



**GREEN  
CLIMATE  
FUND**

**Meeting of the Board**

4 – 7 October 2021

Virtual meeting

Provisional agenda item 13

**GCF/B.30/12**

28 September 2021

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# Independent Evaluation Unit 2022 Work Plan and Budget and Update of its Three-year Objectives and Work Plan

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## **Summary**

This document summarizes the key elements of the work plan and budget of the Independent Evaluation Unit (IEU) for 2022. It contains: (i) an overview of the IEU's deliverables during 2021; (ii) key elements of the IEU's annual 2022 work plan and budget; and (iii) an update of the IEU's rolling three-year work plan. The Board is requested to consider and approve a core budget of USD 6,487,012 for FY2022. A draft decision for the Board's consideration is presented in annex I.

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## **I. Introduction**

1. This document is organized as follows:
  - (a) Introduction;
  - (b) Annex I: Draft decision for the Board's consideration;
  - (c) Annex II: Independent Evaluation Unit's 2022 proposed work plan and budget; and
  - (d) Annex III: Independent Evaluation Unit's updated three-year rolling work plan.

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## Annex I: Draft decision of the Board

The Board, having considered document GCF/B.30/12 titled “Independent Evaluation Unit 2022 Work Plan and Budget and Update of its Three-year Objectives and Work Plan”:

- (a) Approves the work plan and budget of the Independent Evaluation Unit for 2022 as contained in document GCF/B.30/12 (total budgeted amount of USD 6,487,012);
- (b) Requests the Budget Committee to review the budget execution during 2022 and acknowledges that the Independent Evaluation Unit may present to the Board for consideration at its thirty-second meeting an additional budgetary request to execute its workplan for 2022; and
- (c) Notes the update on the Independent Evaluation Unit’s rolling three-year work plan, outlined in annex III as requested by the Board to ensure flexibility, learning and predictability for the Independent Evaluation Unit.

## Annex II: Independent Evaluation Unit's Annual Work Plan and Budget for 2022

1. Annex II is organized as follows:
  - (a) Section 1.1 summarizes the Independent Evaluation Unit's (IEU) key achievements for 2021.
  - (b) Section 1.2 presents the IEU's 2022 work plan.
  - (c) Section 1.3 presents the budget for the IEU for 2022.

### 1.1 Independent Evaluation Unit's deliverables in 2021

2. By the end of the current year, the IEU will have accomplished all the tasks set out in its 2021 work plan and budget (decision B.27/08). IEU's key deliverables for the first half of 2021 are described in the IEU activity report submitted at B.28 (GCF/B.28/Inf.06) and B.29 (GCF/B.29/Inf.08), and at B.30 (GCF/B.30/Inf.04).
3. As stated in 2021 workplan, the IEU has submitted to the Board the following evaluation reports:
  - (a) **Independent evaluation of the adaptation approaches and portfolio of the GCF:** The evaluation found that the GCF, currently a small player in the broader climate finance landscape, can be more relevant in adaptation by adopting an approach for adaptation programming, for instance. Another finding is that there is an opportunity for the GCF to channel more adaptation financing through regional DAEs and to diversify its adaptation instruments, such as equity and first loss guarantees.<sup>1</sup>
  - (b) **A rapid assessment of GCF Request for Proposal (RfP) programme:** Of the USD 1.3 billion in the GCF pipeline earmarked for RfPs (B.24/Inf.05), USD 265 million had been allocated as of 31 August 2019. This assessment examined the relevance of the RfP programme to the GCF's mandate, study its effectiveness, and inspect the programme's implementation process.<sup>2</sup>
4. In addition to the above, the IEU is on track to share reports of the following evaluations:
  - (a) **Independent evaluation of the GCF approach to private sector:** This evaluation examines the approach of the GCF to involving and mobilizing the private sector. The evaluation also assesses the relevance, effectiveness and efficiency of the approach of the GCF towards the private sector. So-called Labreport were published throughout May to August, evaluation briefs and the evaluation report are published on the private sector evaluation page of the IEU microsite. The evaluation report will be submitted in time for B.30.
  - (b) **An independent evaluation of the effectiveness of GCF investments in least developed countries (LDCs):** This evaluation is part of a concerted effort by the IEU's aim to examine the relevance and effectiveness of GCF strategy and investments in vulnerable countries, including SIDS, LDCs and African states. The evaluation examines whether the GCF approaches and investments have been effective in reducing the vulnerability of local communities and their local livelihoods to the effects of climate change, and whether these impacts are likely to be sustained. A 2-page brief and approach paper are available online on the IEU microsite.<sup>3</sup> The evaluation will be

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<sup>3</sup> <https://ieu.greenclimate.fund/evaluation/LDC2022>

<sup>3</sup> <https://ieu.greenclimate.fund/evaluation/LDC2022>

<sup>3</sup> <https://ieu.greenclimate.fund/evaluation/LDC2022>

delivered by the end of 2021 and will be presented to the Board at the first meeting of 2022.

- (c) **Second Performance Review of the GCF.** In decision B.BM-2021/11, the GCF Board has launched the second performance review (SPR) and agreed that the SPR will be to assess the progress made by the GCF in delivering on its mandate as well as in terms of its strategic and operational priorities outlined in the USP, and to assess GCF's performance in promoting the paradigm shift towards low-emission and climate-resilient development pathways during GCF-1. At the time of writing, the IEU had initiated the procurement process for the consultancy firm.
5. Besides evaluations, some salient features in 2021 are below. In addition, other activities and achievements of the IEU are described in the IEU activity report submitted at B.28 (GCF/B.28/Inf.06) and B.29 (GCF/B.29/Inf.08), and at B.30 (GCF/B.30/Inf.04).
- (a) **Develop and operationalize the GCF evaluation policy:** At B.24 the Board confirmed that the evaluation policy is a GCF-wide policy that guides the Board, the Secretariat, the IEU, other independent units, accredited entities and national designated authorities/focal points. It also confirmed that the IEU and the Secretariat would jointly clarify and delineate the roles, responsibilities and accountabilities in the Evaluation Policy. With decision B.BM-2021/07, the IEU fulfilled the Board's request to develop and present an evaluation policy for the GCF. At the time of the writing, the IEU is planning to operationalize the policy with the further development of evaluation standards in 2022.
  - (b) **Staffing:** Since the beginning of 2021, the IEU has recruited a Team Assistant, a Junior Researcher and an Impact Evaluation Officer. The Unit is currently processing the hiring of two Associate Data Analysts for data modelling, an Evaluation Researcher, an Evaluation Specialist and a Principal Evaluation Officer. The IEU has also recruited several interns to work in areas such as evidence reviews, communications, LORTA, evaluations and the IEU DataLab. Due to hiring challenges since March 2021, the IEU has taken mitigation actions to best navigate its personnel shortage while finding measures that ensure the IEU works optimally towards fulfilling, if not all, most of its 2021 work plan. While the full extent of the effect of the IEU's staff shortage will fluctuate in response to OHR's recruitment success, the IEU anticipates some delays in delivery of the 2021 work plan in varying degrees. In June 2021, the IEU has also consulted the Budget committee, and agreed to a budget re-allocation, in order to procure four additional consultants in response to current hiring challenges.
  - (c) **Training and capacity-strengthening within the IEU:** The IEU weekly team meeting regularly hosts informal training presentations. Topics covered include a presentation on a complex systems analysis and logic model for paradigm shift in developing countries, global evidence review of private sector instruments in mitigation, an overview of the IEU style guide and final report template, and an overview of several Secretariat self-assessments and reviews. In September, the IEU team members will undergo a two-days training on behavioural science, facilitated by the IEU partner Busara Centre for Behavioural Science.
6. An expenditure report for the IEU's budget is presented in Table 2. In July 2021, 50 per cent of the IEU's 2021 approved budget was committed or spent after taking into account the commitments till the end of the year. The IEU expects to spend 75 per cent of the 2021 board approved budget by the end of the year.

## 1.2 Independent Evaluation Unit's 2022 Work Plan

7. This section discusses the IEU's work plan for 2022. All activities are consistent with the IEU's approved three-year rolling work plan (see annex III).

### IEU Objective I: Building and strengthening the IEU

8. **Staffing the IEU:** In 2022, the IEU will undertake evaluations, capacity building and learning work. This workplan will represent an increased workload over previous years, especially in terms of data, synthesis, analysis, capacity building and policy work. In 2022, the IEU will convert three consultant position to staff positions. The IEU will recruit one Principal Evaluation Officer, one Evaluation Officer and one Evaluation Researcher in 2022.<sup>4</sup> As also presented to the Board in the three-year rolling workplan at B.27, the IEU is expected to have 25 staff members of varied experience and expertise in 2022. The IEU is also on track to stabilize team strength and reaching a plateau in the following two years.

9. The IEU will continue to be supported by short-term remote consultants and longer-term HQ based consultants. Short-term consultants provide thematic and sector expertise to IEU's evaluations. Longer-term consultants are required to support the IEU's data-related and synthesis-related needs. This has emerged as an essential part of making IEU evaluations robust and cutting edge. In 2022, the IEU will reduce the number of consultants by three and will have five HQ-based consultants. Over time, this number will continue to reduce (see Table 5).

10. Following the establishment of an editing consultant roster, the IEU plans to finalize and establish three rosters of remote consultants for ad hoc tasks, such as translations in Spanish, French and Arabic, synthesis and learning work and local knowledge.

11. **Internal capacity development:** According to its mandate, the IEU is expected to push the frontiers of climate evaluation. This requires the IEU to build its own capacities which in turn equip the team with tools and methods to undertake capacity building externally. In 2022, this will comprise the following key areas. Firstly, the IEU will develop a checklist for evaluations, quality assurance in data management and analysis, evaluation standards and standard operating procedures. As the IEU team continues to mature, these checklists will serve an essential function for institutional memory. With the adoption of GCF Evaluation Policy, the IEU will develop standards for GCF evaluations, based on the IEU's evaluation principles and criteria outlined in the Board-approved Updated TOR of the IEU and the GCF Evaluation Policy. Secondly, the IEU will continue to build its own capacities through training in methods, communications, evaluations and science. While some training will be provided to individual members of the IEU, others will be provided to sub-teams or IEU partners, depending on the needs and specialization. The IEU uses a train-the-trainer model for internal learning.

12. **Professional development of staff and staff travel:** All IEU team will be expected to attend international evaluation meetings, where their proposed presentations have been accepted. Also, members of the IEU will participate in panels and deliver lectures to international meetings and fora. This is important for the intellectual growth of the team and dissemination of lessons learnt at the GCF in general and the IEU in particular. It allows the team to learn, inform and be informed by global developments in the climate space and interact and provide services to its key partners including independent evaluation offices of accredited entities. Staff travel is also expected for the evaluations the IEU undertakes (see below), subject to Covid-19 related travel guidance and restrictions.

13. **Other costs: The IEU will be expected to pay third-party costs related to ICT, utilities & supplies, insurance, depreciation and security.** It is anticipated that, in the longer term, the IEU and the Secretariat will continue to arrange for service agreement to reflect the

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<sup>4</sup> The three staff positions are indicated in the IEU's organogram. See Figure 1.

costs and services provided to the IEU. One concern for the IEU is its lack of office space. This is exacerbated by the need for Covid-19 related social distancing. Currently, it is no longer possible to provide conducive working spaces with appropriate social distancing for IEU staff, HQ based consultants and interns. The IEU has requested the Secretariat's support in dealing with this, while keeping in mind the importance of proximity to Secretariat colleagues to encourage and ensure accountability, learning and dialogue.

14. **Team Culture:** The staff of the IEU is subject to the Code of Conduct of Staff, as stated in the Updated TOR of the IEU.<sup>5</sup> The IEU will also follow the GCF guidelines, including those on procurement, HR and grievance. In light of the global pandemic, hiring and current workload, the IEU has been careful to continue to support its team members in the development of a culture that supports personal growth and provides a positive work environment. Starting with facilitated workshops on conflict management and staff engagement in 2021, the IEU is currently procuring a facilitator to provide continued team building and team communication support and workshops in 2022. Also as stated in the three-year rolling workplan (Annex III), the IEU is building internal modularity and capacity to deal with routine events such as staff turnover, but also unexpected events such as a pandemic. Further to this, the IEU will also include in its 2022 workplan a retreat for team building and other team requisites.

## IEU Objective II: Evaluations

15. Following its three-year rolling work plan, the IEU will undertake **two evaluations in 2022**, besides the continuation of the LORTA programme. The Unit will deliver them in a phased manner for Board consideration. Importantly, one of the evaluation will be the Second Performance Review of the GCF. The purpose of these evaluations will be to support the Board by providing it with credible evaluation evidence on the performance of the Fund and to ensure that the Fund is learning in real-time. The three evaluations include (i) the next phase of the second performance review (SPR) of the GCF; (ii) evaluation of the relevance and effectiveness of the GCF's investments in the African States; (iii) continuation of the IEU's impact evaluation of project investments through the LORTA programme. The IEU will deliver these evaluations sequentially to the Board through 2022 and 2023. The key messages of the SPR will be delivered at the end of 2022 and the full report will be delivered in early 2023, so that it aligns with the end of GCF-1 period.

16. **Second Performance Review of the Green Climate Fund:** Following the Board decision (B.BM-2021/11), the IEU will continue the multi-year second performance review (SPR) of the GCF. The IEU has been mandated to undertake periodic performance assessment of the Fund. In 2019, the IEU delivered the first FPR of the GCF, which covered the initial resource mobilization period of the GCF and informed its first replenishment. In 2021, the GCF Board launched the SPR. With this, the IEU will assess GCF's performance during GCF-1 and to inform its second replenishment. As per Board decision, the SPR will assess GCF's progress in delivering its mandate as set out in the GI and during its first replenishment period. The evaluation will also be informed by a synthesis of previous IEU evaluations and global evidence reviews. The IEU plans to deliver two reports at B.31, subject to procurement in September 2021, a synthesis and strategy report and a rapid assessment report of the progress made on the strategic plan 2020-2023. Subsequent to the inception phase of the SPR, the IEU will provide the approach paper of the Second Performance Review in June 2022. The final report will be produced for the Board's consideration in time for the first Board meeting of 2023.

17. **Relevance and effectiveness of GCF's Investments in the African States:** This evaluation is part of a concerted effort by the IEU to examine the relevance and effectiveness of GCF strategy and investments in vulnerable countries, including SIDS, LDCs and African states. After the submission of the independent evaluation of the effectiveness of the GCF's investments

<sup>5</sup> Decision B.BM-2021/15

in the SIDS at B.26 and in the LDCs at B.31, the IEU will undertake an evaluation of the relevance and effectiveness of the GCF's investments in the African States. Africa is responsible for small additions to the overall GHGs stock globally but experience disproportionate impacts of its consequences. Africa is a diverse continent with special challenges in regard to political economy, diverse development trajectories, economic vulnerability and rich natural resources. The Governing Instrument (GI) of the GCF recognizes the urgent and immediate needs of particularly vulnerable countries, including the Africa, and requests the Board to consider these needs in using minimum allocation floors and an appropriate geographical balance. The portfolio of the 70 GCF-funded projects in the African States (as of July 2021) was USD 3.29 billion, which is 37.2 per cent of the GCF global portfolio. Arguably, given its first project approval was in 2015, this portfolio can be expected to have reached maturity in terms of operation and scale. The evaluation will assess whether the GCF approaches and investments have been effective in contributing to the objective of the UNFCCC and promoted the paradigm shift towards low emission and climate-resilient development pathways. In particular the evaluation will consider effectiveness and efficiency in reducing the vulnerability of local communities and local livelihoods to the effects of climate change, and whether these impacts are likely to be sustained. The evaluation will be delivered by the last Board meeting of 2022, at B.33.

18. **Learning-oriented real-time impact assessment (LORTA) programme:** In its fifth year, LORTA will continue to expand into areas and countries where the GCF has investments. The IEU is currently working with a total of 18 GCF projects (13 projects managed by international accredited entities and 5 by direct access entities) to help them set up independent baselines and real-time measurement systems. Analyses of these data are being undertaken by project teams along with IEU experts. The IEU provides advisory services and capacity building in respect to independent impact measurement, design and implementation of impact evaluations. In 2022, the IEU will continue to work closely with its partners, accredited entities and the Secretariat, and select another group of projects for LORTA based on criteria related technical assistance and measurement support. In the past, with the selection of projects, LORTA focused on several themes, amongst others, the types of interventions, sectors, private sector and adaptation. To recap, LORTA aims to build capacity and mechanisms for measuring the causal impacts of GCF investments. This technical advisory work aims to support approved GCF projects build independent, high quality and useful baseline data, support real-time learning on the likelihood of impacts and measure the causal impact of GCF investments. LORTA provides the framework for evidence-based learning and knowledge at the project level. In 2022, LORTA will produce four baseline reports for projects in Bangladesh, Uganda, Paraguay and Belize, and a synthesis report. The latter will also contain the designs for the overall projects.

### IEU Objective III: Capacity building and advisory services

19. **Synthesis note on Direct Access:** Based on the evidence provided through past **evaluations**, access to climate finance, accreditation and country ownership have been highlighted as key principles and challenges for the Fund. The Forward-looking Performance Review recommended the Fund to strengthen criteria, business processes and implementation structures that are likely to better address differentiated developing country needs and capacities with a focus on disbursing through DAEs. The Fund should develop key performance indicators and targets to track transparency, predictability, speed, impact and innovation. The IEU plans to provide an evaluation synthesis note on the topic of the GCF's Direct Access in 2022, to provide a summary on the findings across several evaluative and learning works within the GCF and of the broader climate finance landscape.

20. **Evidence reviews:** The IEU consolidates and summarizes existing knowledge on climate-related topics. These evidence reviews help the IEU to learn from the experience of

other institutions and sectors. Such reviews typically include evidence gap maps and systematic reviews. Evidence reviews also contribute to building and delivering evaluation-based learning and capacity strengthening in the GCF by offering state-of-the-art overviews that reflect international best practice. The IEU has completed five evidence reviews to date: on forestry conservation interventions, climate change adaptation, private sector instruments in mitigation, results-based payments and transformational change.

21. The IEU had planned to undertake two evidence reviews in 2021. One focuses on the degree to which climate investments relating to both mitigation and adaptation projects have, intentionally or unintentionally, led to impacts that can be disaggregated along gender lines. The second review focuses on behavioural interventions and incentive schemes within environmental and development fields in developing countries. Due to delays in hiring and procurement and resulting capacity limitations, the IEU had to decide on mitigation efforts to distribute tasks across the team. The IEU postponed the commencement of both evidence reviews until the fourth quarter of 2021. The IEU will finalize these reviews and disseminate their findings in 2022.

22. **LORTA based advice is being provided in terms of designs, indicators, baseline data collection methods and analyses.** The IEU has hosted several capacity-building workshops for the measurement of GCF results and will continue to do this in 2022. The workshops have taken the form of customized trainings for AEs, project staff, GCF Secretariat and other global experts. The IEU will continue to develop cutting edge methods and papers to advance the frontiers of measurement of impact. In addition to workshops on design and implementation of impact measurement and assessment, the IEU will also provide learning seminars and workshops for partners, AEs and the Secretariat to disseminate lessons learnt from LORTA projects. In light of COVID-19, the IEU will focus on the development of online training modules that can be used to support capacity building. Also, the IEU will continue to engage with climate and evaluation communities through meetings, keynote lectures, attendance at workshops and seminars to push for the GCF and IEU agendas.

23. **Advice, delivery and methods papers:** A key requirement for the IEU is ensuring that it is exploring the state-of-the-art methods. In 2021, it is considering innovative methods in its evidence reviews for result-based payments, private sector and transformational change. In 2022, it will work on new methods papers, including on machine learning and on complexity systems thinking in climate finance. These methods papers will also help inform the capacity building and advisory work of the IEU.

#### **IEU Objective IV: Uptake, communications and partnerships**

24. The IEU will ensure that the IEU's data and evidence rich evaluations, capacity building and learning works are packaged and disseminated in various ways to ensure effective outreach, engagement and uptake. For this, the IEU focuses on core processes: website development and management, design, editing and translations, event management, and engagement with GCF and other stakeholders.

25. In 2022, the IEU will further strengthen its strategic outreach and targeted uptake practices. The IEU's communications, outreach and uptake team acts as a knowledge broker between evaluators, the GCF ecosystem and the broader climate finance landscape. The IEU will enhance their position through external events, virtual and in-person talk, building relationships with key actors, an upgraded website, development of content for easy uptake across a variety of platforms. The IEU podcasts, newsletters and social media engagement are new outreach channels.

26. With the IEU's role as an evidence and knowledge broker, firstly, the IEU will strengthen their targeted uptake for learning and dissemination of learning with internationally well-renowned experts and existing partnerships. Secondly, the IEU will strengthen their strategic

outreach to new partners and networks in the climate science and finance space. Thirdly, the IEU is committed to produce new formats for Board engagement and reporting. The Unit will continue to produce monthly e-newsletters (*What's New with the IEU?*), the IEU's quarterly activity reports and its annual report.<sup>6</sup> The IEU will also synthesize and disseminate lessons across past evaluations in Board side events and other engagements with the GCF Board and the wider GCF ecosystem.

### 1.3 Independent Evaluation Unit's Budget for 2022

27. **The IEU's overall budget for 2022 is presented in Table 1. Considering the core budget, excluding the Secretariat's charge back, the modest increase in the IEU budget is 4.6 per cent over 2021.** The IEU's requested budget in 2022 represents a 9.7 per cent increase over its 2021 budget, including the Secretariat's charge back. Most of the overall budget increase is accounted for by an 20.7 per cent increase in cost of human resources. Consultant costs and other operating costs on the other hand are reducing (13.3 per cent and 1.1 per cent respectively). The proposed increase is very modest considering the expansion of IEU's workload as the GCF's portfolio grows as well as the inflation rate for 2022. The cost of travel remains the same (assuming travel will resume in 2022), while there is a substantive decrease in professional services (a decrease of 17.4 per cent). This budget is planned in two stages, with a core budget of USD 6.487 million and an additional budgetary request to be made at B.32 in 2022. The timeline for delivering its outputs is indicated in Table 3.

28. **The IEU's overall proposed budget is modest compared to the overall programmatic budget of the GCF.** Assuming that the GCF commits an average of US \$ 2.5 billion annually, the IEU's budget represents 0.23 per cent of the overall annual programmatic budget of the GCF. It is also important to note that this is well within the proposed percentage that the United Nations Evaluation Group recommends for organizations, namely, that institutions aim to invest at least 1-2 per cent of their committed budgets annually. This is also in line with the evaluation policy of the GCF (decision B.BM-2021/07).

29. Going forward, in 2023 and 2024, it is expected that the IEU's budget will increase. This is warranted because of several reasons: First, the GCF's portfolio is growing. This means that for every evaluation, the IEU's work is growing in a proportionate way (the 'width' of the evaluation is increasing). Indeed, as is best practice globally, evaluation office budgets are linked with the commitment and portfolio size of the GCF (see for example Table 3). Second, with the Board approval of the evaluation policy and the updated Terms of Reference of the Unit, the Board has strengthened the IEU mandate in respect to capacity building efforts, quality assurance of Secretariat self-assessments and development of evaluation standards. The IEU has set itself a growth trajectory of three years, as noted in previous plans, and this will represent the mandate related growth. It is assumed the IEU will stabilize its team size and reach a plateau in 2024 (see Table 5). Third, compared to other similar organizations, the IEU's budget remains the least compared to other independent evaluation offices (see for example Table 3), as also laid out in the evaluation policy of the GCF.

30. It is important to note that in 2022, the IEU's overall budget contains a budget line on ICT, utilities, HR and procurement cost that contribute to an increase in the unit's operating cost budget. If the charge by the Secretariat were not included, the IEU budget will change only by 4.6%. The cost allocation to IEU is increased by USD 319,620 which is a 86.2% increase over the last year. The IEU is moving, as advised by the Board, from using consultants to work being undertaken by its Songdo team (a decrease by 13.3 per cent). As the IEU undertakes evaluations, it is clear that there will always be a need for outside expertise so that the IEU is

<sup>6</sup> <https://ieu.greenclimate.fund/about-the-ieu/newsletter-and-annual-report>

able to stay on top of its practice and methods in different thematic areas. For the IEU's workplan to be delivered in a sustainable manner, the IEU needs to build internal capacity.

31. It is also important to note that the modest increase in staff costs (20.7 per cent) reflects increasing efforts towards building a cohesive team with a well-developed vision on roles and responsibilities, based on a clear structure and organogram (Figure 1) and a strengthened mandate of the IEU as laid out in the Board approved Updated ToR and evaluation policy of the GCF. The IEU can now deploy its consultancies, to provide the IEU with necessary flexibility and the opportunity for experimentation, in a more structured unit. In 2022, the IEU will aim to have 25 staff members (consisting of professional, research and administrative staff), interns and fewer consultants (see Table 5). These include the conversion of three consultant positions to staff positions. The IEU plans to hire one researcher/analyst position (at the AS level), one Evaluation Officer (at IS level) and one Principal Evaluation Officer (at senior IS level).<sup>7</sup>

32. **Expenditure as of July 2021:** As Table 2 shows, as of 31 July 2021, the IEU committed and expended 50 per cent on its annual budget and expects to be 75 per cent spent by the end of the year after accounting for outages because of COVID-19. This indicates that the IEU's overall estimates of its needs are extremely well informed, while faced with many hiring and procurement challenges in 2021.

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<sup>7</sup> The three staff positions are indicated in the IEU's organogram. See Figure 1.

**Table 1-1: The IEU's proposed budget for 2022 in United States dollars (USD)**

Items	2021 budget	2022 budget	Increase (amount)	Increase (%)
<b>Staff Costs</b>				
Full-time Staff	3,015,569	3,640,213	624,644	20.7
Consultants	582,200	504,875	-77,325	-13.3
<b>Sub-total</b>	<b>3,597,769</b>	<b>4,145,088</b>	<b>547,319</b>	<b>15.2</b>
<b>Travel</b>				
General	218,915	218,915	-	0
<b>Contractual services</b>				
Legal and Professional Services	1,678,000	1,386,000	-292,000	-17.4
Other operating costs	47,000	46,500	-500	-1.1
<b>Sub-total</b>	<b>1,725,000</b>	<b>1,432,500</b>	<b>-292,500</b>	<b>-17</b>
<b>Total (1)</b>	<b>5,541,684</b>	<b>5,796,503</b>	<b>254,819</b>	<b>4.6</b>
<b>Shared cost allocation (2)</b>				
Shared cost allocation	370,889	690,509	319,620	86.2
<b>Grand Total (1+2)</b>	<b>5,912,573</b>	<b>6,487,012</b>	<b>574,439</b>	<b>9.7</b>

**Table 1-2: Secretariat Cost Allocation for 2022 (USD)**

Description	Annual charge to the IEU
ICT	425,519
Utilities & supplies	42,045
Depreciation	30,825
International SOS	13,868
Other costs	6,752
HR and Procurement - partial staffing	171,500
<b>Total</b>	<b>690,509</b>

**Table 2: IEU's budget and spend for 2021 in United States dollars (USD)  
(as of 31 July 2021)**

Items	2021 Budget (1)	Actual spent (2)	Committed amounts as of July 2021. (3)	Sub-total (4)= [2+3]	% [4] as a percenta ge of [1]	Remaining Budget [1-4]
Staff Costs						
<b>Full-time Staff</b>	3,015,569	1,026,770		1,026,770	34%	1,988,799
<b>Consultants</b>	582,200	232,001	368,068	600,069	103%	-17,869
Sub-total	<b>3,597,769</b>	<b>1,258,772</b>	<b>368,068</b>	<b>1,626,840</b>	<b>45%</b>	<b>1,970,929</b>
<b>Travel</b>	218,915	20,060	-	20,060	9%	198,855
Professional services						
<b>Legal and professional services</b>	1,678,000	247,545	876,239	1,123,784	67%	554,216
<b>Operating Costs</b>	47,000	6,205	-	6,205	13%	40,795
Sub-total	<b>1,725,000</b>	<b>253,750</b>	<b>876,239</b>	<b>1,129,988</b>	<b>66%</b>	<b>595,012</b>
Grand TOTAL	<b>5,541,684</b>	<b>1,532,581</b>	<b>1,244,306</b>	<b>2,776,888</b>	<b>50%</b>	<b>2,764,796</b>

**Table 3: Annual budgets of other independent evaluation offices in 2021**

	UNDP IEO	AFDB IDEV	WFP IEO	GEF IEO	IFAD IOE	WBG IEG	GCF IEU
<b>ANNUAL BUDGET (USD)</b>	In 2021, USD <a href="#">10.5 million</a>	In 2021, USD <a href="#">8.29 million</a>	In 2021, USD <a href="#">29.37 million</a>	In 2021, USD <a href="#">6.6 million</a>	In 2021, USD <a href="#">5.8 million</a>	In 2021, USD <a href="#">37.3 million</a>	Proposed USD 5.79 million FY2021 (including secretariat's cost allocation).
<b>BUDGET RELATED RULES</b>	UNDP proposes to allocate 0.2% of the estimated combined programmatic resources (regular and other) for the functions of the IEO.	Equivalent to 2% of AfDB's 2021 administrative budget. <sup>8</sup>	The target of the Evaluation Policy is for 0.8% of contribution income to be dedicated to evaluation by 2021.	Equivalent to 28% of GEF's 2021 budget. <sup>9</sup>	The IOE's budget is expected to be 3.64% of IFAD's proposed administrative budget of US\$159.41 million.	Since FY21, space and IT services provided by the WB are not included in the IEG's budget request in accordance with practices for other units in the Bank.	0.23% of GCF's average programme budget.

<sup>8</sup> [2021-2023 Work Programme and Budget Document \(PBD\) | African Development Bank - Building today, a better Africa tomorrow \(afdb.org\)](#). Administrative budget is inclusive of core Work Programs.

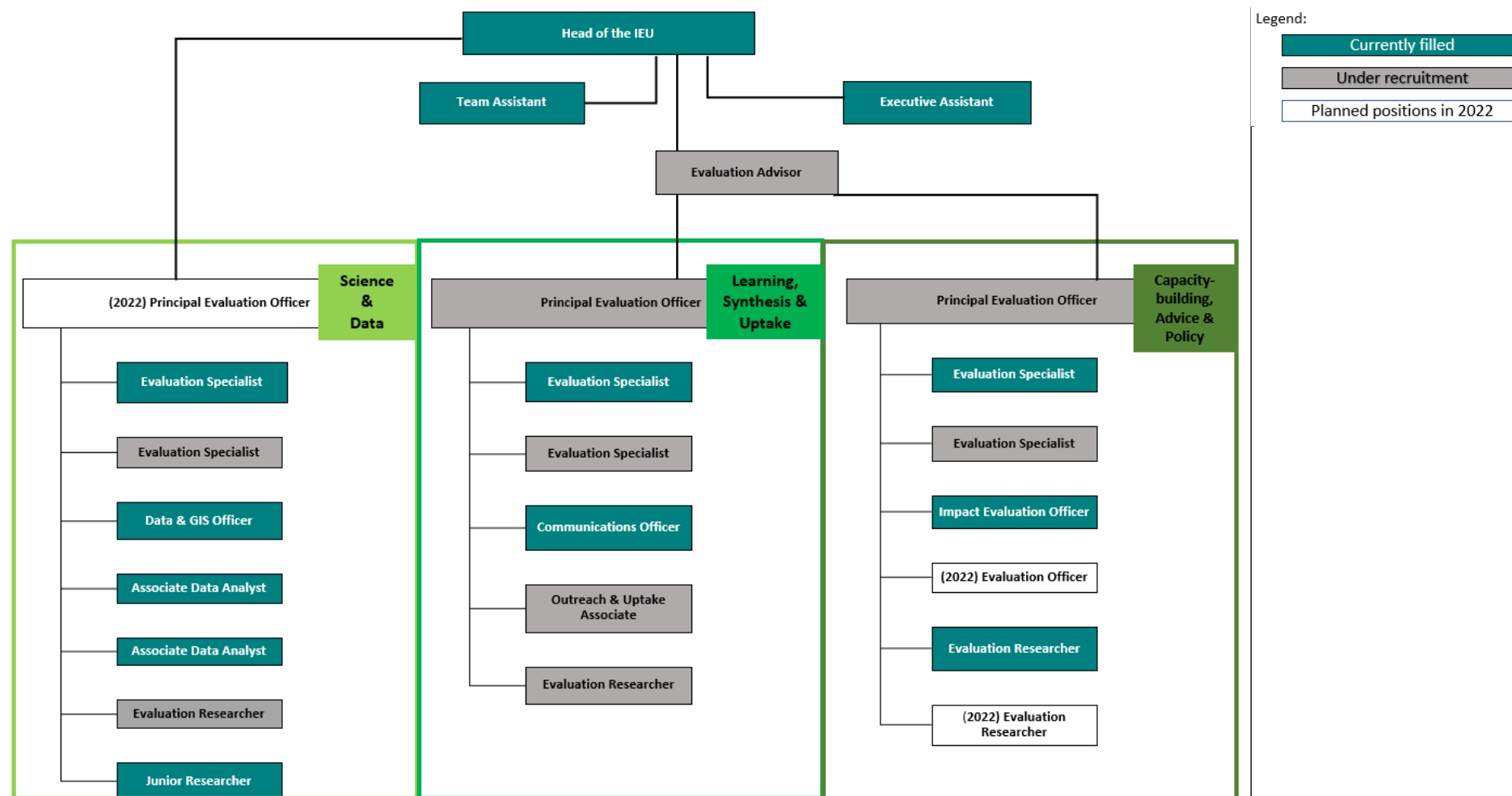
<sup>9</sup> [GEF Business Plan and Corporate Budget \(thegef.org\)](#)

**Table 4: Time plan for deliverables, IEU budget and work plan for 2022**

Activities	Main outputs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>I. BUILDING THE IEU</b>													
1. IEU staffing	IEU recruitment completed												
2. Updated IEU reports	Engagement & final report												
3. Evaluation Guidelines and procedures	Guidelines and Procedures for approval												
<b>II. UNDERTAKE AND DELIVER HIGH-QUALITY EVALUATIONS TO THE GCF BOARD</b>													
4. Second Performance Review	Engagement & final report												
5. Evaluation of Effectiveness of GCF's Investments in the African States	Engagement & final report												
6. LORTA	Report from baseline data												
<b>III. EVALUATION-BASED ADVISORY SERVICES, LEARNING &amp; CAPACITY STRENGTHENING</b>													
8. LORTA related advice	Tracking systems built												
9 Capacity Building Advisory services													
10 Database development	GIS, BaDLab and DataLab												
11 Synthesis note on Direct Access	Synthesis report												
<b>IV. COMMUNICATIONS, BUILDING STRATEGIC PARTNERSHIPS AND ENGAGEMENT</b>													
11. Evaluation findings uptake	Engagement & joint work												
12. IEU partnerships	Engagement & joint work												
13. IEU Communications	Strategy prepared												
14. Evidence review papers	Gendered impact/behavioural intervention												

**Table 5: IEU Approved and Proposed staffing schedule (2021-2024)**

IEU	2021	2022* (indicative)	2023* (indicative)	2024* (indicative)
<b>Staff (professional and administrative)</b>	22	25	26	26
<b>HQ Consultants</b>	8	5	5	5
<b>Interns</b>	4-5	5	5	5



**Figure 1: The IEU's structure and organogram (as of 15 August 2021)**

\*Note: This organogram does not include consultant and intern positions.

## Annex III: The Independent Evaluation Unit's Three-Year Rolling workplan and Objectives (2021-2024)

### The Independent Evaluation Unit's Three-Year Objectives and Work Plan

1. Following the decision by the Board, this annex presents modifications as necessary, of the Independent Evaluation Unit's (IEU) rolling three-year work plan and budget. With the Board decisions on the evaluation policy of the GCF (decision B.BM-2021/07) and the amendment for the evaluation policy: the updated terms of reference of the IEU (decision B.BM-2021/15), several mandates of the IEU strengthened. There are several modifications to the three-year work plan and budget and thus some minor changes in the three-year work plan are noted as follows:
  - (a) Modification: the modifications in this three-year rolling workplan relate to building of systems for stability. Particularly through the Covid-19 pandemic, the IEU has built 'capacity' and 'modularity' in its structures – developing standard operating procedures, back up capacity amongst personnel and processes for quality assurance of every output. Further, the changes reflect a sense of growing intellectual capital, which will allow the IEU to serve its mandate. As a result, modifications reflect the plans to ossify these institutional measures. New elements in the rolling workplan for 2021-24 are as follows:
    - (i) [Under 1a] The IEU will comprise three workstreams: Science and data; learning, synthesis and uptake; and capacity building, advisory and policy. The workstreams allow for the development of expertise, specialisation, and excellence in essential areas of data/science, learning and uptake, as well as capacity building and advisory.
    - (ii) [Under 1a] The Updated Terms of Reference for the IEU will be widely disseminated and high functioning staff will be hired competitively at the IEU.
    - (iii) [Under 1a] The IEU will continue to build 'modularity' and 'capacity' in staffing to account for routine events such as staff turnover, hiring and procurement challenges, but also unexpected events such as a pandemic.
    - (iv) [Under 1b] Following the Board approval of the evaluation policy of the GCF, the IEU will operationalize the policy. As per Board request, the IEU will develop evaluation standards, in collaboration with the Secretariat. The IEU will also collaborate in the Secretariat's development of monitoring protocols, toolkits and guidelines that take into account the Evaluation Policy and the integrated results management framework.
    - (v) [Under 1c] After sharing the initial guidelines for the effective functioning at B.29, the IEU will further refine and submit these guidelines and procedures to the GCF Board as required. These guidelines to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices.
    - (vi) [Under 2a] The IEU will carry out evaluations annually, as determined in the IEU workplan approved by the Board. All IEU evaluations will espouse available best practice and will make use of cutting-edge methodologies. A long list of potential evaluation topics was identified: amongst others, GCF's approach to investment, GCF's approach to risk, GCF trustee function, RPSP, GCF's Learning and knowledge management approach, country portfolio evaluation.

- (vii) [Under 2c] The IEU will review the implementation of recommendations made in the independent evaluations. The IEU will provide management action reports to the Board, as per the evaluation policy of the GCF.
  - (viii) [Under 2c] As per evaluation policy, the IEU will be responsible for guiding, assisting and advising on real-time impact assessments/evaluations, such as learning-oriented real-time impact assessments (LORTA). The IEU will support through additional e-learning training tool designed and executed by the IEU to help project teams to build the necessary evaluation capacity to measure their impacts and changes resulting from GCF investments.
  - (ix) [Under 3a] Following the Board approved evaluation policy, the IEU will build its capacity building efforts for evaluations and evaluation standards to help strengthen the understanding, utility and execution of high-quality evaluations at all levels of the GCF, including the implementing entities.
  - (x) [Under 3b] The IEU will provide synthesis notes, to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and other related work. In addition, these synthesis notes will also include further evidence within the climate finance and related development landscape. A long list of potential synthesis note's topics was identified: amongst others, innovation, country programming, GCF's utility on loss and damage, GCF's approach to technology.
  - (xi) [Under 3d] Given COVID-19 requirements, the IEU will explore options to create and execute training modules and provide such contents in virtual formats next to traditional person-to-person formats through a variety of platforms.
2. Following decision B.BM-2021/14, the 3-year rolling workplan may be revised following the recruitment and employment of the Head of the Unit.
3. To summarize, the overall objectives of the IEU are derived from the Governing Instrument and include:<sup>1</sup>
- (i) Informing the decision-making of the Board, identifying and disseminating lessons learned, contributing to guiding the Fund and stakeholders as a learning institution, and providing strategic guidance;
  - (ii) Conducting periodic independent evaluations of the Fund's performance to provide an objective assessment of the Fund's results and the effectiveness and efficiency of its activities; and
  - (iii) Providing evaluation reports to the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) for purposes of periodic reviews of the financial mechanism of the Convention.
4. The IEU's principal aims for the period 2021-2024 are summarized below. Objectives and activities associated with these aims are summarized in Table 7.
- (a) **Build the IEU and complete staffing:** An important objective for the IEU is to ensure that the IEU is adequately staffed so that it can deliver its work plan, including its overall learning and accountability objectives. IEU staff will reflect the best standards in evaluative training, practice, theory and ethics. The IEU will also ensure that its vision and practices are adequately shared, internally and externally, and that the evaluation policy and procedures for functioning of the IEU are properly articulated and operationalized. With the Board approval (decision B.BM-2021/07), the IEU will

<sup>1</sup> Also, see Decision document GCF/B.06/Annex III

develop evaluation standards for the GCF, in collaboration with the Secretariat. The IEU will also collaborate with the Secretariat's work on the development of evaluation guidelines.

- (b) **Undertake and deliver high quality evaluations:** The IEU will undertake strategic high-quality performance, portfolio, thematic, country, programmatic and project evaluations identified by the IEU that are useful to and inform the decision-making of the Board.<sup>2</sup> They will also serve as building blocks for fund-level evaluations that assess the effectiveness and efficiency of the GCF and are shared with the replenishment process. The IEU will deliver evaluations annually, as determined in the IEU workplan approved by the Board. It will also review the use of the GCF's results-based framework and performance framework and provide recommendations to the Board. Following the evaluation policy, the IEU will also lead a Learning-Oriented Real-Time Impact Assessment (LORTA) programme to support real-time learning within the GCF through real-time assessments.<sup>3</sup>
- (c) **Build and deliver an evaluation-based learning, advisory and capacity strengthening program:**<sup>4</sup> The IEU's evaluation-based learning and capacity building program will respond to evaluation-related capacity needs of the GCF Board, Secretariat, Accredited Entities (AEs), Nationally Designated Agencies (NDAs), and other stakeholders in the evaluation and climate change space.<sup>5</sup> The IEU will work towards ensuring that programs and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations.
- (d) **Engage strategically to learn, share and adopt best practices in the climate change evaluation space:** The IEU will engage with key actors in the evaluation space and be at the forefront of evaluation practice and theory while collaborating with stakeholders of the GCF and involving them in the IEU's activities.<sup>6</sup> It will adopt high quality methods and standards for evaluative evidence in the climate change space. Accordingly, it will continue to build and strengthen partnerships, as it has in 2018, to leverage geographic presence, thematic expertise, and capacities to help with the IEU's other objectives in the context of capacity building, particularly with GCF partners, AEs, NDAs and focal points as well as other evaluation-related staff in partner organizations. This will also contribute to building the IEU's niche and its reputation as a leader in evaluation and learning, which is synonymous with quality and credibility.

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<sup>2</sup> Decision B.06/09/Annex III, decision B.BM-2021/15

<sup>3</sup> Decision B.06/09/Annex III, decision B.BM-2021/07

<sup>4</sup> Decision B.06/09/Annex III/23 and Decision B.10/05/Annex V

<sup>5</sup> Decision B.06/09/Annex III/2 (a), 6, 7, 9, 16, 19, 21, 22, 23 and B.10/05/Annex V/15

<sup>6</sup> B.06/09/Annex III/10 and 11 and B.10/05/Annex V/ 5, 8, 9, 14, 15, 16

**Table 7: Aims, Objectives and Key Outputs of the IEU's Rolling Three-Year Work Plan (applicable 2021-2024)**

NO.	AIM	OBJECTIVES	OUTPUTS
1.	<b>Strengthen the IEU and complete staffing<sup>1</sup></b>		
		1a. Ensure that the IEU is completely staffed to meet its objectives of accountability and learning. <sup>2</sup>	<ul style="list-style-type: none"> <li>• The IEU will be fully staffed with an emphasis on building high quality evaluation and thematic capacity.</li> <li>• <i>[revised] The IEU will comprise three workstreams: Science and data; learning, synthesis and uptake; and capacity building, advisory and policy. The workstreams allow for the development of expertise, specialisation, and excellence in essential areas of data/science, learning and uptake, as well as capacity building and advisory.</i></li> <li>• <i>[revised] The Updated Terms of Reference for the IEU will be widely disseminated and high functioning staff will be hired competitively at the IEU.<sup>3</sup></i></li> <li>• The IEU will be well-managed and personal performance and professional development plans for all IEU staff will be articulated.</li> <li>• <i>[revised] The IEU will continue to build 'modularity' and 'capacity' in staffing to account for routine events such as staff turnover, hiring and procurement challenges, but also unexpected events such as a pandemic.</i></li> </ul>
		1b. IEU's policies and standards are well-articulated and understood.	<ul style="list-style-type: none"> <li>• <i>[revised] Following the Board approval of the evaluation policy of the GCF, the IEU will operationalize the policy. As per Board request, the IEU will develop evaluation standards, in collaboration with the Secretariat. The IEU will also collaborate in the Secretariat's development of monitoring protocols, toolkits and guidelines that take into account the Evaluation Policy and the integrated results management framework.</i></li> <li>• Guidelines and standards will be developed to reflect the policy.</li> <li>• Awareness will be generated among GCF staff and NDAs, AEs and others to ensure this Policy and set of guidelines and standards are properly applied.</li> </ul>
		1c. Procedures and guidelines for the effective operation of the IEU are specified and IEU	<ul style="list-style-type: none"> <li>• The IEU's vision and strategy will be finalized and shared with all IEU staff.</li> </ul>

<sup>1</sup> Decision document GCF/B.06/Annex III "...the evaluation function should be located independently from other management functions" and Annex V to Decision B.10/05/(k) "The Head of the IEU ...(is) responsible for leadership and management of the unit, including the authority to make appointments and manage staff of the unit."

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

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

NO.	AIM	OBJECTIVES	OUTPUTS
		budgets and work plans are approved in a timely manner.	<ul style="list-style-type: none"> <li>• <i>[revised] After sharing the initial guidelines for the effective functioning at B.29, the IEU will further refine and submit these guidelines and procedures to the GCF Board as required. These guidelines to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices.<sup>4</sup></i></li> <li>• A rolling three-year plan, budget and an annual work plan will be presented every year to ensure certainty in planning and delivering high quality evaluations.<sup>5</sup></li> <li>• An IEU annual report will be produced and disseminated every year, commencing in 2018.<sup>6</sup></li> </ul>
2.	<b>Undertake and deliver high-quality evaluations to the GCF Board</b>	2a. Carry out strategic high-quality performance, portfolio, thematic, country, programmatic and project evaluations annually that are useful to the Board, the GCF Secretariat and the Conference of Parties and are able to provide an independent assessment of the Fund's operations. <sup>7</sup>	<ul style="list-style-type: none"> <li>• All IEU evaluations will comprise three streams: data and science, communications, and advisory work. This will allow all IEU evaluations to be utilization focused, and relevant. They will provide credible evidence to the Board of the GCF.</li> <li>• <i>[revised] The IEU will carry out <del>at least four</del> evaluations annually, as determined in the IEU workplan approved by the Board. All IEU evaluations will espouse available best practice and will make use of cutting-edge methodologies. A long list of potential evaluation topics was identified: amongst others, GCF's approach to investment, GCF's approach to risk, GCF trustee function, RPSP, GCF's Learning and knowledge management approach, country portfolio evaluation.</i></li> <li>• IEU evaluations will also strive for external validity, identify 'what could work', and assess measures of cost-effectiveness, recalling that climate finance is limited.</li> </ul>

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

<sup>5</sup> GCF/B.06/Annex III

<sup>6</sup> B.06/09/Annex III

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

NO.	AIM	OBJECTIVES	OUTPUTS
		2b. Undertake high quality <i>overall</i> performance evaluations of the GCF including (but not restricted to) an overall assessment of results, efficiency and effectiveness to inform the replenishment process. <sup>8</sup>	<ul style="list-style-type: none"> <li>• The IEU will undertake overall performance evaluations as required by its TORs.<sup>9</sup></li> <li>• The IEU will also deliver the following:               <ol style="list-style-type: none"> <li>(1) Evaluation reports to the Conference of Parties to the United Nations Framework Convention on Climate Change and the Paris Agreement for the purposes of periodic review of the Financial Mechanism of the Convention.<sup>10</sup></li> <li>(2) Overall assessment of the Fund's results and the effectiveness and efficiency of its activities.<sup>11</sup></li> </ol>               The performance evaluation undertaken by the IEU will inform the replenishment of the GCF.             </li> </ul>
		2c. Review the results management and performance measurement framework and prepare a real-time learning-oriented impact evaluation project portfolio.	<ul style="list-style-type: none"> <li>• The IEU will provide recommendations based on international evidence and best practices for improving the GCF's results management framework and performance measurement framework.<sup>12</sup></li> <li>• <i>[revised] The IEU will review the implementation of recommendations made in the independent evaluations. The IEU will provide management action reports to the Board, as per the evaluation policy of the GCF.</i></li> <li>• The IEU will support a real-time impact assessment (LORTA) window that will promote measurement of results and learning in real-time. In the pilot window, the IEU will work with 4-6 projects that can effectively demonstrate this learning which will provide insights to the Secretariat in real time.</li> <li>• <i>[revised] As per evaluation policy, the IEU will be responsible for guiding, assisting and advising on real-time impact assessments/evaluations, such as learning-oriented real-time impact assessments (LORTA). The IEU will support through additional e-learning training tool designed and executed by the IEU to help project teams to build the</i></li> </ul>

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

<sup>9</sup> B.06/09/Annex III and B.10/05/Annex V

<sup>10</sup> The Conference of Parties to the UNFCCC provides the following guidance on the function of the IEU: "The reports of the GCF should include any reports of the independent evaluation unit, including for the purposes of the periodic reviews of the financial mechanism of the Convention." (UNFCCC decision 5/CP19, annex, paragraph 20)

<sup>11</sup> B.06/09/Annex III: "Should the COP commission an independent assessment of the overall performance of the Fund, the IEU would support the work involved in such assessment. An overall performance study would become a responsibility of the IEU, as has been the case with the Global Environment Facility (GEF) Evaluation Office since 2007."

<sup>12</sup> GCF/B.06/Annex III

NO.	AIM	OBJECTIVES	OUTPUTS
			<i>necessary evaluation capacity to measure their impacts and changes resulting from GCF investments.</i>
3.		<b>Build and deliver an evaluation-based learning, advisory and capacity strengthening program</b>	
		3a. Ensure programs and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations.	<ul style="list-style-type: none"> <li>• The IEU will build awareness on the uses of evaluations and strengthen appropriate systems/institutional and human capacity for evaluative evidence and evidence-based policies.</li> <li>• The IEU will build and deliver customized workshops upon request and disseminate products to ensure learning and uptake for this objective.</li> <li>• The IEU will provide evidence-based recommendations on projects/programs of activities to improve the ability of the IEU to provide quality evaluations of the Fund's activities. It will also work to ensure that they are reflected in funded activities, agreements and proposals.<sup>13</sup></li> <li>• Through LORTA, the IEU will support high-quality data and assessments which will enable the GCF and its stakeholders to learn about and generate high-quality, credible evaluations that <i>measure attributable change</i> in GCF result areas.</li> <li>• <i>[revised] Following the Board approved evaluation policy, the IEU will build its capacity building efforts for evaluations and evaluation standards to help strengthen the understanding, utility and execution of high-quality evaluations at all levels of the GCF, including the implementing entities.</i></li> </ul>
		3b. Synthesize evaluative evidence from international experience and GCF-related evaluations to benchmark and inform evaluations in GCF result areas, inform results and performance frameworks and help prioritize evaluations and evaluation-related research using state-of-the-art methods. <sup>14</sup>	<ul style="list-style-type: none"> <li>• The IEU will build a database of evaluative evidence and synthesize learning through evidence gap maps, intervention heat maps and systematic reviews.</li> <li>• The IEU will support systematic reviews and meta-syntheses of evaluative evidence relevant to GCF result areas.</li> <li>• <i>[revised] The IEU will provide synthesis notes, to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and other related work. In addition, these synthesis notes will also include further evidence within the climate finance and related development landscape. A long list of potential synthesis note's</i></li> </ul>

<sup>13</sup> B.06/09/Annex III

<sup>14</sup> Decision B.10/05/Annex V/ 14 and 15

NO.	AIM	OBJECTIVES	OUTPUTS
			<i>topics was identified: amongst others, innovation, country programming, GCF's utility on loss and damage, GCF's approach to technology.</i>
		3c. Provide inputs to improve the results-based framework and performance framework of the GCF. <sup>15</sup>	<ul style="list-style-type: none"> <li>• The IEU will conduct retrospective theories of change exercises to inform the results framework and performance measurement framework of the GCF as well as the evaluation policy.</li> <li>• The IEU will provide evidence-based recommendations by analysing reporting templates and engage with accredited entities and other stakeholders to provide evidence-based recommendations on designs to ensure high quality, credible reporting and evaluations.</li> <li>• The IEU will develop state-of-the-art methods to inform and build evaluations led by the IEU. To this end, it will review international best practices in policy evaluation, methods and indicators and use them to attest and benchmark the quality of GCF self-evaluations conducted by the Secretariat and provide recommendations for the results management framework and performance measurement framework.<sup>16</sup></li> </ul>
		3d. Build capacity for undertaking evaluations, understanding standards and methods, within the Secretariat and GCF stakeholders, and use innovative ways to ensure this. <sup>17</sup>	<ul style="list-style-type: none"> <li>• <i>[revised] Given COVID19 requirements, the IEU will explore options to create and execute training modules and provide such contents in virtual formats next to traditional person-to-person formats through a variety of platforms.</i></li> <li>• The IEU will build innovative products to ensure learning and the uptake of evaluative evidence. Accordingly, the IEU will train, share and build capacity for undertaking evaluations within the Secretariat and collaborate to build capacity and awareness within AEs and NDAs.</li> <li>• The IEU will build customized workshops, engage with other agencies and trainers to develop training modules and matchmake teams for programmatic and project evaluations.</li> <li>• The IEU will create training modules and train GCF stakeholder staff including staff from intermediary agencies to bring them up to speed on state-of-the art methods to evaluate the Fund's activities.</li> </ul>

<sup>15</sup> Decision B.06/09/Annex III

<sup>16</sup> Annex III to decision B.06/09

<sup>17</sup> Decision B.06/09/Annex III/ 21, 23

NO.	AIM	OBJECTIVES	OUTPUTS
		3e. The IEU will be at the forefront of methods and climate science and establish the IEU as a global leader in the field. <sup>18</sup>	<ul style="list-style-type: none"> <li>• The IEU will also collaborate with universities and other agencies to develop these customized courses.</li> <li>• The IEU will support methods-related work relevant to the GCF's result areas and evaluations that harness complexity science and new measurement methods. This includes commissioning methods papers, briefs and reviews, supporting knowledge hubs and supporting relevant conferences, workshops, methods labs and learning clinics.<sup>19</sup></li> </ul>
4.	<b>Engage strategically to learn, share and adopt best practices in the climate change evaluation space</b>	4a. The IEU will increase its engagement with key actors in the international evaluation space and collaborate with GCF partners, accredited entities, NDAs and focal points and staff in partner organizations to leverage their presence and capacities to help with the IEU's other objectives.	<ul style="list-style-type: none"> <li>• The IEU will use international engagements to deliver customized awareness building workshops on evaluation vision and techniques, showcasing high quality evaluation methods and standards to GCF stakeholders.</li> <li>• The IEU will develop communication products conveying the key messages from evaluations.</li> <li>• The IEU will establish formal partnership agreements with networks and organizations to leverage their presence for capacity building among GCF stakeholders.</li> </ul>

<sup>18</sup> Decision B.10/05/Annex V/8

<sup>19</sup> GCF/B.05/03/ Annex I