With GGGI at the halfway mark of its Strategic Plan 2015-2020 and a new Director General (DG) at the helm, the independent evaluation was commissioned to take stock of progress made against the Strategic Plan. The evaluation was also expected to make recommendations for consideration by the Mid-term Strategic Review (MTSR)\(^1\). The objective of the evaluation is to: a) provide GGGI members with an independent assessment of the progress made by GGGI, during 2015-2016 in delivering the priorities and results set out in the Strategic Plan and b) recommend potential revisions of the GGGI Strategic Plan, as well as the implementation of the Work Program and Budget (WPB) 2017-2018. The evaluation addressed key evaluation questions covering program performance, institutional development, and the Strategic Plan.

**Findings and Conclusions**

**Key findings and conclusions on program performance:**

- **GGGI** has made significant progress in strengthening national, sub-national and local green growth planning, financing and institutional frameworks. Specifically, GGGI has produced noteworthy results in developing green policies in most member countries. GGGI has demonstrated smart opportunism to latch onto emerging government plans and policy formulation;

- The general impression is that GGGI’s footprint is possibly too early and too small to make significant changes to a country’s green growth framework, but there has been valued contribution in limited areas;

- GGGI has placed adequate emphasis on processes and strategies to incorporate social inclusion and poverty reduction including inclusion of environmental and social safeguards and gender analysis;

- There is clear evidence that the strategic priority of increased green investment has been internalized across GGGI. GGGI has demonstrated significant early wins ($236 million – mostly from Colombia and Ethiopia). However, often these investments are the result of work done in the left/middle of the value chain rather than the extreme right;

- There is a significant ambition to increase impact through the delivery of “bankable projects,” and GGGI has built a sizeable pipeline of projects but has few unanimously accepted examples of impact so far;

- Given the organizational priority to deliver National Financing Vehicles, GGGI needs to be more aware of the complex fiscal management in each country and the political risks and institutional issues beyond GGGI’s control, which could affect delivery;

- Transformational change is rarely triggered by small one-off pilot projects which GGGI has been devoting significant resources to, and GGGI is aware of the need to replicate and scale-up;

- GGGI’s primary modality of being embedded in a government ministry is generally positive; however, there is a potential risk of political capture, and/or lack of influence over other external ministries;

- GGGI undertakes a lot of capacity building activities; however, the linkage to the country or programmatic activities is not evident. There is no systematic process in GGGI to gather lessons learned from best practices and success stories from the countries. While there are multiple ways knowledge is shared in GGGI, there is no centralized knowledge sharing system or process;

- Progress has been made in internal communication; however, there is scope to improve and be more effective. In many instances, GGGI is not well known outside its “circle” in the country, including beyond the division in the host ministry; and

- GGGI has made progress by having an integrated approach to the delivery of country programs. However, there is still some concern about the integration of GPII and IPSD, regarding reporting at country level and the country team is not always kept sufficiently informed on the details of IPSD projects. Investment work should complement work done by country teams and should be relevant to government priorities.

\(^1\) The MTSR is an initiative undertaken by GGGI to assess progress and make adjustments to the Strategic Plan.
Recommendations

1. GGGI should consider having a longer-term Strategic Plan;
2. GGGI should consider alternative business models which will lead to long-term sustainability;
3. For the next few years, GGGI should consolidate as an organization;
4. In GGGI’s country operations, political issues need to be better understood and potential responses clearly defined;
5. GGGI should align its risk appetite with its desire to innovate and encourage entrepreneurial behaviour;
6. GGGI should define clear points of exit from projects and host ministries;
7. GGGI should find ways to gain better recognition for its contribution to green growth;
8. GGGI should take a more active role in promoting South-South cooperation;
9. GGGI should have an organizational structure, mechanisms and processes to ensure coordination and communication to ensure integrated delivery;
10. GGGI should aim to increase staff retention levels to meet or exceed industry benchmarks;
11. The pace of expansion should be determined by a rational balance between available resources, the contribution of member countries and activities;
12. GGGI must sharpen its approach to resource mobilization;
13. GGGI should invest in partnerships with organizations that recognize its added value and comparative advantage;
14. GGGI should recognize that some countries have greater potential to transition to green growth and should be given additional support and fast-track status;
15. GGGI should strengthen its RBM with reference to a feedback mechanism from project monitoring and evaluation to project design;
16. Mid-term revision of the Strategic Plan is supported including: incorporation of the proposed six additional outcomes; inclusion of an updated Corporate Results Framework and grandfathering of Country Planning Frameworks and project log frames; clearly stating the intended role of Thought Leadership; reflecting GGGI’s global ambition in the impact statement; strengthening the direction and clarity on partnerships and differentiating various aspects of implementation.