



Independent Evaluation of the Green Climate Fund's Approach to and Protection of Whistleblowers and Witnesses

1. Context

As part of its Board-approved 2024 workplan, the Independent Evaluation Unit (IEU) is undertaking an Independent Evaluation of the GCF's Approach to and Protection of Whistleblowers and Witnesses.

GCF's Policy on the Protection of Whistleblowers and Witnesses (PPWW) is an expression of the Fund's zero-tolerance of wrongdoing and prohibited practices and is intended to provide clear avenues for exposing such unlawful acts and integrity violations.

The aim of the Policy is to empower anyone covered by its provisions to report suspicions of wrongdoing in good faith and without fear of retaliation so that the GCF can effectively protect its interests, resources, and mission by detecting and mitigating financial and reputational risks as early as possible.

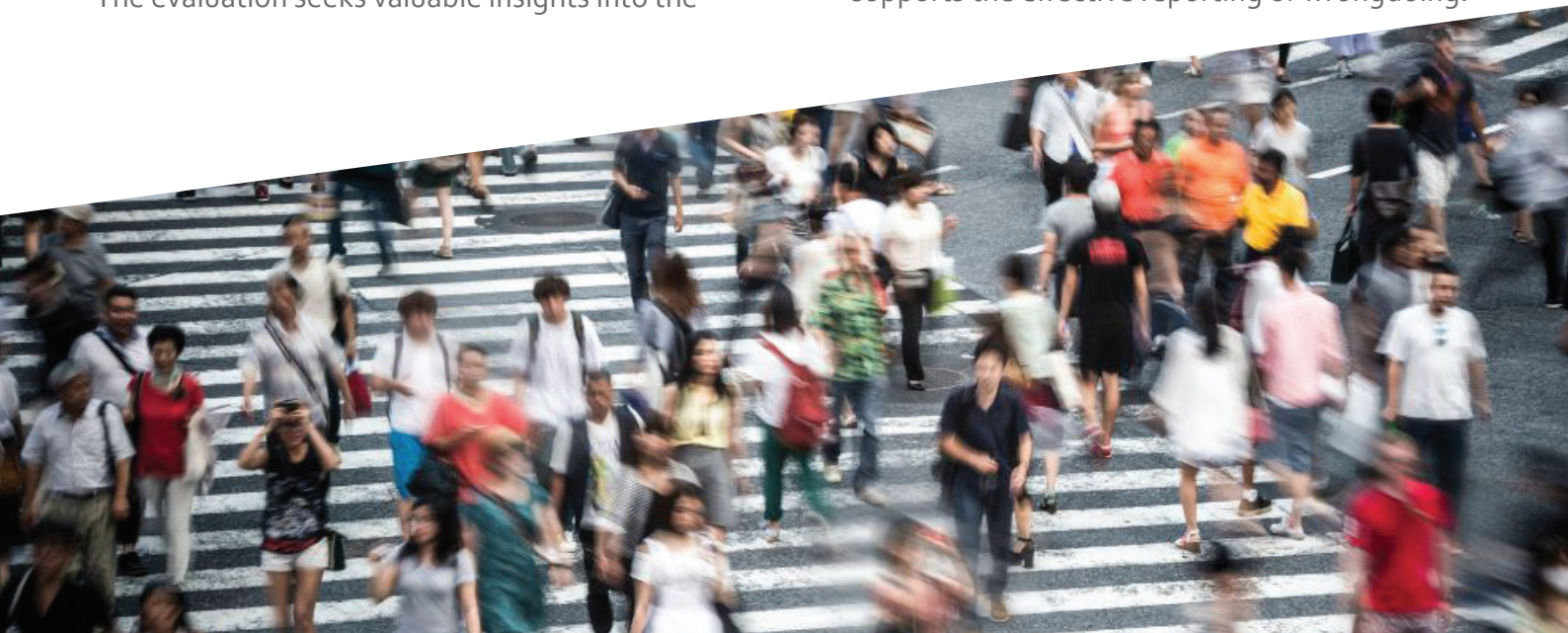
2. Purpose and objectives of evaluation

Following paragraph 73 of the Policy, the IEU is conducting an independent evaluation on the effectiveness of the Policy's implementation. The evaluation seeks valuable insights into the

awareness of, accessibility to, functioning and impact of the Policy. The aim of the evaluation is to provide findings that strengthen the effectiveness of the implementation of the PPWW.

The evaluation is structured around four evaluation criteria:

- **Coherence:** The degree to which the PPWW operates alongside other internal policies and frameworks to achieve its strategic goals and objectives (internal coherence) alongside the consistency of the PPWW with other actors' approaches and policy frameworks in the same area (external coherence).
- **Relevance:** The degree to which the PPWW is sufficiently targeted to support effective implementation through the reporting of wrongdoing by covered individuals, counterparties, and communities, with an emphasis on the extent to which the objectives and design of the PPWW respond to and adapt to institutional needs.
- **Effectiveness:** The degree to which the implementation of the PPWW successfully supports the effective reporting of wrongdoing.



- **Sustainability:** The probability that the net benefits of the PPWW’s implementation, indicated via the successful protection of whistleblowers and witnesses, are likely to continue and lead to long-term benefits including the prevention and management of wrongdoing.

3. Scope

The evaluation’s findings will offer stakeholders insights into areas for enhancement, supporting an efficient Policy that prioritizes ethical standards and organizational integrity. Moreover, the evaluation will enhance stakeholder confidence by demonstrating a commitment to transparency and accountability, building trust in the organization.

4. Methods

The evaluation will use a mixed-methods approach, incorporating qualitative and quantitative methods and data to inform evidence-based findings, conclusions, and recommendations. Based on IEU evaluation criteria, the team mapped methods to inform the collection of data and information. Team members will triangulate, verify and validate all data to ensure reliability and usability.

The evaluation methods include:

- **Document review**

The evaluation will review and analyse the GCF’s internal strategies, policies and processes concerning whistleblowing and witness protection.

- **Review of applied, academic and grey literature**

This literature review will include external best practices and academic research, and insights from other sectors and industries. The review will particularly focus on how entities interact and ensure Policy congruence within an implementing

partner ecosystem such as the GCF’s partnership model.

- **Benchmarking and landscape analysis**

Benchmarking and landscape analysis will look at the business models of comparable institutions and how this influences the operationalization of whistleblowing policies and approaches within partners and implementing organizations. For example, the benchmarking of business models will assess which whistleblower policies percolate within an ecosystem of implementing parties, including interaction with their implementing partners.

- **Secondary data analysis**

Where feasible, the evaluation will analyse secondary, quantitative data that may assist in identifying trends and patterns

- **Online surveys**

The team will conduct three online surveys, covering: GCF staff and other GCF personnel; Accredited entities; and Civil Society Organizations. The surveys will aim to obtain a snapshot of these groups’ knowledge about whistleblowing and their awareness of the Policy, reporting channels, protection procedures and safeguards.

- **Key informant interviews**

Interviews will gauge levels of awareness and implementation of the Policy, both with GCF and counterparties.

- **Face-to-face workshops**

Workshops will support initial fact-finding with a cross section of operational and support staff.

5. Output and Timeline

The evaluation was launched in January 2024. The evaluation report will be finalized by June 2024 in time for B.39, scheduled for July 2024.

Contact the IEU

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