

# GREEN CLIMATE FUND

INDEPENDENT EVALUATION UNIT

**ANNUAL  
REPORT  
2022**



**GREEN  
CLIMATE  
FUND**

Independent  
Evaluation  
Unit



TRUSTED EVIDENCE. INFORMED POLICIES. HIGH IMPACT.

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Independent Evaluation Unit  
March 2023

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 GCF Independent Evaluation Unit

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GREEN CLIMATE FUND

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# **ANNUAL REPORT 2022**

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# ABBREVIATIONS

<b>(I)AE</b>	(International) Accredited Entity	<b>IEU</b>	Independent Evaluation Unit
<b>AFR</b>	evaluation on GCF investments in African States	<b>IUCN</b>	International Union for Conservation of Nature
<b>B.34</b>	Thirty fourth meeting of the Board	<b>LDC</b>	Least Developed Country
<b>COP</b>	Conference of the Parties	<b>LORTA</b>	Learning-Oriented Real-Time Impact Assessment
<b>CSO</b>	civil society organization	<b>MAR</b>	management action report
<b>DAE</b>	Direct Access Entity	<b>MOU</b>	memorandum of understanding
<b>DAS</b>	Direct Access Synthesis	<b>NDA</b>	National Designated Authority
<b>DEval</b>	German Institute for Development Evaluation	<b>PPF</b>	Project Preparation Facility
<b>ESS</b>	Environmental and Social Safeguards	<b>RPSP</b>	Readiness and Preparatory Support Programme
<b>ESMS</b>	Environmental and Social Management System	<b>SAP</b>	Simplified Approval Process
<b>EUR</b>	euro	<b>SIDS</b>	Small Island Developing States
<b>FCV</b>	fragile conflict and violence	<b>SPR</b>	Second Performance Review
<b>FPR</b>	Forward-looking Performance Review	<b>ToR</b>	terms of reference
<b>GCF</b>	Green Climate Fund	<b>UNDP</b>	United Nations Development Programme
<b>GEF</b>	Global Environment Facility	<b>UNEG</b>	United Nations Evaluation Group
<b>GI</b>	Governing Instrument	<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>GIS</b>	geographic information systems	<b>USD</b>	United States Dollar
<b>ICT</b>	information and communication technologies	<b>USP</b>	Updated Strategic Plan
<b>IDEAS</b>	International Development Evaluation Association		







# MESSAGE FROM THE HEAD A.I. OF THE IEU



Andreas Reumann

I would like to thank the Board for their decision to select me as Head of the Independent Evaluation Unit. I am grateful to the Board for continuing to place confidence in me and the Unit's capacity to deliver effectively on the evaluation function of the Fund.

As Head of the IEU, I am proud to present the IEU's Annual Report for 2022. The IEU was able to get back out into the world while conducting evaluations, most notably for the Second Performance Review (SPR) of the GCF. We were also able to submit the Summary report of the SPR to the Board in time for the fourth and final Board meeting of 2022. I am glad that the report was noted by the Board and was characterised as providing helpful lessons to inform the ongoing discussions for the review and update of the GCF's Strategic Plan and look forward to finalizing and delivering the SPR final report early next year.

In 2022, the IEU also undertook the Independent Evaluation of the Relevance and Effectiveness of the GCF's Investments in the African States, the third in a series of evaluations looking at groups of countries defined by the GCF Governing Instrument as highly vulnerable to the effects of climate change. We also undertook an Independent Synthesis of Direct Access in the GCF and continued our capacity building work through the Learning-Oriented Real-Time Impact Assessment (LORTA) Programme. Altogether, the Unit completed 18 country missions, nearly a

thousand interviews, and data analyses through its DataLab.

This year was also full of strategic communications and engagement activities. These were conducted in person, online, and in hybrid format with internal and external stakeholders. The IEU organised 34 workshops and events for the GCF Secretariat, Board, and LORTA stakeholders aimed at disseminating lessons learned and fostering discussions on topics related to our evaluations. The IEU also took part in 19 global conferences and meetings, organizing or presenting in nearly 40 sessions. Notably, the IEU participated in key events throughout the year, including UNFCCC COP27, 2022 Asian Evaluation Week, gLOCAL Evaluation Week, European Evaluation Society biennial conference, and much more.

Together with the very able and talented team members, I look forward to commencing work on IEU's 2023 evaluations looking at the GCF's Operations on the Energy Sector, Investment Framework, and Readiness and Preparatory Support Programme, along with a peer review of the GCF's evaluation function.

**Andreas Reumann**







# MESSAGE FROM THE CO-CHAIRS



Tlou Emmanuel  
Ramaru



Jean-Christophe  
Donnellier

We would like to begin this message by heartily congratulating Mr. Andreas Reumann on his final selection as the new Head of the Independent Evaluation Unit and wishing the Unit to continue delivering high quality evaluations of GCF's operations, portfolio and performance.

The year 2022 marked the resumption of in-person and hybrid Board meetings. This return to quasi-normality enabled a more streamlined and efficient review and approval of funding proposals, accreditations, and policy documents by the Board. A total of USD 1.4 billion in climate finance was approved in 2022.

The Board did approve some key policy documents in this year, including the updated accreditation framework, the accreditation strategy, the private sector strategy, the update of the simplified approval process, and the guidance on the approach and scope for providing support to adaptation activities. These policies and frameworks are essential to increase developing countries' access to GCF resources. And the IEU's evaluations, assessments and syntheses on these topics, such as the Rapid Assessment of the GCF's Simplified Approval Process, the Independent Synthesis of the GCF's Accreditation Function, the Independent Evaluation of the Adaptation Portfolio and Approach of the GCF, and the Special Review of the Project Preparation Facility, were greatly beneficial to the Board's decision-making processes, enhancing the efficiency

and effectiveness of the GCF's operations and adequacy of its policies.

The year 2022 also marked significant milestones for the Board of the GCF to launch the second replenishment of the GCF in July 2022 and start reviewing and updating the GCF's Strategic Plan. In this context, the IEU's upcoming Second Performance Review of the GCF (SPR) and its various deliverables have provided valuable insights on GCF governance, access, programming and results.

The IEU also organized several webinars and side events throughout the year to inform the Board of their evaluation findings, , including the Independent Evaluation of the Relevance and Effectiveness of the GCF's Investments in the African States and the Independent Synthesis of Direct Access in the GCF. Their tireless effort in disseminating the evidence and the learnings was highly appreciated by the Board.

We again congratulate the entire IEU team on its notable achievements and hope that it will continue to provide high quality evaluations and learnings to inform the Board's decision-making and help strengthen the GCF's performance and results.

Thank you.

**Jean-Christophe Donnellier and Tlou Emmanuel Ramaru**

# ACHIEVEMENTS



- Evaluations
- Capacity-building and advisory services
- Uptake, communications and partnerships
- Building and strengthening the IEU

# EVALUATIONS

Grenada

Peru

Morocco

Tunisia

Guinea

Rwanda

South Africa

The IEU conducted **3** evaluations in 2022,

visited **15** countries\*,

and interviewed nearly **1100** individuals for these evaluations.

*\* Direct Access Synthesis did not include any country missions.*



# SECOND PERFORMANCE REVIEW OF THE GREEN CLIMATE FUND

10 June 2021

SPR launched by the Board

March 2022

FPR management action report submitted

SPR synthesis report submitted

April 2022

SPR approach paper submitted

SPR synthesis presented at IEU eSPresso sessions

September 2022

Assessment of the progress of the GCF's USP submitted

April 2022 - December 2022

Data collection, extraction and analysis  
12 country missions



“

We present to you the result of tremendous efforts by a very large team spread around the world, one that fanned out to project sites and a dozen countries and undertook more than 700 interviews over almost two years!

In the grand scheme of things, this report may be an ordinary piece, not unlike Seneb's statue. To us, it was a special effort and contribution for this extraordinary institution.

*Dr. Archi Rastogi, IEU Evaluation Advisor a.i.*

”

October 2022

• SPR summary report submitted at B.34

• SPR summary report presented at IEU eSPRsso sessions

November 2022

• SPR key messages presented at COP27

December 2022

• SPR key messages presented at GCF-2 replenishment meetings

March 2023

• SPR final report submitted in time for B.35



## SECOND PERFORMANCE REVIEW OF THE GREEN CLIMATE FUND

The Board launched the Second Performance Review (SPR) of the GCF in [decision B.BM-2021/11](#) on 10 June 2021. The scope of the SPR is to assess the GCF's progress during the GCF-1 programming period, specifically: (i) the GCF's progress in fulfilling its mandate and operational priorities, as outlined in the Updated Strategic Plan (USP), and (ii) the GCF's performance in promoting a paradigm shift towards low-emission and climate-resilient development pathways.

During the reporting period, the SPR team concluded data collection by undertaking country missions either in a hybrid or in-person mode, covering twelve countries. Over 700 semi-structured stakeholder interviews were undertaken by the SPR team, and interviews were concluded during the reporting period.

The IEU circulated the [FPR Management Action Report](#) (MAR), the [SPR Synthesis Study](#), Board deliverables on a) the [rapid assessment of the USP 2020-2021](#), and b) [SPR approach paper](#) previously. During the reporting period, the IEU submitted the [SPR summary report](#) at B.34 to the Board, and the [SPR final report](#) will be shared in time for B.35.

As a part of the SPR, the IEU submitted the Progress Report for the previous reporting period to the Board at B.34, and the report for the current reporting period is part of the Annual

Report shared for B.35. The Expense Report was submitted to the Board's Budget Committee in September 2022. The IEU delivered the SPR Summary Findings Report to the Board at B.34 Board presentation. The IEU also presented findings and key messages at the Replenishment Meeting for GCF-2, two Pavilion events at COP27, and virtual IEU eSPResso sessions.

The following paragraphs present the key findings and emerging areas of recommendations from the [SPR Summary report](#). This report was an early, stand-alone SPR product and analytical tool that seeks to lay a foundation for a common understanding of what is known about the current status of the GCF for all key stakeholders leading into the SPR. It provides a clear picture of what is already known about the SPR. It also served as an update for the GCF Board on the SPR by synthesizing the key findings, conclusions, and lessons of the documents and evaluations available in the GCF-1 programming period. This SPR Summary report was presented to the GCF Board at B.34.



## Key findings of SPR summary report

1. The GCF has steadily evolved and matured as an organization over the first three years of GCF-1, as it works to deliver on its GI mandate and USP objectives.
2. As the GCF considers updates to its strategic plan for GCF-2, it finds itself at a crossroads in its strategic development.
3. Through accreditation, the GCF has established a network of diverse AE partners, including many national and regional DAEs.
4. Throughout GCF-1, DAEs have constituted an increasing proportion of AEs, yet the approved project portfolio remains skewed towards IAEs. Country accreditation decisions, programming and capacity-building are not yet sufficiently aligned and targeted to facilitate direct access.
5. Within the context of the GCF's commitment to country ownership and of countries' evolving needs, the role of the GCF and its partner institutions in supporting countries remains poorly defined.
6. Despite the ever-increasing volumes, process improvements and increasing quality, the project appraisal and approval cycle is widely perceived as bureaucratic, lengthy, inconsistent and non-transparent.

7. The results and risk management strategies are underdeveloped to serve the GCF's need to demonstrate results as its portfolio matures.
8. The GCF's novel governance design of parity between developed and developing countries brings legitimacy but compromises efficiency, especially given the Fund's proximity to UNFCCC politics.

## Emerging areas of recommendations from SPR summary report

1. Clarify the GCF's strategic positioning and strengthen priorities.
2. Clarify GCF and partner roles in countries.
3. Ensure streamlined and fit-for-purpose systems.
4. Pivot to a result and learning orientation
5. Strengthen governance processes to provide more effective and efficient leadership for the Fund.

# INDEPENDENT EVALUATION OF THE RELEVANCE AND EFFECTIVENESS OF THE GREEN CLIMATE FUND'S INVESTMENTS IN THE AFRICAN STATES

This evaluation examines the GCF's effectiveness and efficiency in reducing the vulnerability of local communities and livelihoods to the effects of climate change in the African States, and whether these impacts are likely to be sustained.

## Conclusions

1. For the most part, GCF has been moderately relevant to the African States, in line with international agendas on climate action, however, its portfolio is weighted in favour of mitigation result areas.
2. Much remains to be done to effectively operationalise a coherent and coordinated provision of climate finance and related support in Africa.
3. The GCF continues to play an enabling role in supporting a country-driven approach to climate action. Notably, it has contributed to building the institutional capacities of NDAs for coordinating a country-owned approach to climate action. However, the country owned and driven approach relies significantly on DAEs, although there are relatively few DAEs on the continent, given the challenges of accreditation with the GCF.
4. The potential for much greater African private sector engagement remains under-developed.
5. Important challenges confronting the GCF in its work in Africa are operational. Key among them is the difficulty reportedly facing many African States, particularly the LDCs and countries that are fragile, in accessing GCF resources (including through the RPSP and PPF).
6. The English-only working language of the GCF is a serious and costly impediment confronting non-Anglophone African States (e.g., in the Sahel and the Maghreb).
7. Operating in Africa is more costly for AEs than in other regions, which remains unaddressed by the GCF.
8. The GCF appears distanced and difficult to access. This partially explains why GCF has no single-country FP in 17 of Africa's 54 countries and no GCF-funded activities in an additional six.

## Recommendations

1. **Targeting and positioning of the GCF in Africa.** The GCF should consider focusing more on addressing adaptation needs in the African states through more accessible financial instruments for LDCs and FCV states.



2. **Institutional coherence and complementarity.** The GCF should operationalize the framework of complementarity and coherence at country and project level, engaging with other climate funds to enhance knowledge sharing among entities, and directing RPSP resources towards NDAs/focal points.
3. **Country ownership and institutional capacity.** The GCF should reinforce guidance on the selection of and responsibilities allocated to the NDAs/focal points of African states. The GCF should also consider a more tailored approach to RPSP support in Africa.
4. **Access and partnership.** The GCF should remove financial and strategic barriers in accreditation for African states for their easier approach to GCF, also enhancing their capacity while involving in private sector partnership.
5. **Engagement with countries.** The GCF should increase its regional presence and engagement in Africa, through existing institutional structures. The Board should review and cover languages of non-Anglophone countries in Africa.
6. **Learning and vulnerable groups.** The GCF should consider a comprehensive and integrated learning and knowledge management approach in the African states to enhance monitoring of data, and align its monitoring and reporting approaches with indigenous peoples policy.

This [evaluation](#) commenced as a part of the IEU workplan and budget approved by the Board in early 2022 and will be submitted at B.35 held in March 2023.

*IEU colleague, Dr. Archi Rastogi, works with representatives in South Africa during the country mission.*





# INDEPENDENT SYNTHESIS OF DIRECT ACCESS IN THE GREEN CLIMATE FUND

This assessment aimed to examine direct access in the GCF by conducting an in-depth analysis of available data and evidence, a literature review, and a synthesis of existing evaluations and analyses from the IEU and the GCF Secretariat. The purpose of this Synthesis is:

- a. to conduct an assessment and provide learning on the Fund's implementation of the direct access concept and approach, as mandated by the Fund's Governing Instrument (GI), and
- b. to improve the relevance and performance of the GCF's direct access modality as a way of accessing financing from the Fund.

## Conclusions

1. The GCF's GI provides for a prominent role for direct access in GCF operations. However, direct access was only implemented through accreditation; no other additional modalities were used to date.
2. A comprehensive approach to direct access to meet countries' climate priorities based on country drivenness is missing.
3. Institutional accreditation does not lead to successful programming within a reasonable timespan and doesn't judge the ability of an entity to undertake climate programming.
4. The GCF has a range of support programmes,

the simplified approval process and the request for proposals modalities to support programming but such support to direct access modality for programming is not differentiated and not tuned to the relative importance of direct access in the GCF.

5. As the DAE portfolio matures and diversifies, the GCF's business model lacks agility and adaptive management in implementation and has limited effective and real-time implementation support and capacity building to ensure effectiveness of results.
6. Expansion of accredited entity pool while maintaining existing partnerships will strain the GCF's accreditation system, as it exists currently.

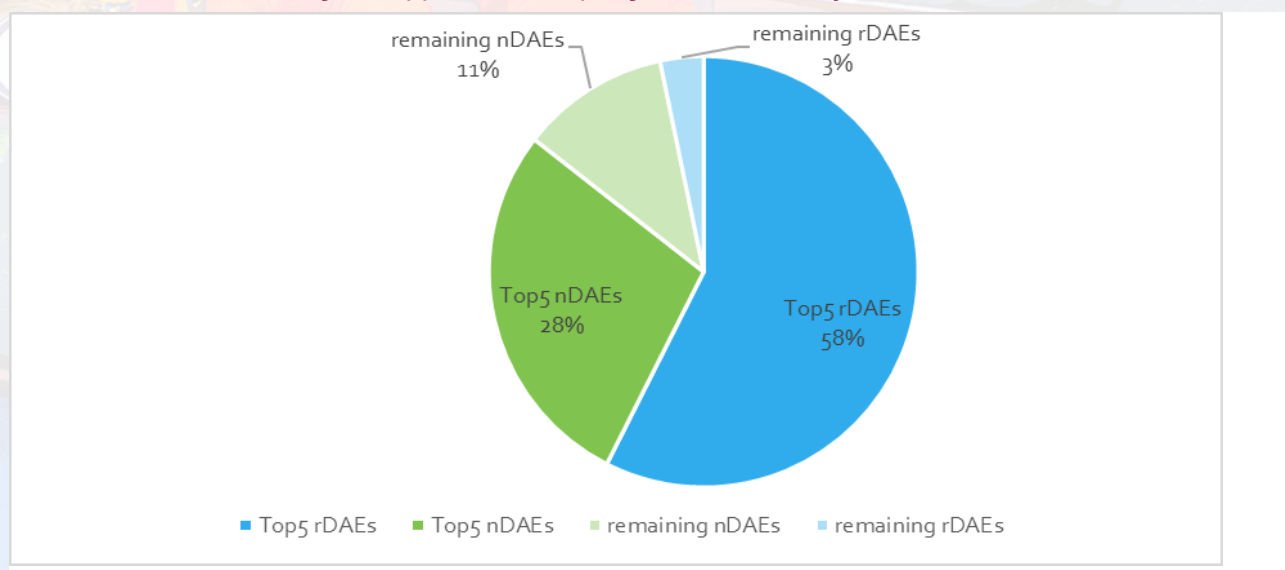
## Recommendations

1. The Board and the Secretariat should clearly articulate and lay out a vision for direct access.
2. The GCF should provide options for countries to directly access financing through measures beyond accreditation as part of their country programming.
3. As the pool of direct access entities and partners expands, the GCF should consider a differentiated approach to project approval, to account for the varying institutional capacities.



4. The GCF should include a lens that focuses on the effect and implications on direct access in all the tools and instruments supporting accreditation and operations.
  5. The GCF should enhance existing tools and develop new ones to encourage projects to better understand and manage risks as well as to implement with an adaptive management approach.
- This [evaluation](#) commenced in January 2022 and will be submitted at B.35 held in March 2023.

Figure 1. Concentration of the approved DAE portfolio in monetary terms



Source: iPMS data as of B.33, analysis by the IEU DataLab.  
 Note: The size was established based on GCF financing, excluding indicative co-financing. The USD:EUR exchange rate on 2 September 2022 was applied (1.00).

## LEARNING-ORIENTED REAL-TIME IMPACT ASSESSMENT

The IEU's [LORTA](#) programme continued to support real-time impact assessment of GCF projects in 2022 to keep track of GCF projects' performance and results. It also enhanced learning through advisory services and capacity-building on impact evaluation.

One of the biggest accomplishments of LORTA in 2022 was the submission of an article summarizing the findings of the [LORTA impact evaluation project in Malawi](#) to the Food Policy academic journal. This publication may contribute to the existing, but rather scarce evidence in climate adaptation and mitigation globally.

**LORTA progress with the portfolio:** LORTA currently has 7 projects in the engagement and design stage, 7 in baseline, 8 in post-baseline stages. In 2022, impact evaluations for the following four DAE projects were designed, including Mexico, Senegal, Nepal, and Barbados. The midline survey was completed for the FP026 project in Madagascar in collaboration with Conservation International. The endline data collection was completed for Bangladesh in December. LORTA team did finalize baseline reports for Zambia and Bangladesh.

*IEU partner from ICF talks with workers at the working site in Rwanda during the country mission.*





**Key LORTA activities and engagements:** The LORTA team actively engaged and interacted with the entities and project teams. Country visits were done for Paraguay and Madagascar to support their data collection for impact evaluation and project monitoring and evaluation. The LORTA team completed the annual virtual design workshop with over 15 DAEs, one IAE, and more than 60 participants in July.

In December 2022, the LORTA team also held an in-person workshop in Ethiopia for data collection and data analysis. Twenty seven participants from nine country teams joined in the workshop to share best practices of impact evaluation methodologies, data collection, implementation and monitoring.

In 2022, LORTA signed four MoUs with the [Land Bank of the Philippines](#), [BOAD](#), [Caribbean Community Climate Change Center](#), and [Fondo Mexicano para la Conservación de la Naturaleza A.C.](#) for collaboration on occurring impact evaluations, data sharing and other related activities.

#### **Learning from LORTA engagement in 2022:**

Much progress was made during 2022 for LORTA Programme. However, delays were still observed with the implementation of some LORTA activities due to lack of country engagements, hindering project implementation and staff turnover which might cause improper data collection. A few key lessons learnt from the 2022 engagement are as follows:

- In-person interaction is a must for success.
- Timely mid-course correction or restructuring by both the project teams and the LORTA team is key to effective project implementation and impact assessment.
- Early engagement of the LORTA team to a project team offers both opportunities and challenges. It facilitates the project team to tailor their concept notes for early and thus high-quality evaluation at entry. But early engagement to launch its impact evaluation work might not make any sense if a project has yet been approved by the Board.



*Flood and poor infrastructure are among challenges to the IEU colleagues while working in Zambia.*

*A project clinic session during LORTA workshop series in Ethiopia.*



## EVALUATION STANDARDS FOR THE GREEN CLIMATE FUND

In 2022, the IEU developed the [GCF Evaluation Standards](#) in collaboration with the Secretariat as commissioned in paragraph 50 of the [Evaluation Policy for the GCF](#). The purposes of the Standards are to enable the production of state-of-the-art evaluations with high-quality evidence and recommendations and provide consistency across different types of evaluation conducted by GCF stakeholders. Specifically, the Standards build capacities for AEs and support the implementation and operationalisation of the GCF Evaluation Policy. The IEU exchanged on the draft evaluation standards with the United Nations Evaluation Group. The IEU reviewed the guidance provided by the UNEG to develop the initial drafts, then considered feedback and expertise from UNEG, international experts, and the evaluation offices of relevant climate funds and other international organizations. The IEU also engaged with the GCF Secretariat to develop the final drafts of the standards. This document contains 15 standards and two appendices. Appendix I lists suggested questions and indicators to review when assessing the application of the Standards, and Appendix II displays a list of non-exhaustive good practices that evaluations may refer to while implementing the Standards.

The Standards came into force with the GCF Evaluation Policy in May 2022.



Vladislav Arnaudov, Senior Quality Assurance and M&E Specialist, presents the GCF Evaluation Standards.

### Evaluation standards for the GCF

01. Independence
02. Impartiality and Objectivity
03. Utility and Value Added
04. Ownership and Participation
05. Credibility and Rigour
06. Transparency
07. Learning
08. Human rights, Gender equality and Environmental considerations
09. Confidentiality
10. Cost-effectiveness
11. Ethics
12. Integrity
13. Accountability
14. Competence
15. Respect and Beneficence



## 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 (MARs) 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 inputs considered in the preparation of reports. The IEU prepared five management action reports which were delivered to Board meetings in 2022.

*IEU Head a.i., Andreas Reumann, presents some MAR reports during B.34 of the Board.*





IEU Head a.i., Andreas Reumann, shares evaluation messages during B.34 of the Board.

[Prepared and presented to the Board in 2022]

[Drafted in 2022 for presentation to the Board in 2023]

Forward-looking Performance Review of the GCF

Independent Evaluation of GCF's Country Ownership Approach

Independent Evaluation of the GCF's ESS and ESMS

Independent Assessment of the GCF's SAP Pilot Scheme

Rapid Assessment of the GCF's Request for Proposals Modality

**Management action reports on**

Independent Evaluation of the Adaptation Portfolio and Approach of the GCF

Independent Evaluation of the Relevance and Effectiveness of the GCF's Investments in the LDCs

Independent Evaluation of the GCF's Approach to the Private Sector

Independent Evaluation of the Relevance and Effectiveness of the GCF's Investments in the SIDS

Independent Synthesis of the GCF's Accreditation function



# CAPACITY-BUILDING AND ADVISORY SERVICES

## EVALUATION DATA

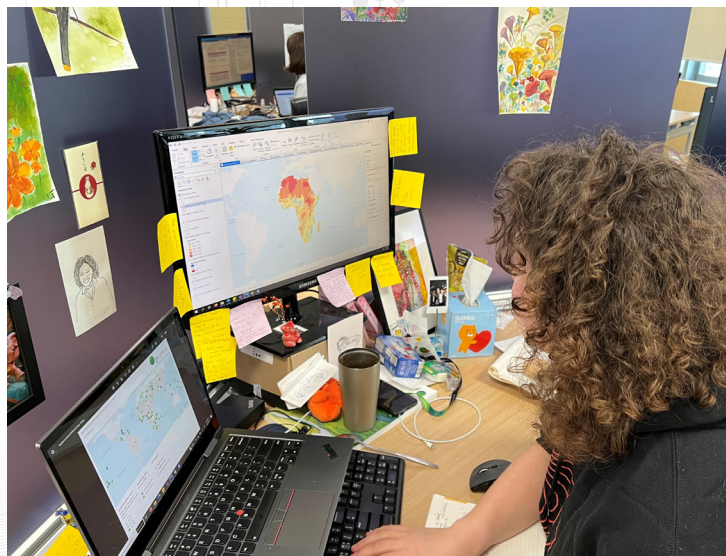
### GIS methods

DataLab in 2022 piloted new methodological approaches that use geospatial methods and country-level data to assess the targeting and impact of the GCF's portfolio. To inform the IEU evaluations about existing spatial patterns of GCF projects, DataLab examined the alignment of the Fund's portfolio with country vulnerabilities (e.g., water security) as well as with improvements in energy access across GCF-eligible countries. DataLab commenced its work on developing a GIS methodology manual in 2022, and this will carry over to 2023. The GIS methodology manual will, among other things, delineate key approaches pertaining to the use of GIS data in IEU for GCF projects.

### Data management and acquisition

DataLab continued to update its own data repository. To address gaps in evidence available from machine-readable data from GCF's ICT

*IEU colleague, Laurene Torterat, works with GIS data.*



systems, DataLab developed and maintained its own datasets to inform the various questions posed by the evaluation teams of the Unit. DataLab also expanded its external data sets throughout the year and made several revisions to the relevant metadata, including the metadata on readiness, country ownership, GCF indicators



and finances, and the GCF Secretariat and iTAP assessments of FPs.

### Informing evaluations

In 2022, DataLab conducted data collection and analysis for all evaluations of [SPR](#), [DAS](#) and [AFR](#). Following the approval of the [2023 work plan](#) of the IEU at B.34, DataLab conducted a preliminary data availability assessment for the approved IEU evaluations for 2023, including i) [Independent Evaluation of the GCF's approach to the Energy Sector](#), ii) [Independent Evaluation of the RPSP](#), iii) [Independent Evaluation of the GCF's Investment Framework](#).

### Support development of evaluation capacity

The IEU's [TOR](#) requires the Unit to support the strengthening of the evaluation capacities of the GCF's implementing entities. The IEU in 2022 developed the [GCF Evaluation Standards](#), as

*IEU colleague, Daisuke Horikoshi, delivers a training session on Evaluation Policy to JICA colleagues.*



stipulated by the [Evaluation Policy for the GCF](#), based on consultations with the Secretariat and other stakeholders and drawing heavily from the state-of-the-art international evaluation practices. For this important achievement, the IEU held frequent, in-depth consultations with the Secretariat as well as with experts, including [members of the United Nations Evaluations Group](#), independent experts, evaluation offices of other climate funds, and some AEs. The IEU also prepared their inputs for a Secretariat-organized webinar that took place in June 2022 on the Evaluation Policy for the GCF and relevant guidelines for the AEs.

## EVIDENCE REVIEWS

### Project interventions to promote women's empowerment in developing countries

This [evidence review](#) showed that much evidence on economic interventions and capacity-building interventions were found related to women empowerment, but not one on policy and institutional interventions. In terms of outcomes, there was little evidence on women's representation in political bodies, digital access and access to justice. The [systematic review](#) on women's empowerment focused on life skills interventions, which were found having a significant and positive impact on women's psycho-social well-being, self-worth, attitudes towards gender issues, and self-leadership, among others.

### Behavioural science interventions in developing countries

This [evidence review](#) based on a limited number of studies (84 in total). The most evaluated interventions were found reminders, feedback and micro-incentives. And most studies were from sub-Saharan Africa, east Asia and the Pacific, and in WASH sector, finance, energy, mining and agriculture. The [systematic review](#) on behavioural science interventions focused solely on the effects of feedback, reminders and goal-setting interventions. The review found no significant effects from goal-setting interventions. But feedback and reminders were an effective approach for making positive changes in behaviour to support mitigation and adaption interventions.



**WILEY**

**Campbell Webinar Series**

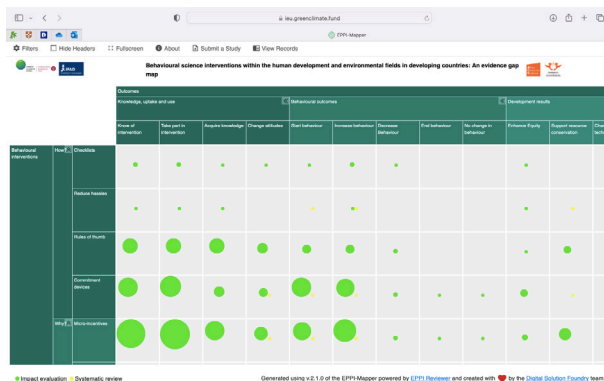
**An evidence gap map of evaluations of interventions to increase women's empowerment**

Speakers: Martin Prowse, Sabina Singh and Ndaya Beltchika

Tuesday, 28 June 2022, 14.00 CET (17.30 IST)




*IEU colleague, Dr. Martin Prowse, delivers evidence review key messages on women empowerment in a Campbell webinar.*



*An interactive online tool to explore the landscape of studies on behavioural science across intervention and outcome areas.*

## LEARNING PAPERS

### The Deciding Factor: Analysing the Number of Modality of Decisions Made by the Board of the GCF

This paper looked at the governance and institutional architecture of GCF and presented an exploratory review of the nature and scope of decisions made by the GCF Board during the period of 2020-2021. It found that the Board takes a high number of between Board meeting (BBM) decisions and the number and type of decisions varied significantly across Board meetings.

### Introducing Geospatial Footprint of the GCF's Portfolio: Project Location Geocoding Methodology

This [paper](#) discussed the use of geospatial data to improve targeting, planning, policymaking and the management of risk. The paper indicated that only 47 per cent of GCF projects disclosed sub-national location of a project. It also reviewed

various possible sources for project location information. The paper highlighted the need for a standardized unit of measurement, approaches for harmonizing geodatabase inputs and the geocoding process's main steps.

### A Summary of the Evaluability of the Green Climate Fund Proposals

This [paper](#) looked at the GCF portfolio to assess the quality of funding proposals to inform GCF investment criteria, support evidence-based learning, and inform overall impact of GCF resources. It found that most proposals could outline programme logic and causal pathways. However, evidence during implementation to support expected causal claims was weak. Furthermore, while data collection and reporting requirements were deemed sufficient for overall monitoring & evaluation, there was a need to improve the transparency and level of vigilance to enable a full-fledged evaluation.

# 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 is mandated to synthesize the findings and lessons learned from its evaluations to inform the Board and the Secretariat, NDAs, implementing entities and observer organizations, as well as stakeholders. In keeping with this mandate, the IEU provides syntheses of its evaluation findings and recommendations in the form of synthesis briefs and notes.

### Communicating in different languages

To better communicate with the GCF's global stakeholders, the IEU continues to expand the number and range of products available in multiple languages. In 2022, the IEU produced the translated version of the GCF Evaluation Standards in [French](#) and [Spanish](#), as well as the [GEvalBrief](#) of the completed LDCs evaluation in [French](#), [Spanish](#) and [Arabic](#).



## Social media



Website

- In each evaluation page, related Board decisions and follow-up activities, including GCF Secretariat's response and IEU's management action reports, were added.
- The top menu 'Publications and Documents' went fully operational to facilitate reader's access to all categorised IEU publications.
- The search tool was added in every single page to speed up audience's searching function.
- >16,000 users from 183 countries accessed the website, slightly 7% increase from 2022. The most visited pages were all evaluations such as SPR, LDCs and LORTA.



LinkedIn

- LinkedIn attracted 1579 new followers in 2022, compared with 718 in the previous year.
- Number of hits to the IEU website via the LinkedIn platform increased sharply in 2022, especially with 142 hits in May and 181 hits in December.



Twitter

- Twitter witnessed 148 new followers to the IEU account, making the total of followers to 1407, compared with 1259 last year.
- Twitter brought further 420 hits to the IEU website in 2022.



YouTube

- YouTube is home to 234 videos and recordings of webinars and conferences made in 2022, compared with 158 last year.
- YouTube has nearly 400 subscribers, compared with 294 last year.

IEU colleague, Jennifer Pampolina, prepares for the start of an IEU learning talk.



The IEU produces a wide range of publications, from evaluation reports, summaries, briefs to learning papers and evidence reviews.



## PARTNERSHIPS

The IEU has signed MoUs and agreements with 25 AEs, NDAs, universities, research institutes, government ministries, civil society organizations, multilateral and bilateral agencies, and the independent evaluation offices of AEs.

In 2022, the IEU newly signed 5 MoUs in relation to various aspects of the IEU's work. In relation to LORTA, the IEU signed MoUs with the [Land Bank of the Philippines](#), [Banque Ouest Africaine de Développement](#), [Caribbean Community Climate Change Center](#), and [Fondo Mexicano para la Conservación de la Naturaleza A.C.](#) MoUs were also signed with The [Graduate School of International Studies](#), Ewha Womans University, and [Incheon National University](#) in order to foster partnerships locally for sharing evaluation experience and methods and disseminating information through learning events.

To utilize and bring together its network of partners, the IEU hosted a [virtual event with its partner organizations](#) in March 2022. Participants included representatives from the IEU's partner organizations, including [Incheon National University](#), [Food and Agriculture Organization](#),

The [Climate Investment Funds](#), [Government of Antigua and Barbuda](#), [International Union for Conservation of Nature](#), [Seoul National University](#), [German Institute for Development Evaluation](#) (DEval), [Busara Center for Behavioral Economics](#), [International Development Evaluation Association](#) (IDEAS), amongst others. The meeting provided an opportunity for the IEU and its partners to share updates, develop networks and explore opportunities for collaboration.





*IEU colleagues join the first Indigenous Peoples Advisory Group meeting hosted by the GCF.*



*IEU Head a.i., Andreas Reumann, engages with Secretariat colleague after an IEU Learning Talk.*



*IEU colleagues and interns visit Incheon City Hall to exchange information and learning.*



*IEU interns visit UNPOG office.*

## ENGAGEMENTS, EVENTS AND CONFERENCES

### UNFCCC COP 27

In 2022, the IEU actively participated in UNFCCC [COP27](#) to disseminate lessons learnt from evaluations such as [AFR](#), [DAS](#), [SIDS](#), [adaptation](#) and [private sector](#). It (co-)hosted eight events at the GCF-GEF pavilion, and country pavilions of Republic of Korea, South Africa, Namibia, and Zambia. IEU panel discussions in these events featured representatives from the GCF Secretariat and the Board, other climate funds, evaluation organizations, AEs, DAEs, including Adaptation Fund, DEval, European Bank for Reconstruction and Development, Commonwealth Secretariat, and government representatives of Fiji and Vanuatu. These events attracted the attention and participation of a wide range of GCF stakeholders, including climate funds, CSOs, academia, AEs, DAEs, NDAs, private sector, and government representatives from Finland, Laos, Burkina Faso, Jamaica, Kyrgyzstan, among others. The IEU Head also spoke on private sector finance and climate action at an official side event hosted by the Commonwealth Secretariat in

collaboration with the Governments of Namibia, Saint Lucia and Zambia.

### International conferences in climate finance

In addition to COP27, the IEU participated in other international conferences relating to GCF's work, including UNFCCC Africa Climate Week, [IUCN Leaders Forum](#) on nature-positive solutions, [RAMSAR Convention on Wetlands COP14](#) on climate finance in biodiversity and adaptation. In these conferences, IEU colleagues presented evaluative evidence and learning on topics including the private sector, adaptation, climate finance in the LDCs and the SIDS, women's empowerment, behavioural interventions for climate action, and the GCF Evaluation Policy.

### Evaluation networks

Being actively involving in international evaluation networks, IEU representatives participated in international conferences including the [European Evaluation Society](#)





*IEU colleagues join and speak at conferences including (from left to right) AEW, COP27, IEU Learning Talk, Ramsar COP14.*

[biennial conference](#), [2022 Asian Evaluation Week](#), [2022 gLOCAL Evaluation Week](#), and the [UNDP National Evaluation Capacities Conference](#).

Team members also took part in workshops and learning initiatives by other evaluation offices, including the [Transformational Change Learning Partnership](#). Notably, in 2022, the [IEU gained membership of the UNEG](#). Participation and close engagement throughout the year helps ensure that the IEU is at the frontier of evaluation practice and that it benefits from relevant initiatives undertaken by other evaluation units.

### Uptake learnings from IEU's evaluations and researches

In an effort to promote uptake of evaluative evidence, foster a culture of learning, and build capacity within the GCF ecosystem, the IEU organized and facilitated [34 events](#) in 2022. This includes 22 IEU webinars as well as learning talks designed to engage the GCF Secretariat and other IUs in an open discussion relating to IEU work. In August 2022, the IEU restarted its Learning Talk series. These monthly hybrid panel discussions

attracted 70 participants on average and covered topics including [programmatically approaches in climate and environment](#), [project risks](#), [GCF's request for proposals modality](#), and the [readiness and preparatory support programme](#). The early findings from the IEU's evidence reviews for 2022 were presented at a range of events including the [IDEAS conference](#), [Campbell webinar series](#) and [What Works Global Summit](#). The IEU also held two in-person side events at GCF Board meetings and five Board webinars, which were designed to provide participants with an overview of recent and ongoing IEU evaluations, their findings and conclusions. Finally, the IEU also facilitated a number of non-LORTA related capacity building events for GCF partners and stakeholders, including a [webinar on impact evaluations](#), and an [IEU partners meeting](#).

# BUILDING AND STRENGTHENING THE IEU

## Staffing

In 2022, the IEU recruited the following positions: three Evaluation Specialists, a Communications and Uptake Associate, a Policy and Uptake Associate, an Executive Assistant, and a Junior Researcher – Behavioural, Qualitative. The Unit was also able to finalize the selection of the Evaluation Advisor, and the Board's selection of Mr. Andreas Reumann as the Head of the Unit was officially announced during B.34. The IEU's hiring will continue to fill the Board-approved 26 staff positions for 2022. Accounting for staff and consultant turnover, at the end of 2022, the IEU had 16 staff, three Songdo-based consultants and three interns. The Unit is still seeking to recruit two unfilled staff positions from the 2022 workplan.

## Internship

As a part of the larger GCF internship programme, the IEU internship offers young graduates an opportunity to learn and grow by supporting the development and undertaking of evaluations for six months. In 2022, three interns newly joined the Unit. Apart from their main task of supporting the Unit in its daily activities, they are supposed to

prepare weekly reports on their assignments in previous week and a final report at the end of their process. Especially, the IEU offers monthly Interns Day programme to allow interns to put aside their day-to-day tasks to learn more outside the IEU. They had a chance to visit other international organizations within G-Tower such as the East Asian-Australasian Flyway Partnership Secretariat and to attend relevant conferences such as the IUCN Leaders Forum for their learning. In December, [they visited the Incheon City Hall and Namdong Industrial Complex](#) to learn about how Incheon City is managing waste and hence reducing air and water pollution.



*IEU interns visit Namdong Industrial Complex.*



## Team building retreats and training

Two in-person team building retreats were held in 2022 for all IEU staff, interns and consultants. The first one in July dealt with effective communication, collaboration and team resilience. This retreat was followed with coaching sessions for three workstreams of the Unit, facilitated by an external consultant, with the aim of increasing the effectiveness and cohesiveness of the workstreams. The IEU team members took the learning from these sessions to the final team retreat in November, using the insights and lessons learned to plan for the year 2023. In the November workshop, the updated organizational structure of the Unit and cross-sectoral roles and communications were also discussed and refined collectively. With key takeaways from this retreat series, all workstreams had a chance to propose and discuss a workplan for their workstream.

## Other training

Throughout 2022, the IEU members participated in various training programmes. Earlier in the year, in addition to the GCF's mandatory online training on sexual exploitation, sexual abuse, and sexual harassment (SEAH), some members of the IEU took part in a four-day communications training offered by the Office of Human Resources. In August, some IEU members took part in the GCF training titled 'Effective interviewing: training for hiring managers and panel members' with the aim of honing and further improving their skills in interviewing candidates for any hiring or recruitment processes.

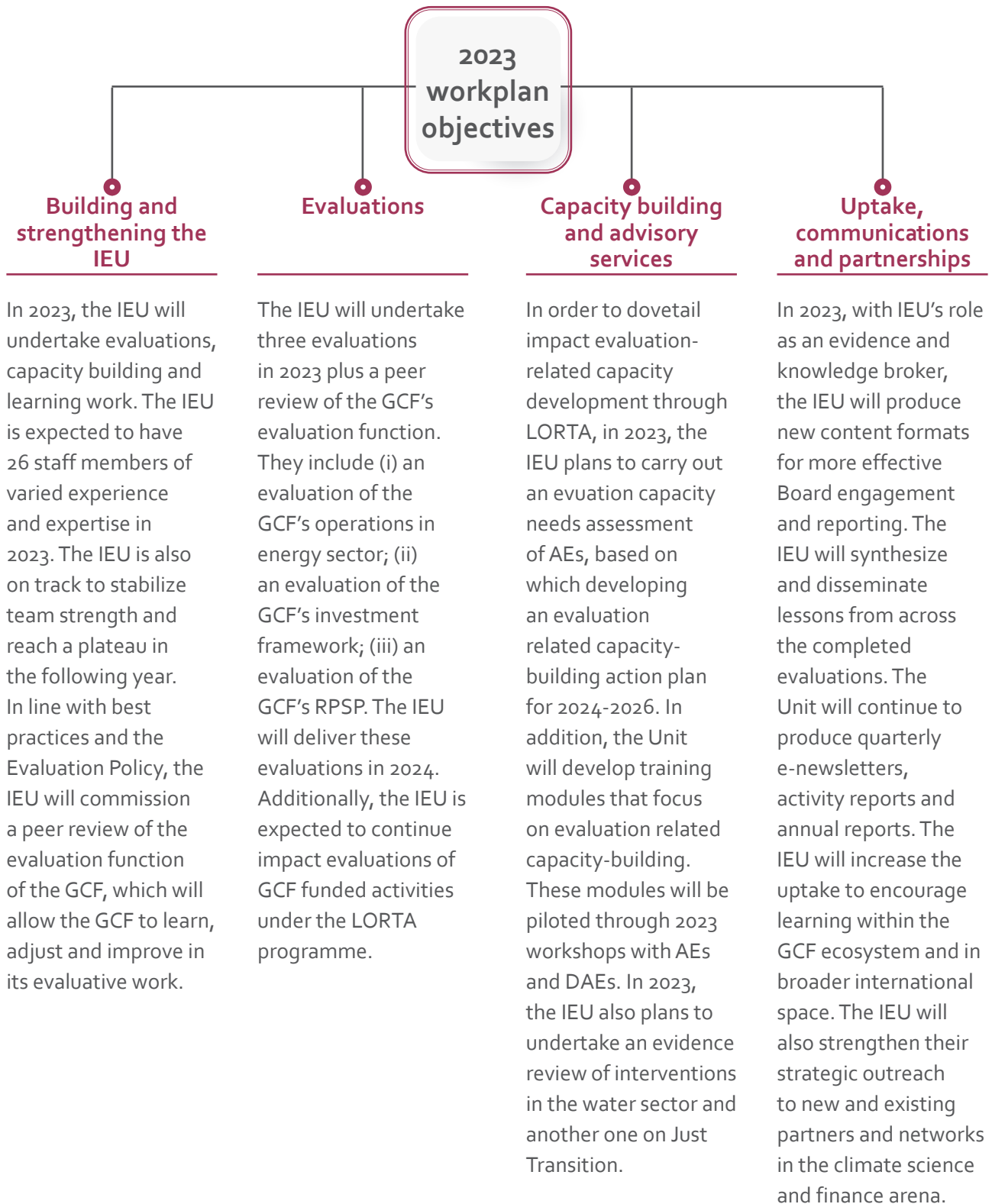


*IEU members share fun and laughter during team retreats and activities.*

# LOOKING AHEAD TO 2023



The IEU's achievements in 2022 provide a firm foundation for its activities in 2023. The IEU's work programme during the next 12 months will be challenging but rewarding. With the 2023 Workplan of the IEU, the Unit provided an updated organogram. The IEU is structured in the following four workstreams, underpinning all IEU-led independent evaluations and reviews





# ABOUT THE IEU



## 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 Conference of the Parties to the United Nations Framework Convention on Climate Change to periodically review the financial mechanism of the Convention.

## IEU's 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:

**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 and are shared with the GCF's replenishment process.

**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, accredited entities (AEs), national designated authorities (NDAs) and other stakeholders in the evaluation and climate change space.

**Uptake, communications and partnerships:** The IEU ensures that the high-quality evidence, findings and recommendations from its independent evaluations are effectively communicated, used and incorporated into the GCF's functioning and processes. The IEU collaborates with GCF stakeholders and partner organizations and engages them in the IEU's activities to ensure it stays at the frontier of evaluation practice and theory, and that it benefits from relevant initiatives undertaken by other evaluation offices/units, in particular the UN Evaluation Group. The IEU plans to further boost its participation in relevant international evaluation networks. It builds and strengthens partnerships to leverage the partner organizations' geographic presence, thematic expertise and capacities in support of the IEU's other objectives.

**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.

