposals
B.29	Twenty ninth meeting of the Board	GCF	Green Climate Fund	RPSP	Readiness and Preparatory Support Programme
BaD Lab	Behavioural & Design Lab	GCCI	Global Green Growth Institute	SAP	Simplified Approval Process
CIF	Climate Investment Funds	IEU	Independent Evaluation Unit	SIDS	Small Island Developing States
CIFOR- ICRAF	Center for International Forestry Research - World Agroforestry	IFAD	International Fund for Agricultural Development	SPR	Second Performance Review
CN	concept note	IIU	Independent Integrity Unit	ToR	terms of reference
COP	Conference of the Parties	IRM	Independent Redress Mechanism	UNEG	United Nations Evaluation Group
DAE	Direct Access Entity	LDC	Least Developed Country	UNFCCC	United Nations Framework Convention on Climate Change
DEval	German Institute for Development Evaluation	LORTA	Learning-Oriented Real-Time Impact Assessment	UNFPA	United Nations Population Fund
EBRD	European Bank for Reconstruction and Development	MAR	management action report	UNITAR- UNOSAT	United Nations Satellite Centre
		MOU	memorandum of understanding	USP	Updated Strategic Plan
		NAP	National Adaptation Plan	USD	United States Dollar
		NDA	National Designated Authority		



MESSAGE FROM THE HEAD A.I. OF THE IEU



Andreas Reumann

It is with great pride that the IEU presents its Annual Report for 2021, knowing the Unit has accomplished its designated tasks for the year. It is particularly gratifying because, as with much of the GCF, the IEU operated remotely and across different time zones. In 2020, the IEU undertook an evaluation on the GCF's adaptation approach and portfolio and submitted it to the Board in time for the first Board meeting of 2021. In 2021, the Unit delivered a rapid assessment of the GCF's request for proposals access window and evaluated the GCF's approach to the private sector. The IEU also completed its evaluation of GCF's investments in the least developed countries in 2021 and submitted in January 2022, in time for the first Board meeting in 2022. Preliminary work is underway on the crucial Second Performance Review of the GCF (SPR). The review assesses the GCF's performance in promoting a paradigm shift towards low-emission and climate-resilient development pathways. The SPR will also inform the drafting of the GCF's Updated Strategic Plan 2023 -2026. The IEU will release several ancillary SPR reports and papers, including the USP progress review report and SPR evaluation synthesis report before the full report's submission in 2023. A major 2021 milestone was the Board's approval of the GCF Evaluation Policy and the updated ToR of the Unit. The IEU will operationalize the policy in 2022.

It has been a peak year for the IEU communications team. By employing

a blend of traditional, modern and innovative tools and approaches tailored to target audiences' communication and learning needs, the team felt more confident about the uptake of the IEU's works. A notable example of this targeted approach took place at the COP26, where the IEU hosted six pavilion events together with various evaluation peers and academia in ADB, the AF, CIFOR-ICRAF, DEval, EBRD, the Commonwealth, CIF, among others. IEU staff were also featured as speakers at seven events hosted by GCF, the Commonwealth, IFAD, ICRAF and Ramsar Convention.

This foreword offers only a small sampling of the IEU's activities in 2021. The following pages expand on these and include other IEU activities, such as the Learning-Oriented Real-Time Impact Assessment (LORTA) programme and the role of data analysis, behavioural science and geographical information systems in informing our evaluations.

While the IEU team is proud of its achievements in 2021, they were not possible without the support of the Board, the Secretariat and the IEU's many partners around the world. The IEU team looks forward to even closer collaboration in 2022. In conclusion, the IEU especially thanks the Co-Chairs for their collaboration and advice during 2021, which was essential for ensuring the Board receive and actively consider the evidence and learning from IEU evaluations to inform their decision making at the Board level.



MESSAGE FROM THE Co-CHAIRS



José De Luna
Martínez



Jean-Christophe
Donnellier

2021 was a challenging year for the IEU and for the GCF as a whole, but it was also a year full of opportunities. COVID-19 restrictions required all three 2021 Board Meetings to be conducted virtually. Despite this challenge, the IEU worked with the Secretariat, other independent units, and the Board to make it a productive year.

It was a meaningful achievement for the GCF and the IEU, in particular, to present on evidence from the GCF's work, IEU evaluations and our joint learning at the GCF/GEF pavilion at the 26th Conference of the Parties to UNFCCC, held in November 2021.

The work of the IEU has again proved valuable to the Fund. The IEU's assessment of GCF's Simplified Approval Process and suggestions for improvement has informed the Secretariat's proposal for an Updated Simplified Approval Process. Further, building on an IEU evaluation on the Results Management Framework in 2018, the Board also accomplished a milestone with the approval of the Integrated Results Management Framework. We trust that the IEU will continue to follow its mandate and make recommendations to the Board regarding improvements to the Fund's performance.

As Co-Chairs, we are happy to have led two technical sessions in 2021 for the Board to discuss the evaluations done by the IEU. Through these sessions, the Board had the opportunity to actively consider findings and recommendations from the IEU evaluations and incorporate them

into the GCF policies. This was also completed through the opportunity to provide written comments on five IEU evaluations.

The IEU should feel proud of having successfully developed the GCF's Evaluation Policy and delineated the roles and responsibilities of relevant stakeholders within the Policy, together with the GCF Secretariat. The Policy will ensure that GCF evaluations objectively measure the Fund's investments and provide lessons for future climate actions. Ensuring good collaboration between the IEU and the Secretariat is key, and we hope to continue to witness progress in this area, as we have in 2021. Also noteworthy is the Board's approval of the updated ToR of the IEU, as an amendment to the Evaluation Policy.

A major deliverable for the IEU in 2022 is the SPR of the GCF, which will assess the Fund's progress in delivering on its mandate and promoting a paradigm shift towards low-emission and climate resilient development pathways. The SPR is critical to informing the review of the Updated Strategic Plan of the GCF for the next programming period (2024-2027). Along with our Board colleagues, we look forward to the IEU urgently delivering the outputs from the SPR.

Having performed together as Co-Chairs in 2021 was truly rewarding. We thank our teams, the independent units, and the Secretariat for their commitment and passion. Moving forward, 2022 presents new opportunities for the GCF to continue to fulfil its mandate.



ACHIEVEMENTS



Evaluations



Uptake, communications
and partnerships



Capacity-building and
advisory services

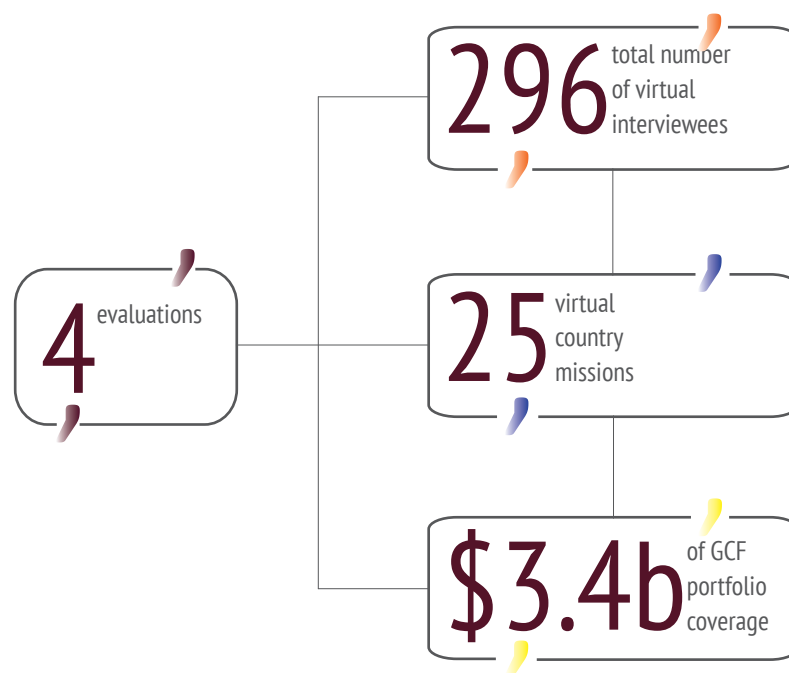


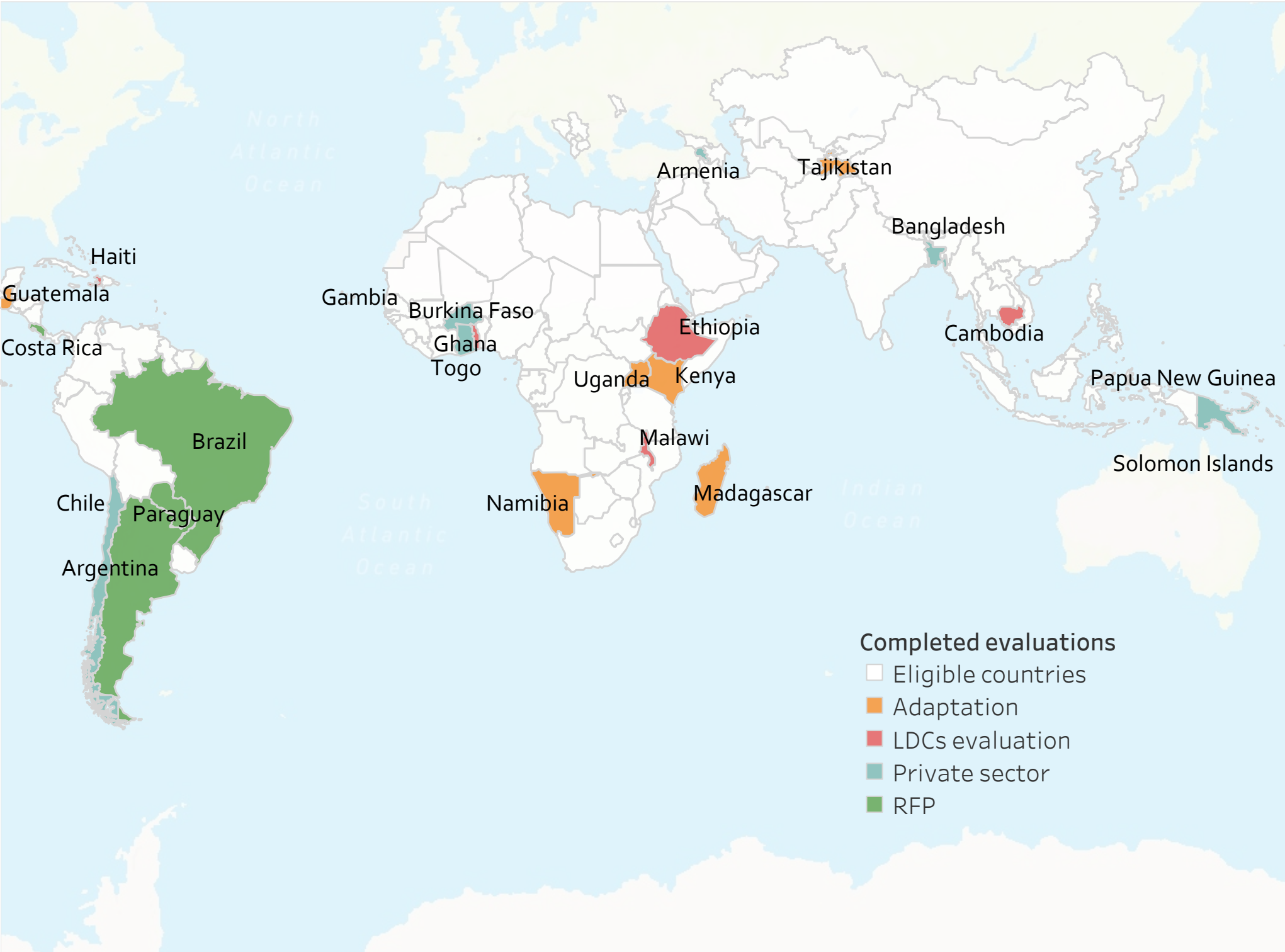
Building and
strengthening the IEU



EVALUATIONS

IEU evaluation architecture in 2021





North Atlantic Ocean

South Atlantic Ocean

Indian Ocean

Completed evaluations

- Eligible countries
- Adaptation
- LDCs evaluation
- Private sector
- RFP

INDEPENDENT EVALUATION OF THE ADAPTATION PORTFOLIO AND APPROACH OF THE GREEN CLIMATE FUND

Adaptation cannot be the neglected half of the climate equation.

-António Guterres, 2021-

This evaluation responded to the following overarching evaluation question:

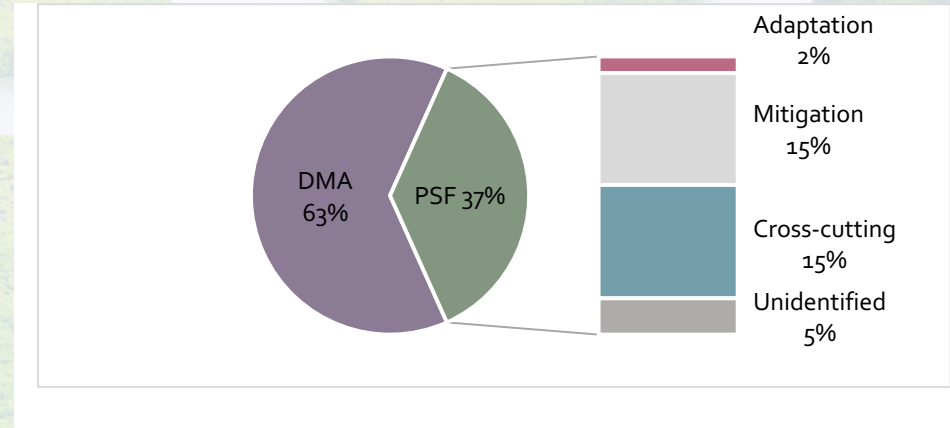
How can the Green Climate Fund contribute to a paradigm shift in adaptation?

More specifically, the evaluation examined questions on what role the GCF has in adaptation, and whether the GCF has adequately supported adaptation planning and programming in countries. The evaluation also assessed whether the GCF business model — including its approach to the private sector, innovation and results management — is fit for purpose for climate change adaptation.

Conclusions

1. The GCF is uniquely positioned to finance projects at scale with a high-risk appetite, if appropriate and consistent with country needs. However, it has not clearly defined a specific approach for adaptation programming.
2. For coherence and complementarity, project-level interactions between the GCF and other funding agencies are not yet systematically identified nor actively pursued.
3. In accessing the GCF's RPSP for adaptation planning, perceived hurdles to access include requirements for proposals, capacity concerns and matchmaking with adequate delivery partners.
4. Among climate funds, the GCF has the strongest private sector focus and greatest ability to scale projects, but it is yet to fully utilize this opportunity. Structurally, only one in five AEs has a private sector focus, with most of these having been accredited recently.
5. The adaptation portfolio consists of very few programmes (4 out of 67 funded adaptation proposals) and is characterized as being predominantly grant-based (96% of committed finance in pure adaptation projects) and as receiving support through IAEs (6 IAEs receive 50% of finance). DAEs are the most underrepresented, while IAEs are overrepresented in the adaptation portfolio.

Adaptation project pipeline by division



Source: Tableau server iPMS data, as of 13 November 2020

- The GCF currently has no systematic approach for assessing the depth of adaptation impacts. The depth of impact for adaptation interventions cannot be monitored with the current set of indicators. The GCF’s view on innovation in adaptation is overly technological and under-emphasizes the importance of social and institutional innovation, including traditional knowledge.

Recommendations

- Positioning in adaptation finance: The GCF should clarify its role in and vision for climate adaptation, implement methods to enhance complementarity with other climate funds and funding agencies, and promote coherence in programming.
- Capacity and adaptation planning: The GCF should clarify RPSP for adaptation planning, address technical challenges, support matchmaking efforts and build monitoring of results of RPSP support.

- Scale and the private sector in adaptation: The GCF should define its approach to engaging with and catalysing finance from the private sector in GCF support and programming windows.
- Access and business model: The GCF should respond to the urgency in adaptation by addressing policy gaps and the use of financial instruments and modalities.
- Results and impact measurement: The GCF should address adaptation related measurement challenges to enhance active monitoring, project and Fund-level aggregation, and to facilitate learning and steering.
- Innovation and risk: The GCF should address the ongoing lack of clarity in this area and provide guidance on its approach to innovation.

This **evaluation** commenced in January 2020 and was submitted at B.28 held in March 2021.

RAPID ASSESSMENT OF THE GREEN CLIMATE FUND'S REQUEST FOR PROPOSALS MODALITY

The assessment aimed to inform the Board about the efficiency and effectiveness of the RFP access window at the GCF. It focused on the following areas:

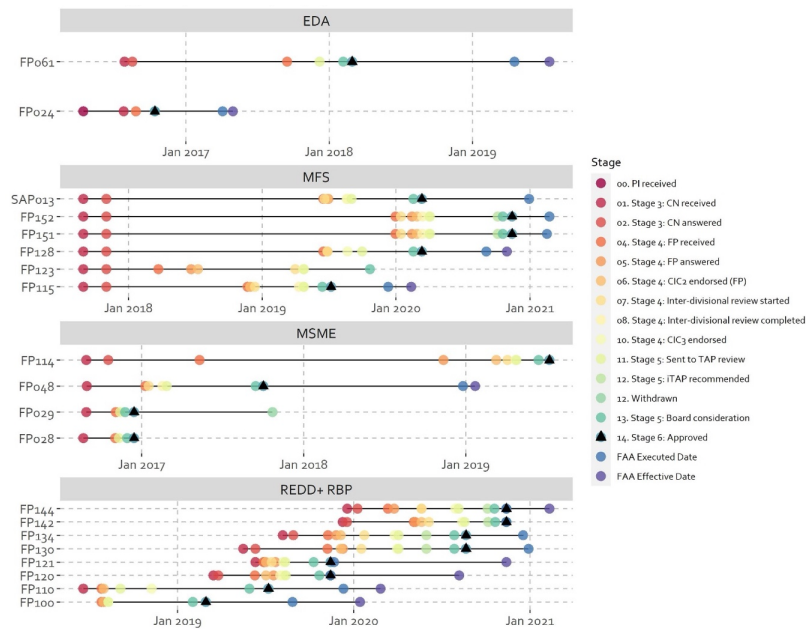
- a. Relevance of RFPs to GCF strategy and to country needs
- b. Efficiency and effectiveness of RFP implementation
- c. Value added of RFPs as a modality to access the GCF
- d. Lessons for future RFPs and other access modalities of the GCF

Conclusions

1. The RFPs do not address the shortcomings of the GCF business model. Their implementation failed at making the GCF more accessible to national entities and the private sector.
2. The RFPs did not provide an incentive to project proponents regarding the project cycle or accreditation.
3. There is no RFP modality and mechanism per se established at the



Approval cycle timestamps for projects under the four RFPs



Source: iPMS data as of March 2021, analysed by the IEU Datalab

GCF, but rather four individual RFPs. The RFPs as a modality did not have clear objectives, and no guidance was provided on how to undertake them or extract lessons.

- The topics of the four RFPs are relevant to the GCF mandate and to countries' needs.
- The RFP operations do not reflect available good practices, which hindered the efficiency of the processes.
- The (implicit) objective of RFPs to help fill gaps in the climate financing landscape has not been fully achieved.
- The human and financial resources used for developing and implementing RFPs are insufficient and uneven.

Recommendations

Process level short-term:

- The GCF should continue to consider RFPs as a tool for targeted project/programme generation and should focus investments on specific themes.
- The GCF should follow a transparent and strategic approach to identify future RFP topics and themes.
- The GCF Secretariat should consider designing a standardized RFP process based on universally recognized good practices and a theory of change with well-defined assumptions.

Modality level medium-term:

- The GCF should consider establishing the RFP as a modality institutionally. When doing so, the GCF Secretariat should prepare internal guidance on how to prepare RFPs.
- The GCF Secretariat should identify an internal structure to centrally coordinate, review, and appraise the design and implementation of RFPs.

Strategic level long-term:

- The GCF should assess and clarify the purpose and use of RFPs in relation to the business model. This would inform prevalent assumptions regarding the modality.
- The GCF should use RFPs to emphasize its convening power in the climate finance space by focusing attention to particular topics and themes, as well as emphasizing its complementarity and coherence principles.

This evaluation commenced in January 2021 and was submitted at B.29 held in June 2021.

INDEPENDENT EVALUATION OF THE GREEN CLIMATE FUND'S APPROACH TO THE PRIVATE SECTOR

Interviewee testimonies

We should be able to drive projects based on **country priorities.**

Many countries don't want multi-country [projects] and want to just work with **local entities.**

We need to develop a **synchronized approach** within the Secretariat to these decisions [on risk-seeking investments].

There is an issue around the GCF classifying **disbursement** as a success factor: finance is not the end result.

To engage the private sector GCF needs to have the ability to cut real-world 18-month processes down to **3-6 months.**

The primary objective of the evaluation was to assess the relevance and effectiveness of the GCF's approach to the private sector. The evaluation was also expected to inform the second performance review of the GCF.

Conclusions

1. A distinction needs to be made between catalyzing finance and leveraging co-funding. The USP 2020–2023 uses these words interchangeably and overemphasizes leverage ratios as a measure of the impact of private sector activities. The PSF, in turn, has focused on maximizing leverage in individual projects, rather than the catalyzing of private finance for adaptation and mitigation activities more broadly.
2. Despite the GCF's clear mandate to be country driven, the PSF has limited engagement with national governments to align spending on private sector projects with national climate strategies and plans. Under the PSF, project origination is driven primarily by IAEs, with limited country ownership.
3. The PSF has directly financed several mitigation projects. These have primarily been implemented by IAEs and heavily weighted towards the energy sector. The PSF has provided very little direct finance for adaptation activities. It has also invested very little to indirectly finance private sector projects – for example, by supporting the

upstream enabling environment, that indirectly results in private finance flowing to adaptation and mitigation activities.

4. While several private DAEs have been accredited, almost no funding is flowing through them. As a result, the PSF has not delivered on its mandate to promote the participation of local private sector actors and financial intermediaries.
5. The PSF's support for private projects in the SIDS and the LDCs has focused on directly financing mitigation projects. Overall, the GCF has had limited results with regard to investments in an enabling environment for private sector adaptation, channelling sufficient finance via DAEs, or exhibiting sufficient risk appetite to achieve its mandate to enable private sector involvement in the LDCs and the SIDS.

Recommendations

1. The Board and the Secretariat may wish to clarify that the GCF is a high-risk fund that aims to catalyze investment in transformative adaptation and mitigation projects, rather than only a high-leverage fund that aims to maximize the quantity of co-investment.
2. The Secretariat should enhance the speed and transparency of GCF operations to align with private sector needs for efficiency and predictability.
3. The Secretariat should take measures to ensure that private sector projects are country owned. Access to the GCF should be informed by a country-driven approach, directed and prioritized by a NDC gap analysis.
4. The Secretariat should create institutional and organizational structures that operationalize direct and indirect finance for private sector activities.
5. The GCF should make it a strategic priority to channel finance to micro-, small- and medium-sized enterprises, exploring access

modalities and appropriate instruments for decentralized adaptation and mitigation actions.

6. The Board and the Secretariat should expand the focus on financial instruments and GCF support to specifically enable private sector investment in adaptation, particularly in the SIDS and the LDCs.

This **evaluation** commenced in January 2021 and was submitted at B.30 held in October 2021.

Innovative outreach and uptake

4 LabReports

6 country briefs

categorised recommendations

164 downloads within the first week

INDEPENDENT EVALUATION OF THE RELEVANCE AND EFFECTIVENESS OF THE GREEN CLIMATE FUND'S INVESTMENTS IN THE LEAST DEVELOPED COUNTRIES

Commissioned as part of the IEU's 2021 work plan, the evaluation asked whether the GCF's investments have been effective in reducing the vulnerability of local communities and their livelihoods to the effects of climate change, and whether these impacts are likely to be sustained. The evaluation aimed to understand how and to what extent the GCF's approach, mechanisms and financial modalities respond to the unique conditions facing the LDCs.

Key findings

1. COP decisions related to LDCs are not consistently followed up with specific GCF Board guidance to the Secretariat. There is no established mechanism to ensure the GCF's NAP support through the RPSP and adaptation project origination ensure the adaptation allocation target will continue to be met. The GCF had limited contributions to the engagement of private sector actors in the LDCs.
2. While the UNFCCC's guidance encourages coherence and steps to build synergies have been laid out, there is no systematic approach to coherence and complementarity. For the LDCs, there is a need to consider coherence and complementarity in national programming and especially for the GCF's RPSP and PPF with other funds.
3. No-objection procedure and DAEs are insufficient to guarantee country ownership in the LDCs, particularly for multi-country projects. On average, USD 0.95 million is approved for RPSP in the LDCs, which is less than other country groups. Disbursement of RPSP funding is slow, especially for adaptation planning. Country programmes are not fully incorporated into the GCF business model. The extent to which indigenous and traditional knowledge is considered at GCF is not tracked. Quality and depth of gender assessment and reporting varies, making tracking gender impacts hard. The current knowledge management doesn't provide opportunities for dialogue and learning.
4. On performance, more than half of LDCs have not accessed the PPF. A lengthy and resource-intensive process discourages them from applying. The GCF's CN/FP development process remains challenging for LDCs. Disbursement to LDCs has remained slow and low, compared with other country groups. Lack of legal expertise for DAEs contributed to delays in the funded activity agreement negotiations. The GCF position as a risk-taking institution is limited in the LDCs.
5. Data on project results in LDCs is not always consistent and complete. Gaps in the monitoring prevail in the LDCs. Measures to

independently verify data on project implementation and results have not been fully operationalized. There is no systematic data on GCF targeting of vulnerable communities, and limited evidence from country case studies suggest some targeting. GCF's support of sustained low-carbon and climate-resilient development pathways is hampered by systemic barriers to paradigm shift in the LDCs.

Recommendations

1. The GCF should consider operationalizing, through board decisions, COP guidance specifically about the most vulnerable countries, and particularly LDCs.
2. The GCF Secretariat should urgently operationalize frameworks and plans on coherence and complementarity into a systematic approach with other climate funds at global, national and project levels.
3. The GCF should strengthen guidance and support to LDCs to enable them to assume ownership in engaging with the GCF. The GCF should urgently clarify the strategic plan and use of country programmes in the LDCs, consider sustained support for secretarial functions of NDAs/focal points, and strengthen the approach to stakeholder engagement, especially for non-state actors.
4. The GCF should support building structures and incentives that provide opportunities and motivation for countries, accredited entities and the Secretariat to engage DAEs. An accreditation strategy should address the purpose and vision for direct access.
5. The GCF should clarify the links between GCF support programmes, such as RPSP and PPF, and funding modalities, including SAP, and streamline these connections to increase efficiency in project appraisal and programming. The PPF process should be streamlined. The CN review process should be integrated to avoid duplication of efforts. Additional costs owing to the context of LDCs should be considered by the GCF.

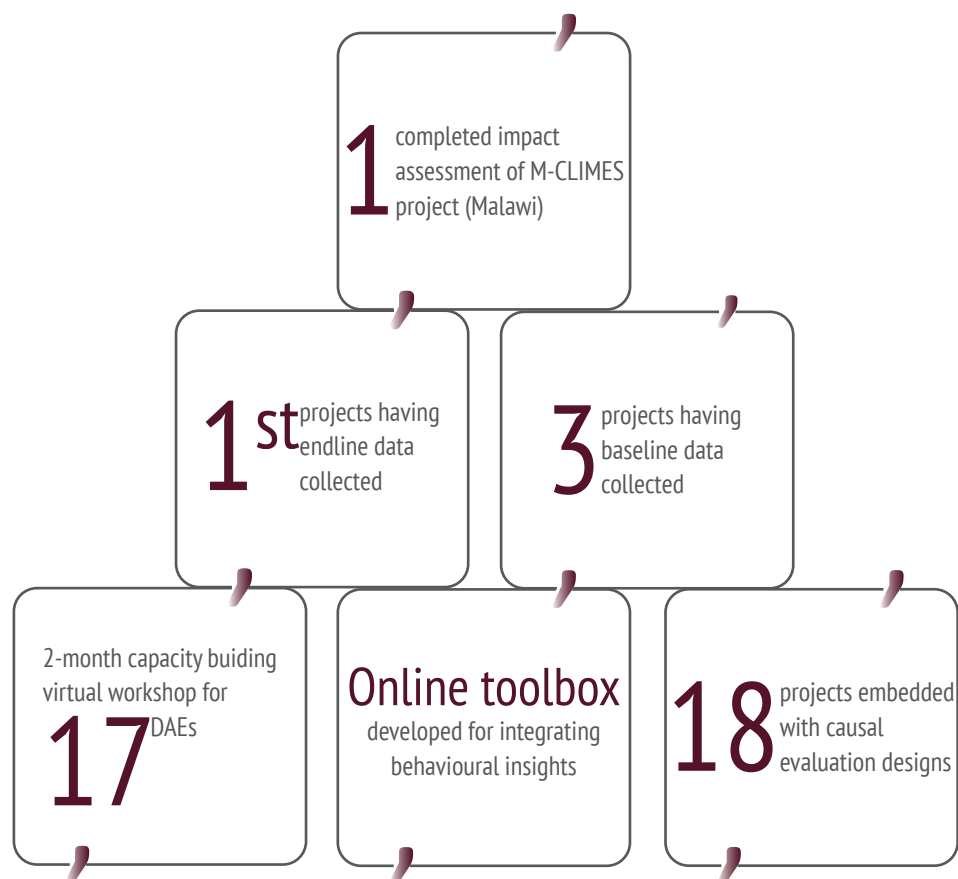
6. The GCF should adopt, implement and promote an inclusive knowledge management framework across the Secretariat and stakeholders, based on lessons learned, project evaluations, impact assessments and structured dialogues to guide NDAs, AEs and DAEs.
7. The GCF should ensure the tools and systems for effective results management, including the monitoring and accountability framework, are operationalized, transparent and accurate, to ensure trust and results. The GCF Secretariat should consider revisiting monitoring and reporting on gendered outcomes. The GCF Secretariat should operationalize tools that allow the use of traditional and indigenous knowledge in project development, implementation and monitoring.

This **evaluation** commenced in March 2021 and was submitted in time for the B.31 publication deadline in January 2022.



LEARNING-ORIENTED REAL-TIME IMPACT ASSESSMENT

The IEU's multi-year **LORTA** programme has continued to embed causal evaluation designs within its portfolio of 18 projects, to aid learning on the impact of GCF investments. Baseline data collection has been completed in projects in Zambia, Guatemala, and Bangladesh. End-line data collection and impact analysis has been completed for the Modernized Climate Information and Early Warning Systems (M-CLIMES) project in Malawi, with LORTA's first impact evaluation report showing broadly positive impacts and providing learning from the participatory integrated climate services. In 2021, LORTA successfully onboarded four new projects in Belize, Ecuador, Pakistan, and the Philippines. It also completed a two-month capacity-enhancing Virtual Design Workshop with 17 DAEs.



SECOND PERFORMANCE REVIEW OF THE GREEN CLIMATE FUND

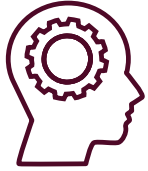
The Board launched the **SPR** of the GCF in decision B.BM-2021/11 on 10 June 2021. The scope of the SPR is to assess the progress made by the GCF both in delivering on its mandate and in terms of its strategic and operational priorities, as outlined in the USP, as well as to assess the GCF's performance in promoting a paradigm shift towards low-emission and climate-resilient development pathways during the GCF-1 programming period.

The SPR will consider several key areas, among others:

- a. Institutional architecture and performance
- b. Quality of implementation, and effectiveness and performance of the portfolio
- c. Cost-effectiveness of implementation
- d. Coherence and complementarity within the climate finance landscape; gender considerations

A USP progress report and USP synthesis note will be delivered to the Board in March 2022, while an SPR summary report will be delivered at the final Board meeting of 2022.





CAPACITY-BUILDING AND ADVISORY SERVICES

🌀 EVALUATION POLICY FOR THE GCF

In May 2021, the Board adopted the **Evaluation Policy for the GCF** (decision B.BM-2021/07) and designated the IEU as the custodian of the Evaluation Policy for the GCF. The Evaluation Policy provides that the IEU is to advise the Board on the effective implementation of the Evaluation Policy for the GCF, in cooperation with the Secretariat. With the same decision, the Board requested the IEU to present for the Board's consideration a ToR of the IEU, as an amendment to the Evaluation Policy for the GCF. On 3 June 2021, the IEU organized a technical session for consultation with the Board on this item. For transparency and information purposes, the IEU shared all related documents with the GCF Secretariat prior to submitting these to the Board. Based on the discussion and subsequent guidance provided by the Board, the IEU further developed the updated ToR for consideration by the Board. Subsequently, in decision B.BM-2021/15, the Board approved the IEU's updated **ToR** as an annex to the Evaluation Policy for the GCF. According to paragraph 9 of the IEU's updated ToR, the IEU will be responsible for developing and updating the Evaluation Policy for the GCF.

Evaluation standards. The Evaluation Policy for the GCF provides that the IEU will develop evaluation standards for the GCF in consultation with the Secretariat. This work is currently ongoing and is expected to be completed in 2022.

🌀 CAPACITY BUILDING

The IEU is to support the development of **evaluation capacity**. The IEU's ToR provides that the IEU will support the strengthening of the evaluation capacities of the GCF's implementing entities. The LORTA programme – including through the Design Workshop and broader LORTA activities – plays an important role in enhancing the monitoring and impact evaluations capacities of implementing entities. Currently, delays are expected in non-LORTA capacity building work due to the IEU's staffing challenges and capacity constraints.

Capacity building. The ongoing limitations on travel resulted in limited in-person attendance at events. Instead,

the IEU utilized digital collaboration tools such as Microsoft Teams and Zoom to engage with partners and stakeholders and participate in learning and capacity-building activities. These engagements are listed in [Appendix 3](#).

MANAGEMENT ACTION REPORTS

As stipulated in the Evaluation Policy for the GCF, the Board “receives management action reports prepared by the IEU”. Management action reports (MAR) track the progress made in the adoption of recommendations contained in IEU evaluations and the Secretariat’s management response. The MAR includes a rating and commentary prepared by the IEU. The draft rating scales and commentaries are first shared and discussed with the GCF Secretariat. Comments provided by the Secretariat are then taken into account in the preparation of management action reports. The IEU prepared three MARs in 2021.

Management action report on the independent evaluation of the GCF’s
Readiness and Preparatory Support Programme

Management action report on the independent evaluation of the GCF’s
results management framework

Management action report on the
Forward-looking Performance Review
of the GCF

DATA LAB

The IEU **DataLab** provides data-driven evidence using high-quality methods to inform IEU's rigorous evaluations. It supported all 2021 evaluations of the IEU, including the multi-year SPR, through data collection, analysis and quality assurance. DataLab used geospatial tools in all IEU's 2021 evaluations, which allowed it to partially offset the inability to conduct country missions due to COVID-related restrictions. Beyond institutional evaluations, geospatial analysis was conducted for project-level impact assessments under LORTA.

The team also supported other methods, learning and working papers of the IEU. Amongst others, it supported the updating of the evaluability study data first published in 2019. The evaluability study assessed FPs on their high-quality theory of change, potential for measuring causal change, implementation fidelity and reporting credibility.

Despite capacity constraints, IEU made progress on core data-related activities and standards, such as IEU internal guidelines on quality assurance and data communication, which allows for accuracy and consistency of IEU's analytical work.

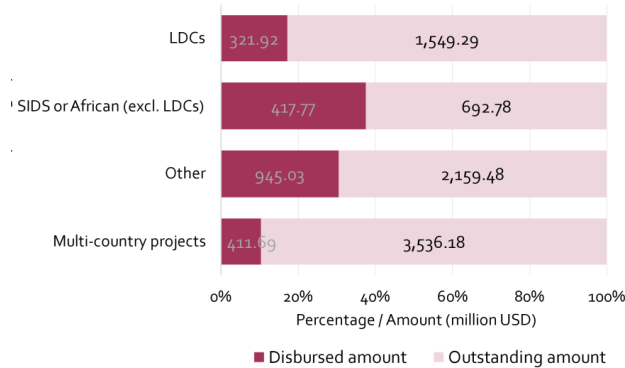
The DataLab develops and maintains a repository of quantitative and qualitative data originating from the GCF's systems and documents, as well as external sources. The IEU continues to update and maintain a data repository, extracting data that is not available in machine-readable format in GCF's information and communications technology systems. As several of GCF's systems are still under development, IEU data management relies heavily on interdepartmental collaboration and data provision from relevant divisions and offices of the Secretariat.

BEHAVIOUR AND DESIGN LAB

The IEU's Behaviour and Design Lab (**BaD Lab**) has supported the LORTA programme. An online toolbox to support AEs who wish to apply a behavioural lens in impact evaluation was developed.

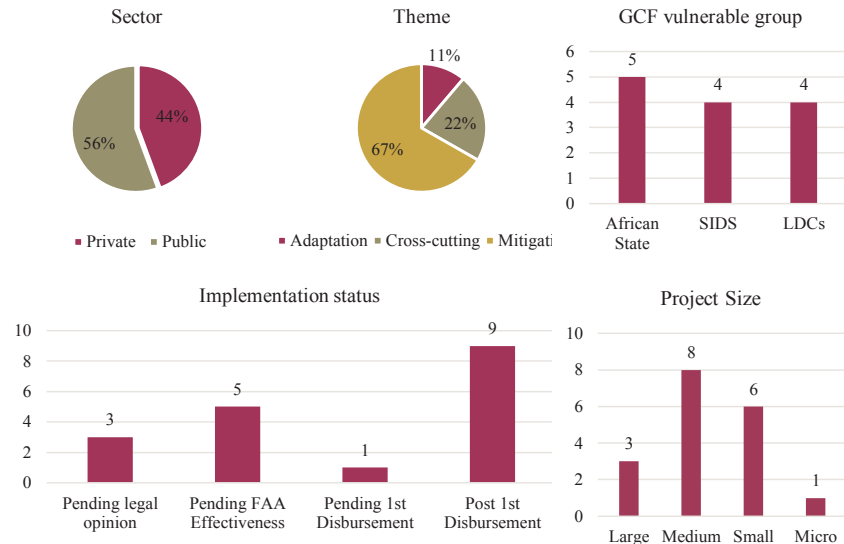
Some works done by DataLab

Proportion of fund disbursements

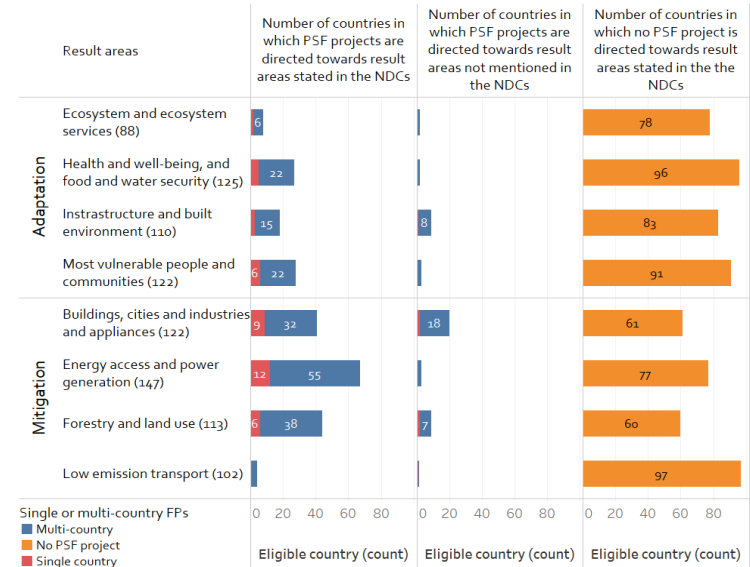


Source: GCF iPMS, 8 October 2021, analysed by IEU DataLab

Key characteristics of the current portfolio of approved projects under the four RFPs (aggregated)



The extent to which the PSF's FPs are directed towards the needs of countries as expressed in their NDCs



Source: NDC Explorer and GCF Tableau server, 1 July 2021, analysis by IEU DataLab
 Note: LDCs, SIDS and Africa are not mutually exclusive categories, some countries may appear in more than one category.

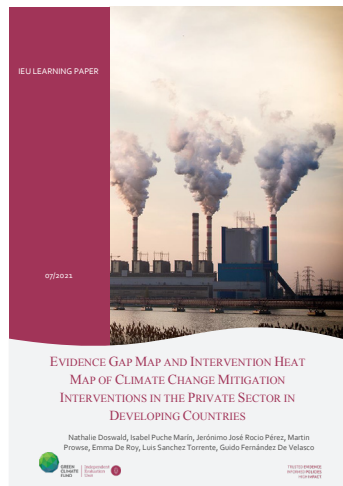
Source: IEU DataLab
 Note: All statistics refer to the number or percentage of projects.

LEARNING PAPERS AND EVIDENCE REVIEWS

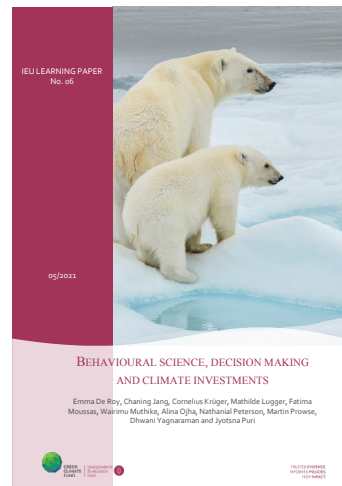
Learning papers, working papers and evidence reviews are important tools in disseminating global and GCF-wide lessons learnt. In 2021, the IEU produced five papers (and two ongoing), either alone or in collaboration with IEU partners.



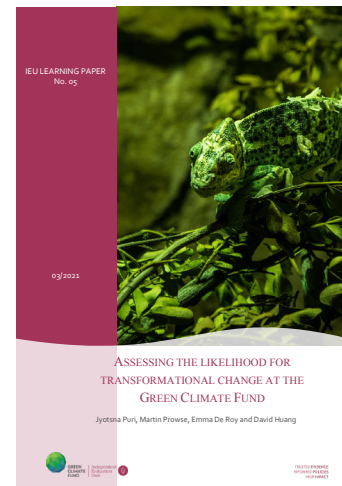
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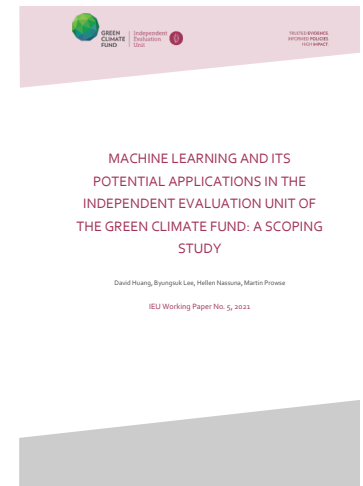
2



3



4



5

Some data

438 academic and grey literature papers were full-text reviewed. 1

32 GCF-funded private sector projects (100%) were examined. 2

125 GCF-funded project documents were reviewed. 4

[Learning paper] **Assessing the likelihood for transformational change at the Green Climate Fund**

This **paper** reviews the project documents of GCF investments through March 2020. It uses bivariate statistics and multivariate cluster analysis to examine whether mitigation, cross-cutting or adaptation thematic areas show the greatest likelihood of contributing to transformational change. The paper shows that adaptation projects are most likely to be transformational. However, even this likelihood is modest as projects do not display all eight components under consideration.

[Working paper] **Machine learning and its potential applications in the Independent Evaluation Unit of the Green Climate Fund: A scoping study**

This **paper** explores the extent to which and how machine learning can potentially support the evaluation function of the IEU and, more broadly, how it can support project development at the GCF and the work of the independent units. It reviews the current applications of machine learning within climate impact evaluations and evidence reviews.

[Learning paper] **Behavioural science, decision making and climate investments**

This **paper** builds a bridge between how climate interventions are conceived and implemented and the nascent field of behavioural science as a practical, low-cost but potentially rewarding route for increasing the effectiveness of climate interventions. The paper discusses some advantages of such tools for conducting early, formative investigations into the dispositional, social and cognitive factors that underpin decision-making may be used to improve the effectiveness and efficiency of climate interventions.

[EGM and synthetic review] **Climate change mitigation interventions in the private sector in developing countries**

The **EGM** found little rigorous, causal evidence on private investments in mitigation in developing countries. The available causal evidence is in the energy and industrial sectors, especially fossil fuel substitution and energy efficiency measures. The intervention heat map shows that the GCF portfolio of private investments in mitigation is generally in line with the global distribution of GHG emissions, with the portfolio having a greater relative importance of energy interventions (mostly concentrated around fossil fuel substitution).

The **synthetic review** found that almost all of the causal studies included in the evidence review found significant positive effects on mitigation and broader co-impacts. However, the limited evidence base poses significant challenges for drawing generalizable conclusions.



UPTAKE, COMMUNICATIONS AND PARTNERSHIPS

COMMUNICATION MILESTONES

The IEU produces a wide range of communications products tailored to the needs of its broad spectrum of stakeholders. Such products include print and online publications, multimedia content (e.g. videos and podcasts), newsletters, press releases, and promotional materials for internal and external engagement. Additionally, the IEU continues to update its microsite and maintain a solid presence on social media platforms. These outreach activities and materials disseminate the IEU's evaluations, support their uptake, and serve the IEU's broader learning and advisory function. They also enhance the Unit's profile and presence in the international climate finance landscape.

Publications

The IEU provides syntheses of its evaluation findings and recommendations in the form of synthesis briefs and notes to inform the Board and all relevant parties about its evaluation findings and lessons learned. The Unit also produced a **miniature flyer** with QR codes which proved to be an effective tool for disseminating information about the IEU's key evaluations and knowledge products during COP26. A new kind of publication, called LabReports, was first introduced as a part of the **evaluation of the GCF's approach to the private sector** and made available some learnings from the evaluation in real-time and in portable size.

To better communicate with the GCF's global stakeholders, the IEU continues to expand its range of products available in multiple languages. A notable achievement in 2021 was the translation of the IEU's evaluation summary briefs into Arabic, Spanish and French. It also made available Korean subtitles for some of its most-watched Spotlight videos on YouTube.

10 summary GEValBrief
and GEValNote
produced

74 evaluation summaries
translated into French,
Spanish and Arabic

4 Spotlight videos
with Korean
subtitles

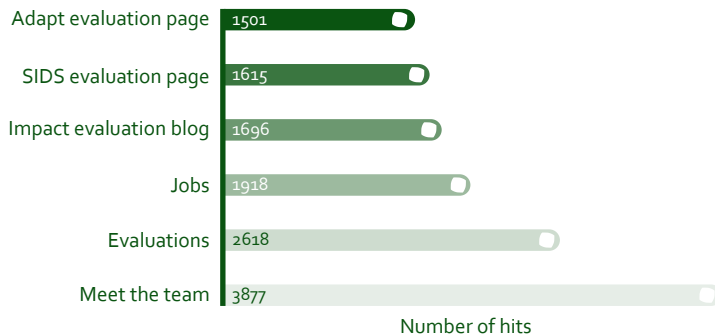
Social media



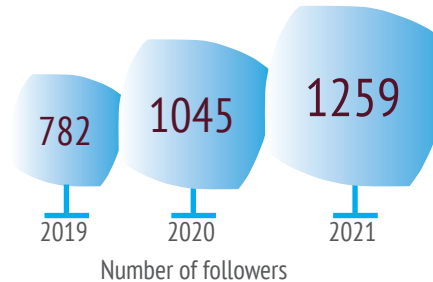
In 2021, the **microsite** was evaluated internally by conducting external user testing, soliciting feedback from its team members, and analyzing analytics data. The results of the internal evaluation showed several avenues for further improving the site’s navigation and the accessibility of IEU evaluation reports.

15,121 new visitors from **187** countries

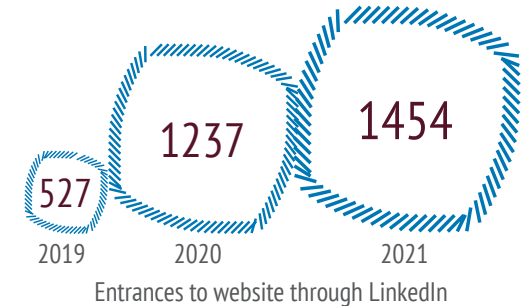
The most visited pages on the IEU website



The IEU’s **Twitter** account has over 1,200 followers located in more than 100 countries. Regular interactions with the IEU’s Twitter account (including likes, retweets, and mentions) come from global and regional evaluation networks and organizations, including the UNEG, EES, AfDB IDE, UNFPA and ADB IED.



The IEU’s **LinkedIn** followership grew 68% in 2021, with 718 new followers. LinkedIn serves as a valuable platform for professional exchange and is where many evaluators and climate finance experts from other international organizations and climate funds read about and discover the IEU’s evaluation reports and knowledge products.



The IEU’s **Podcast** “The Evaluator” published eight new episodes in 2021. Topics discussed with guests on the podcast included REDD+, climate bonds, and the independent evaluation of the adaptation portfolio and approach of the GCF.

8 new episodes

9800 views

294 subscriptions, double 2020

3 most viewed Spotlight videos



The IEU’s **YouTube** channel is home to 158 videos that provide information about virtually every aspect of the IEU’s work. The “Spotlight” videos on the key findings and recommendations of each evaluation are its most frequently accessed knowledge products.

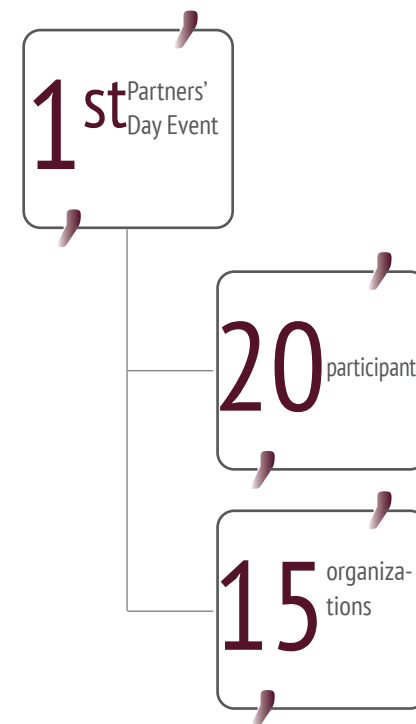
PARTNERSHIPS

Partnerships and collaboration are critical to ensuring the IEU delivers effective evaluations, contributes to its own and the GCF's learning, and builds the capacity of in-country agencies. Partners also provide the opportunity, depending on the stakeholders in question, to extend greater understanding, outreach and uptake of IEU recommendations and, critically, to better their perceptions of the IEU.

The IEU has signed MoUs and agreements with 20 AEs, NDAs, universities, research institutes, government ministries, civil society organizations, multilateral and bilateral agencies, and the independent evaluation offices of AEs. The full list of IEU partners is available in [Appendix 2](#). Additionally, the IEU held an introductory meeting, in November

2021, with the Readiness Committee of the Incheon National University - Korea International Cooperation Agency.

To utilize and bring together its network of partners, the IEU hosted a virtual event with its partner organizations in April 2021. Participants included representatives from the IEU's partner organizations, including Seoul National University, Abdul Latif Jameel Poverty Action Lab, Development Bank of Southern Africa, Department of Environment of the Government of Antigua and Barbuda, and International Centre for Integrated Mountain Development, amongst others. The meeting provided an opportunity for the IEU and its partners to share updates, develop networks and explore opportunities for collaboration.





EVENTS AND ENGAGEMENTS

Since February 2021, the IEU engaged closely with the EES to share its knowledge materials through the monthly EES newsletter and the *EuropEval Digest*.

IEU representatives also spoke at various virtual conferences including the GGI High-Level Business Round Table, **Gobeshona Global Conference**, **Asian Evaluation Week**, **Adaptation Futures**, and the **Global Development Conference**. A list of presentations given by IEU personnel is available in **Appendix 3**.

In 2021, the IEU hosted five public “**IEU virtual talks**” which featured speakers from inside and outside the GCF. The events attracted audiences of up to 180 registered participants and covered topics including **digital transformation**, **results-based payments**, **gender**, and **private sector involvement in climate investments**.

The IEU conducted 24 webinars in 2021. It also held five side events aligning with the year’s three Board meetings. Audiences included representatives from the Secretariat, GCF independent units, the Board, the GCF’s Accreditation Panel, civil society, private sector, AEs, research organizations and others. The webinars and side events were designed

to provide participants with an overview of recent and ongoing IEU evaluations and their findings and recommendations. **Appendix 3** lists the IEU’s webinars and Board Meeting side events held in 2021.

COP26

The IEU participated actively at **COP26** in Glasgow. It hosted five side events featuring representatives from ADB, AF, EBRD, DEval, CIF, the Commonwealth Secretariat and Board members of the GCF.

The IEU also co-hosted a GCF pavilion event together with the two other independent units of the GCF – the IRM and the IIU on “Climate finance accountability: Evaluation, integrity and redress at the GCF.” The IEU also participated in two pavilion events of the GCF Secretariat to discuss findings and recommendations of two most recent IEU evaluations.

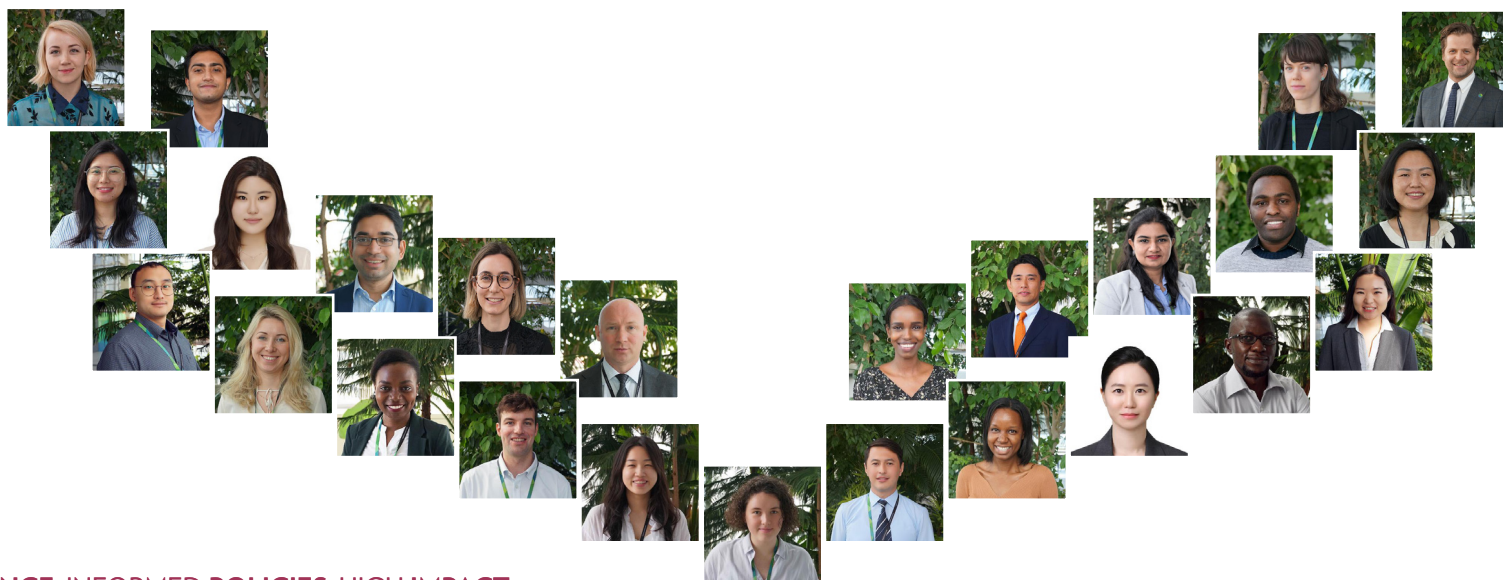
IEU staff were featured as speakers at seven additional COP26 side events hosted by a variety of organizations including the GCF Secretariat, the Commonwealth Secretariat, World Agroforestry, the Ramsar Convention Secretariat, UNITAR-UNOSAT and IFAD.



BUILDING AND STRENGTHENING THE IEU

NEW STAFF

In 2021, the IEU recruited a Team Assistant, Junior Researcher, Impact Evaluation Officer, Evaluation Researcher for Geographic Information Systems and Data, and two Associate Data Analysts for Data Modelling. At the end of 2021, the IEU had 12 staff, eight Songdo-based consultants and two interns, and is still seeking to recruit a Principal Evaluation Officer, three Evaluation Specialists, and a Communications and Uptake Associate. Ten staff positions from the 2021 workplan remain unfilled.



INTERNSHIP PROGRAMME

The IEU's recruitment of interns aims to ensure both training and learning. In addition to a final report at the end of their internship, IEU interns are responsible for drafting and distributing a weekly internal report that provides an update and overview of tasks assigned in the previous week. They are required to attend team meetings and are encouraged to participate in weekly evaluation meetings, depending on their responsibilities and interests. In 2021, the IEU started a new initiative, which is the monthly Interns' Day. On Interns' Day, interns have the opportunity to put aside their day-to-day tasks and learn about other IEU work, the GCF as a whole, or climate change activities in Incheon and/or the Republic of Korea. While adhering to local COVID-19 regulations, the IEU interns have engaged in activities with other international organizations in the Republic of Korea, such as United Nations Economic and Social Commission for Asia and the Pacific and the East Asian and Australasian Flyway Partnership Secretariat.

GUIDELINES FOR THE EFFECTIVE FUNCTIONING OF THE IEU

The IEU developed and shared a draft of the guidelines for the effective functioning of the IEU with the Co-chairs and the Board. The latest version of the draft guidelines for the effective functioning of the IEU were annexed to the [B.29 Activity Report](#) of the IEU.



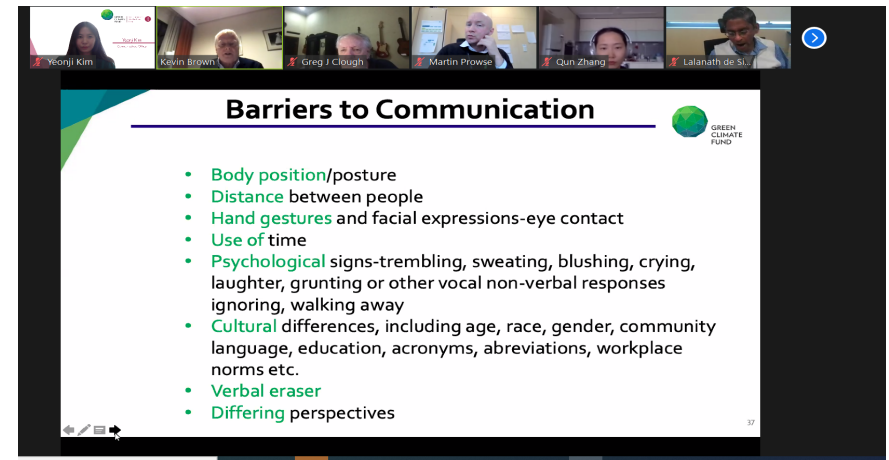
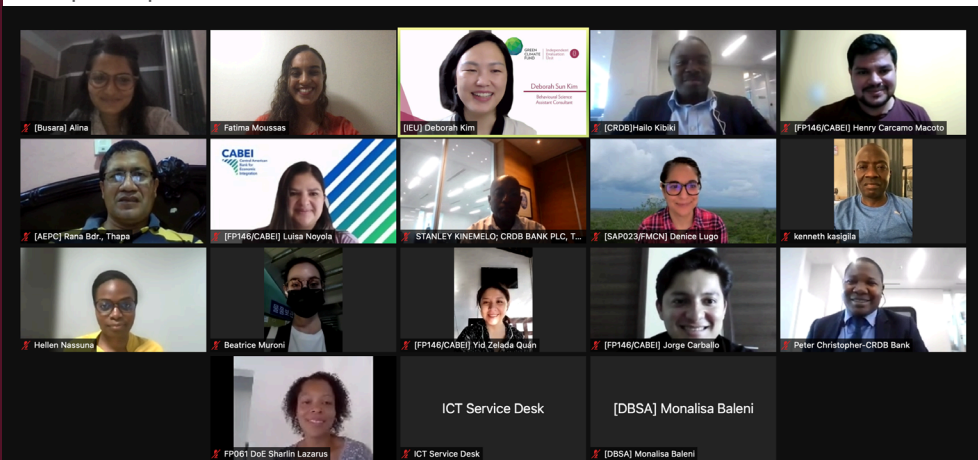
BUILDING AND STRENGTHENING THE IEU

LORTA AND BUSARA TRAINING

The IEU's BaD Lab offered a supplemental training during the 2021 Virtual LORTA Design Workshop. In conjunction with the Busara Center for Behavioral Economics, a three-day training was offered on decision-making science related to activating behavioural changes surrounding climate change implications in developing countries. This was followed by the Virtual Design Workshop webinar on evaluation questions and indicators for behavioural interventions. The capacity building event was attended by IEU members and Virtual Design Workshop participants from DAEs.

CONFLICT MANAGEMENT COURSE

In April 2021, the IEU took part in a Conflict Management Course alongside the IRM and IIU. Through various exercises, reflections and discussions, the impact of different modes of non-verbal communication was discussed. Furthermore, effective transmission and reception of interpersonal communication were strengthened in an environment abounding in diverse cultural and professional backgrounds.



RESPECTFUL SUPERVISOR COURSE

Guided by the discussions held during and as a result of the team-building workshop, some IEU team members enrolled in the following two online courses: “Respectful Supervisor: Motivating and Retaining Employees” and “Respectful Supervisor: Integrity and Inclusion”.

TEAM BUILDING RETREAT

In October 2021, a three-day IEU team retreat was held virtually for all staff, interns and consultants. The objectives of this retreat were to further address matters raised through the GCF staff engagement survey workshop, improve teamwork across the Unit, improve effective communication and collaboration within the team, and consider opportunities for building resilience and capacity. The updated pillars of the Unit and cross-sectoral roles and communications were also discussed and refined collectively.





ABOUT THE IEU

THE IEU'S OBJECTIVES

1

Inform decision-making by the Board and identify and disseminate lessons learned; contribute to guiding the Fund and its stakeholders as a learning institution; and provide strategic guidance to the Board.

2

Conduct periodic independent evaluations of the Fund's performance to provide an objective assessment of the Fund's results and the effectiveness and efficiency of its activities.

3

Provide evaluation reports to the COP to the UNFCCC to periodically review the financial mechanism of the Convention.

IEU MANDATE

The IEU provides objective assessments of the performance and results of the GCF, including its funded activities and their effectiveness and efficiency. Among other things, the IEU undertakes independent evaluations, is responsible for developing and updating the Evaluation Policy of the Fund, attests to the quality of the Fund's self-evaluations, and supports the strengthening of the evaluation capacities of implementing entities. To fulfil its mandate, the IEU structured its work plan around four pillars.

Building and strengthening the IEU

The IEU ensures it is functioning effectively by sharing its vision and practices internally and externally, and clearly articulating its Evaluation Policy and procedures. The IEU's staff are to reflect the best standards in evaluative training, practice, theory and ethics.

Evaluations

The IEU undertakes high-quality evaluations of the GCF's performance, portfolio, and project-based and programmatic approaches, in line with the Board-approved workplan. These evaluations serve as building blocks for Fund-level evaluations that assess the effectiveness and efficiency of the GCF.

Capacity-building and advisory services

The IEU supports the strengthening of implementing entities' evaluation capacities, to facilitate their own evaluations of their GCF project activities. The IEU's evaluation-based learning and capacity building efforts respond to the evaluation needs of the Board and the Secretariat of the GCF, AEs, NDAs and other stakeholders in the evaluation and climate change space.

Uptake, communications and partnerships

The IEU ensures that its high-quality independent evaluations are effectively communicated and incorporated into the GCF's functioning and processes. The IEU engages GCF stakeholders in its activities to ensure it stays at the frontier of evaluation practice and theory, and benefits from relevant initiatives by relevant evaluation offices, particularly UNEG. It strengthens partnerships to leverage the partner organizations' geographic presence and thematic expertise to support IEU's objectives.



LOOKING AHEAD TO 2022

The IEU's achievements in 2021 provide a firm foundation for its activities in 2022. The IEU's work programme during the next 12 months will be challenging but rewarding. With the [2022 Workplan](#) of the IEU, the Unit provided an updated organogram. The IEU is structured in the following three workstreams, underpinning all IEU-led independent evaluations and reviews: a) Science and data; b) Learning, synthesis and uptake; c) Capacity building, advisory services and policy.

2022 workplan objectives

Building and strengthening the IEU

In 2022, the IEU will recruit additional evaluation staff and reduce its dependency on consultants in line with the GCF policy. The IEU will enhance its evaluation standards, as provided in the ToR of the IEU and the GCF Evaluation Policy. Training and workshops will continue to cover topics such as methods, evaluations and science, and team building and communication.

Evaluations

A major 2022 activity is the SPR, which will inform the Board's considerations related to the next strategic period. In the lead up to submitting the SPR report in 2023, the IEU will produce several ancillary publications. A second evaluation in 2022 will assess how effectively GCF's investments in the African States promote a paradigm shift towards low emissions and climate resilience, and reduce the negative impact of climate change on local livelihoods. Further, the IEU will produce a synthesis note on GCF's direct access that examines the GCF's success in improving access to climate finance, accreditation and country ownership.

Capacity building and advisory services

In 2022, the IEU aims to finalize an evidence review on gender, which aims to examine climate interventions that seek to promote gender equity, and an evidence review on behavioural change, which aims to systematically map and synthesize the evidence base on behavioural science interventions within environmental and developmental fields in developing countries. The LORTA programme will continue to help approved GCF projects build baseline data and measure the causal impact of GCF investments.

Uptake, communications and partnerships

Using a range of communications tools and strategies, the IEU will continue its role as a knowledge broker between evaluators, the GCF ecosystem, experts and partners. Communications tools will include events, podcasts, newsletters, blogs, and activity and annual reports. Strategic steps will include building relationships with key actors, identifying like-minded climate experts, developing products for engaging with the Board and translating documents to increase the global readership of IEU products.



APPENDICES



• Budget and expenditure in 2021



• IEU's formal partnerships



• Presentations given by IEU personnel in 2021



• Communications materials produced by IEU in 2021



APPENDIX 1. BUDGET AND EXPENDITURE IN 2021

CATEGORY	BUDGET	DISBURSED	%	REMAINING BUDGET
Staff costs (a)	3,597,769	2,279,460	63%	1,318,309
Full time staff ¹	3,015,569	1,776,929	59%	1,238,572
Consultants and interns ²	582,200	502,531	86%	79,669
Travel (b)	218,915	17,087	8%	201,828
Contractual services (c)	1,725,000	1,192,941	69%	532,059
Legal and professional services	1,678,000	1,176,139	70%	501,861
Operating costs	47,000	16,802	36%	30,198
Total (a + b + c)³	5,541,684	3,489,488	63%	2,052,196

¹ Staff costs include staff salaries, benefits, staff training and development costs.

² Consultants costs include consultants' fees, benefits and travel costs.

³ The expenditure report was not audited as of December 31, 2021.



APPENDIX 2. IEU's FORMAL PARTNERSHIPS

PARTNER	TYPE OF PARTNERSHIP
Busara Center for Behavioral Economics Inc.	MOU
Central American Bank for Economic Integration (CABEI)	MOU (LORTA)
Center for International Forestry Research (CIFOR)	MOU
Climate Investment Fund (CIF)	Learning partnership
Development Bank of Southern Africa (DBSA)	MOU (LORTA)
German Institute for Development Evaluation (DEval)	MOU
Global Development Network (GDN)	MOU
Government of Antigua and Barbuda, represented by the Department of Environment (DoE)	MOU
Incheon National University (INU)	MOU
International Centre for Integrated Mountain Development (ICIMOD)	MOU

PARTNER	TYPE OF PARTNERSHIP
International Development Evaluation Association (IDEAS)	Membership
International Union for Conservation on Nature and Natural Resources (IUCN)	MOU (LORTA)
Office of Evaluation (OED) of the Food and Agriculture Organization of the United Nations (FAO)	MOU
Rwanda Ministry of Environment	MOU (LORTA)
Seoul National University Global Research and Development Business Center	MOU
Stockholm Environment Institute (SEI)	MOU
The King Climate Action Initiative of the Abdul Latif Jameel Poverty Action Lab	MOU
University of Warwick	MOU
United Nations Evaluation Group (UNEG)	Observer
Women Organizing for Change in Agriculture and Natural Resource Management	MOU



APPENDIX 3. PRESENTATIONS GIVEN BY IEU PERSONNEL IN 2021

TIME	PRESENTATION
Internal events	
2 February 2021 8 March 2021	[<i>IEU Webinar</i>] Findings and recommendations from the Adaptation evaluation
10 March 2021 12 March 2021	[<i>B.28 Virtual Side Event</i>] Findings and recommendations from the Adaptation evaluation
11 March 2021	[<i>B.28 Virtual Side Event</i>] The Draft Evaluation Policy of the GCF
13-14 April 2021 21 April 2021	[<i>IEU Webinar</i>] The Approach Paper of the Independent Evaluation of the GCF's approach to the Private Sector
27-28 April 2021 3 May 2021	[<i>IEU Webinar</i>] The Approach Paper of the Independent Evaluation of the Effectiveness of the GCF's Investments in the LDCs
20 May 2021 28 May 2021 2 June 2021	[<i>IEU Webinar</i>] Emerging findings from the Rapid Assessment of the Green Climate Fund's Request for Proposals Modality
24 June 2021	[<i>B.29 Virtual Side Event</i>] GCF's RFP Modality - What are we learning? The IEU's Rapid Assessment
10-11 August 2021	[<i>IEU Webinar</i>] Emerging findings from the Independent Evaluation of the GCF's Approach to the Private Sector

TIME	PRESENTATION
30 September 2021	[<i>B.29 Virtual Side Event</i>] Independent Evaluation of the GCF's Approach to the Private Sector
14 October 2021	[<i>IEU Webinar</i>] Factual draft of the independent evaluation of the effectiveness of the GCF's investments in the LDCs
30 November 2021	[<i>IEU Webinar</i>] Emerging findings of the independent evaluation of the effectiveness of the GCF's investments in the LDCs
6 September 2021	[<i>LORTA</i>] Virtual Design Workshop Webinar 1: What is LORTA
13 September 2021	Webinar 2: Theory of Change
20 September 2021	Webinar 3: Evaluation questions and indicators
27 September 2021	Webinar 4: Evaluation questions and indicators for behavioural interventions
4 October 2021	Webinar 5: Experimental Impact Evaluation
11 October 2021	Webinar 6: Non-experimental Impact Evaluation
18 October 2021	Webinar 7: Scale, satellite, and spatial data
25 October 2021	Webinar 8: Timeline and budget
1 November 2021	Webinar 9: Rapid Fire Presentations

TIME	PRESENTATION
External events	
19 January 2021	[<i>Gobeshona Global Conference</i>] Designing a loss and damage financing mechanism
25 May 2021	[<i>Transformational Change Learning Partnership Workshop</i>] Transformational Change and Climate Finance: Moving from emerging concepts to advanced practices
29 June 2021	[<i>UN Summit Dialogue</i>] Local and global food security shaped by Northern agriculture
6 September 2021	[<i>Asian Evaluation Week</i>] On the Road to Recovery: What can we learn from the private sector response to the COVID-19 pandemic?
7 September 2021	Climate adaptation: from evaluation to action
8 September 2021	[<i>European Evaluation Society Online Conference</i>] Evaluating Climate Adaptation: Conceptual Clarity, Metrics and Innovation Evidence Gap Maps – what are they and how can we make best use of them? Early lessons
7 October 2021	[<i>Adaptation Futures</i>] The evidence gap map of adaptation and heat map of interventions in developing countries
19 October 2021	[<i>Global Development Conference</i>] Evidence curation in climate change: How do we use evidence for climate change finance and action?
25 October 2021	What is the current evidence on interventions to reduce energy consumption and mitigate the effects of climate change?

TIME	PRESENTATION
4 November 2021	<p>[COP26]</p> <p>Evidence-based transformative Pathways for Smallholder Farmers' Resilience to Climate Change</p> <p>Engaging Private Sector Actions and Investments</p> <p>Financing Wetlands Conservation and Restoration for Climate Benefits - Challenges and Opportunities</p> <p>Scaling ecosystem-based adaptation in Africa</p>
5 November 2021	<p>*Evaluating climate change adaptation and climate action: What have we learned? A dialogue with evaluators!</p> <p>*Mobilizing the private sector for climate action: Lessons from evaluations at the GCF and other organizations</p> <p>Accelerating Climate Finance Access for Nature-based Solutions in Supporting Climate, Land and Biodiversity Targets</p>
8 November 2021	Adaptation: From Readiness to Transformational Programs
9 November 2021	<p>Leveraging the use of geospatial information technology and satellite data for improved climate resilience and disaster risk management</p> <p>*How can climate finance work better for the small island developing States (SIDS) and the least developed countries (LDCs)?</p> <p>Lessons from evaluation</p>
10 November 2021	*The Green Climate Fund's alternative modalities: what we have learned from evaluations
12 November 2021	<p>*GCF-IUs' joint side event at COP26: Climate Finance Accountability: Evaluation, Integrity and Redress at the GCF</p> <p>*Evaluating climate change adaptation and climate action in the small island developing States</p>

Note: * IEU-organized event



APPENDIX 4. COMMUNICATIONS MATERIALS PRODUCED BY IEU IN 2021

TIME	PRODUCT
IEU Virtual Talks	
28 January 2021	Tackling Climate Change Through Digital Transformation (DX): A Look at Korean Organizations & the SNU Smart Campus
25 February 2021	Results-based Payments: What does the evidence say?
25 March 2021	Gender in Climate Change: Perspectives from WOCAN and GCF
27 May 2021	The Future of Climate Bonds
22 July 2021	Private Sector for Sustainability
Podcast 'The Evaluator'	
11 January 2021	Episode 8: Waterbird conservation on an international scale
4 February 2021	Episode 9: GEO6 and Freshwater

TIME	PRODUCT
2 March 2021	Episode 10: What does it take to convince farmers to buy crop insurance for climate resilience? A case study
30 March 2021	Episode 11: Evaluating the GCF's Adaptation Portfolio
11 May 2021	Episode 12: Addressing gender and climate change together
14 July 2021	Episode 13: REDD+, Cancun Safeguards, and the GCF's pilot programme
22 October 2021	Episode 14: Climate bonds Part I
15 November 2021	Episode 15: Climate bonds Part II
Videos	
8 March 2021	Women of the IEU on International Women's Day 2021
5 April 2021	Spotlight: Evaluating the GCF's SIDS Portfolio

TIME	PRODUCT
16 April 2021	Spotlight: Our reflections on GCF B.28
19 July 2021	Spotlight: The Green Climate Fund's Adaptation Portfolio
24 August 2021	Spotlight: The IEU's evidence reviews
4 October 2021	Teaser: The IEU's SAP evaluation
Blogs	
15 January 2021	What the Green Climate Fund can teach us about multilateral organizations
17 February 2021	In a race against time: Machine learning for the climate emergency
17 March 2021	Data Outlook: B.28, what would it mean for the GCF's portfolio?
26 March 2021	The overlooked role of secretariats in the success of environmental treaties
22 April 2021	Designing an impact evaluation in six steps
1 July 2021	Data Outlook: B.29, what would it mean for the GCF's portfolio?
4 October 2021	A sneak peek at GCF's B.30: Funding proposals, and strategy and policy items for Board discussion
2 November 2021	When it comes to utilising climate finance, 'how' is as important as 'how much'
News updates	
14 January 2021	Does access to credit lead to the adoption of climate change adaptation? Not necessarily, says IEU and DEval report

TIME	PRODUCT
22 January 2021	Announcing the new IEU Head ad interim, Mr. Andreas Reumann
12 February 2021	The IEU is turning 7!
10 May 2021	New evaluation policy to enhance Green Climate Fund's efforts to combat climate change
25 June 2021	Second Performance Review of the Green Climate Fund launched
Newsletters	
Newsletter: Issue 12, January - March 2021 Issue 13, April - July 2021 Issue 14, August - November 2021	
What's New with the IEU January February March May June July	
Briefs	
GEvalNote and Brief 09: Independent Evaluation of the Adaptation Portfolio and Approach of the Green Climate Fund	
GEvalNote and Brief 10: Independent Evaluation of the Green Climate Fund's approach to the private sector	
GEvalNote and Brief 11: Independent Rapid Assessment of the Green Climate Fund's Request for Proposals Modality	
IEU Briefs:	
<ul style="list-style-type: none"> • IEU workplan and budget 2021 • Independent Evaluation of the Relevance and Effectiveness of the Green Climate Fund's Investments in the Least Developed Countries • Independent Evaluation of the Green Climate Fund's Approach to the Private Sector 	



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