



GREEN
CLIMATE
FUND

Independent
Evaluation
Unit

2018 was a great year!



Whoever said “schedules are made to be broken” obviously hasn’t visited the IEU.

The IEU Team always works **tight schedules**. This was especially true in September when the IEU team pulled long hours to get final reports of two key evaluations ready to be submitted to the GCF Board in preparation for its twenty-first meeting (B.21) in Bahrain.

At B.21, the **GCF Board roundly endorsed** the IEU’s work. Board members especially congratulated the IEU for its steep performance curve, just 18 months after the Unit’s inception.

A key expression of that confidence was the GCF Board’s approval of IEU’s **budget and work plan for 2019** for an overall budget of US\$4.5 million. IEU’s ambitious work plan for 2019 will cover a **‘Performance Review’** of the GCF that will also be used to inform the GCF’s replenishment discussions. The performance review will

examine how the Fund has delivered on its objectives as laid out in its initial strategic plan and the extent to which it has responded to the needs of developing countries.

The IEU will also **deliver three other evaluations** and related products in 2019. These include a review of country ownership, an assessment of environmental and social safeguards of the GCF, and the baseline report of the multi-year program titled ‘Learning Oriented Real-Time Impact Assessment’.

At the time that this newsletter was going to print, the **meetings at Katowice** had just closed with a heroic agreement on the climate rule book. For the IEU this felt almost like a personal win: In agreeing to a rule book, the world had yet again underscored the importance of good, high-quality

measurement and evidence to help guide its actions.

As we end 2018 I’d like to wish all of our supporters a happy new year. My special thanks to the GCF Board for its unstinting support and

counsel, especially while delivering our first major evaluations. Many thanks also to our colleagues at the GCF Secretariat who we remain critical and trusted colleagues with. Many thanks are also due to civil society members and country teams that work closely with us, as well as our partners who remain priceless assets for us as we seek to transform the world, one piece of evidence at a time.

Most of all, **I thank my team**. As we grow and change, they remain the force that inspires and energizes me each and every day. They challenge, support and engage while making sure we all have fun, even when doing serious work over long hours. **It’s truly special to laugh together as we work together. Thank you IEU team.**

My best wishes for a stronger and better 2019 to all.

Jo (Dr. Jyotsna Puri)
Head of the Independent Evaluation Unit, Green Climate Fund

In this edition

- IEU’s 2019 work plan and budget
- Performance Review of the GCF
- IEU finishes RPSP Evaluation
- Update – GCF Evaluation policy
- IEU finishes RMF Review
- IEU Annual Report
- LORTA Inception paper



The IEU Team raises a cheer for a successful 2018.

IEU

Newsletter



Issue 5

Oct – Dec 2018

IEU's 2019 Work Plan and Budget

The GCF Board approved a budget of USD 4,502,800 for the IEU's activities in 2019. This covers:

Evaluations of GCF's country ownership and GCF's environmental and social safeguards; a continuation of IEU's Learning-Oriented Real-Time Impact Assessment (LORTA) and a performance review of the GCF.

Advisory services, learning, capacity strengthening: IEU will develop a Geographic Information Systems database, start a new IEU 'data-lab'; build capacity through videos, webinars and learning modules; and synthesise global evidence of private sector initiatives and discuss potential for machine learning.

Communications, syntheses and building partnerships: IEU will build partnerships and produce learning products by developing evidence gap-maps; supporting workshops for stakeholders and GCF partner agencies; disseminating lessons learned from gap-map studies and reviews; and producing working and learning papers.

Building the IEU: The IEU will continue to build and strengthen its capacity. It will hire three new staff in 2019, bringing the total number of staff members at the Unit to twelve.

Performance Review of the GCF

At B.21 the GCF Board asked the IEU to assess the extent to which the Fund has **delivered its objectives** as laid out in its initial strategic plan, and the extent to which it has **responded to the needs of developing countries**. The performance review (PR) will be completed by June 2019 and its outputs will inform the GCF's replenishment process.

The review's mandate includes examining the likely performance of GCF, its funded activities and their effectiveness and efficiency; assessing the existing GCF portfolio and expected impacts of funding decisions and other support activities. **Read the Board-approved decision for the PR in the GCF Performance Review section of the IEU website.**

The IEU's Evaluation of the Readiness Program

At B.17, the GCF Board requested the IEU to evaluate GCF's Readiness and Preparatory Support Programme (RPSP) – 'Readiness' for short – and its aim of strengthening how local entities engage with the GCF.

The evaluation's **most critical findings** relate to RPSP's relevance and coherence, country ownership,

effectiveness, efficiency, gender equity, scalability and innovativeness.

Its recommendations focus on capacity building, country programmes, the GCF Secretariat's role, vision and strategy, and future development. The evaluation's full report is available [here](#). For those who want shorter briefs, there's the four-page [GEvalBrief 1](#) and the two-page [GEvalNote 1](#).

Evaluation Policy update

In 2018, the IEU has been developing GCF's Evaluation Policy. The aim of the Policy is to help the Fund assess and measure **if and how much** the GCF is contributing to a paradigm shift towards low-emission and climate resilient development pathways.

The Policy reiterates the importance of **credible evidence** from the GCF and its investments, that will in turn strategically advise and support the UNFCCC, the COP, the GCF Board and the GCF Secretariat in their decision-making.

The Policy encourages staying at the **forefront of theory and practice** and underscores the importance of wide dissemination and knowledge exchange.

A draft of the evaluation policy, which is currently available for comment, is available [here](#).



IEU's Plans for 2019

All in summary first meeting in October 2018, the Board of the Green Climate Fund (GCF) approved a budget of USD 4,502,800 to fund the independent Evaluation Unit's (IEU) activities in 2019. There are four key elements of the IEU's annual work plan for 2019:

I. Evaluations

The IEU will undertake four evaluations in 2019:

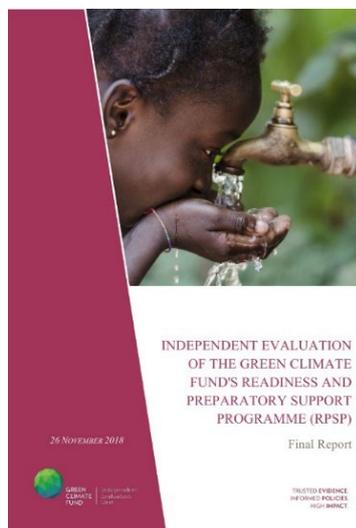
- An independent evaluation of the GCF's country ownership;
- An independent evaluation of the GCF's environmental and social safeguards;
- Continue the IEU's Learning-Oriented Real-Time Impact Assessment (LORTA); and
- A performance review of the GCF.

The IEU will lead a **performance review** of the GCF to assess whether and to what extent the Fund has delivered its objectives as laid out in its initial strategic plan and the extent to which this response is needed in the context of developing climate-resilient country ownership. The performance review will be completed by the IEU in June 2019 and outputs from this review will inform the GCF's replenishment process.

II. Advisory services, learning and capacity strengthening

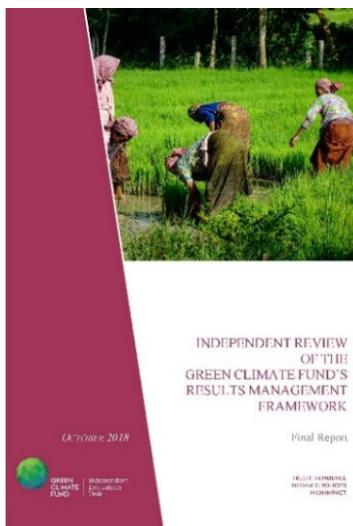
The IEU will inform, learn from and strengthen capacity:

- **Build a Geographic Information Systems (GIS) database** for all projects approved until 2018 that will provide the GCF with the ability to assess and measure impact and changes over time.
- **Build and strengthen data systems and information systems.** The IEU will develop the 'data-lab' by collaborating to support rigorous measurement of the GCF's likely impact, effectiveness, efficiency and sustainability.



IEU completes the review of the GCF Results Management Framework!

At its heart, the GCF's results framework (RMF) is supposed to help the Fund manage GCF investments better for outputs, outcomes and impacts.



The IEU's review of the Framework has six critical findings, some complimentary and some cautionary. The review also has ten recommendations on how the RMF might be improved. The review's full report is now available [here](#). The four-page [GEvalBrief 2](#) and two-page [GEvalNote 2](#) provide summary versions of the main report.

IEU publishes its first Annual Report!



The IEU presented its first Annual Report to the GCF Board at B.21. This was well received. The report includes a message from GCF Co-Chairs, Paul Oquist and Lennart Båge, and a welcome from IEU Head Dr. Jo Puri. An attractive, condensed online version of the report is available [here](#). Or download the [full report](#) and learn more about IEU!



Learning and measuring impact: LORTA

Learning from IEU's multi-year project-level impact assessment program is described in a new report published by the Unit. It describes and explains how the eight GCF-funded projects were selected for the program and what initial

impact designs framework have been developed for each. It also discusses their theories of change, impact designs, engagement plan, implementation tracking and real-time measurement system, pre-analysis plans, sample sizes, evaluation design, timeline and budgets. Read the LORTA Inception Report [here](#).

Collaborating for success

The IEU recognizes that it cannot realize all its plans by itself. Over recent months IEU has signed several strategic Memoranda of Understanding (MoUs) with other like-minded institutions. These include MoUs with the [Office of Evaluation of the Food and Agriculture Organization of the United Nations](#), the Government of Antigua and Barbuda (represented by the [Department of Environment](#)), the [German Institute for Development Evaluation](#), and the [Global Development Network](#).

Visit the [IEU website](#) for more details of IEU's partnerships.

The IEU at COP24 in Katowice

The IEU participated in four key events during COP 24. Two were official UNFCCC side-events and included a discussion on lessons emerging from ongoing evaluations; and, a panel discussion hosted by the Center for International Forestry Research on what REDD+ has achieved and the empirical evidence for transformational change.

The events at the GCF pavilion included a presentation on the IEU's 2019 approach for the Performance Review and a discussion of IEU's Review of the GCF Result Management Framework. Learn more about the IEU and GCF's activities at [COP 24](#).



The GCF's discussion of the IEU's 2019 Performance Review of the GCF included (L->R): Simon Wilson (GCF), Niranjali Manel Amerasinghe (World Resources Institute), Rajib Ghosal (GCF), Jyotsna Puri (IEU/GCF), Ambassador Feturi (Permanent Representative of Samoa to the United Nations) and Karma Tshering (National Environment Commission Secretariat, Bhutan).

IEU Head speaks at Global Landscape Forum in Bonn

The IEU's Head Jyotsna Puri delivered a keynote speech at the Global Landscape Forum, one of the world's most influential environmental events. In her keynote address, Jo called for impact to be measured quantifiably and to consider the **'three B's': bias in how evidence is produced; benefits; and using human behaviour to design and deliver policies that work in the 'last mile.'** The key points of Jo's speech are covered in [an interview with Julie Mollins](#).

[A video interview with Jo](#), "Tracking progress" is also available on the CIFOR website.

IEU Missions Sep - Dec 2018

IEU staff travelled to several countries during the quarter to attend meetings, conduct workshops and carry-out evaluations. Some of these included:

Malawi - LORTA

IEU's Timothy Cha travelled to Malawi to take a closer look at the project 'Scaling up Modernized Climate Information and Early Warning Systems', one of the projects selected for the LORTA programme. Tim worked with two consultant evaluation experts, an evaluation expert from UNDP, and with project teams, AEs, GCF staff, and other relevant stakeholders to draft an initial impact evaluation design tailored to the project. LORTA's inception paper and other documents are available [here](#).

China - Asian Evaluation Week (AEW)

AEW, September 10-14 was a key event for the IEU. Solomon Asfaw attended on behalf of the IEU. About 150 evaluation experts from academia and the public and private sectors exchanged the latest thinking in evaluation. Solomon addressed two sessions. One on what constitutes impact evaluation and how it can inform policymakers. The second on the impact of advocacy programmes.

Germany - Readiness

IEU's Solomon Asfaw presented findings of the Unit's evaluation of RPSP at the GCF's Readiness Practitioners' Workshop organized by UN Environment/UNDP/WRI & GCF RPSP, October 8-10. The workshop consisted of panel sessions where country focal points who engaged in GCF readiness projects on the ground participated both as presenters and panelists. The presenters focused on key lessons and challenges learned during the implementation of GCF RPSP initiatives in different countries.

Ethiopia - RPSP, Evaluation Policy, Performance Review

IEU's Roberto la Rovere joined GCF colleagues at the GCF's Structured Dialogue for Least Developing Countries in Addis Ababa, Ethiopia, 18-23 November. Roberto spoke at and facilitated three sessions: Lessons learned from the Readiness evaluation; progress on developing GCF's evaluation policy; and, approaches for the forthcoming GCF Performance review. Sessions were designed to include representatives from National Designated Authorities and Direct Access Entities.

Greece - European Evaluation Society

IEU Head Jo Puri presented at and chaired several sessions at the European Evaluation Society's Biennial Conference, held in October in Thessaloniki, Greece. Among her presentations, Jo addressed the question 'How is resilience challenging the evaluation field and are we rising effectively to the challenge?' She also discussed IEU's work on the connection between evaluation and complexity and examined the issue of 'How is resilience measurement moving us beyond just good M&E?'. Jo also chaired two sessions, one on 'Evaluation criteria for the 21st Century' and the other on evaluation practices within organizations.

New Staff

One of the key goals IEU's work plan is to build its capacity. The last three months have seen the Unit strengthen considerably with the addition of six new staff: **Eun Young Chung**: Team Assistant; **Manav Khana**: Administration & Evaluation Assistant; **Timothy Cha**: LORTA Assistant; **Elangthoko Reatliwe Mokgano**: Assistant Data Analyst; **Fatima Zohra Moussas**: Data & Procurement Assistant; and **Daisuke Horikoshi**: Evaluation & Procurement Specialist.

IEU Lunch Talks

The IEU held 13 Lunch Talks in 2018. These have attracted large audiences. The three most recent were:

October: Solomon Asfaw, IEU Principal Evaluation Officer: Policy options for mitigating the impact of climate risk on poverty and food security

November: Juha I. Uitto, Director, Independent Evaluation Office of the Global Environment Facility

December: Seth Goodman, Data Engineer, AidData: Machine learning in evaluating international aid.

Videos of IEU's Lunch Talks are available on the [IEU YouTube Channel](#).

Contact the IEU: Email: ieu@gcfund.org

Website: ieu.greenclimate.fund Twitter: @GCF_Eval

Tel. +82 032-458-6428