



Global
Green Growth
Institute

GGGI Annual Evaluation Workplan 2019

Impact and Evaluation Unit

December 2018



Introduction

Evaluation has a valuable role to play in supporting GGGI's mission of assisting partner countries to transition to green growth pathways, as well as maximizing the impact and value for money of the Institute's work.

In recognition of this, GGGI established an evaluation function in 2017, managed by the Impact and Evaluation Unit (IEU). The purpose of this function is to support GGGI's overall mission, and the priorities set out in the [GGGI Refreshed Strategic Plan 2015-20](#), by:

Generating and harnessing evidence on green growth impact to inform the learning, improvement and accountability needs of the Institute, its members and funders.

This document outlines the Institute's Annual Evaluation Workplan for 2019, to be implemented by IEU. Under GGGI's evaluation policy¹, Annual Evaluation Workplans are reviewed by the Institute's Management and Program Sub-Committee before being approved by management.

The workplan for 2019 is comprises three main areas of work:

- Independent evaluations
- Impact pathway reviews
- Program design support

Each of these areas is described further below.

Part 1: Independent evaluations

In 2019, a core feature of IEU's work will continue to be commissioning independent evaluations of GGGI programs and operations.

Each year, IEU proposes a sample of country programs and thematic topics for evaluation, based on the selection criteria contained in GGGI's evaluation policy.² The criteria includes:

- Relevance to GGGI's strategic, programmatic or corporate priorities;
- Potential learning and improvement benefits for immediate users and the wider organization;

¹ Section 3.2, [GGGI Evaluation Rules](#)

² Section 3.2, [GGGI Evaluation Rules](#)

- Alignment with areas of interest expressed by members and funders;
- Operational factors including budget, availability of key stakeholders, period since an evaluation was last conducted, and plans for future evaluations by other parties;
- Evaluability of the country programs or thematic topics; and
- Potential contribution to the evidence base for green growth.

For 2019, IEU proposes to focus on 3 evaluation topics, as described in the table below.

Evaluation topic	Description
<p>1. Impact of green city strategies on urban development policies and financing</p>	<p>Green city development is one of GGGI's thematic priorities and the development of green city strategies was a key focus of many country programs between 2015 and 2018.</p> <p>This evaluation will:</p> <ul style="list-style-type: none"> • examine whether GGGI's work to develop green city strategies has influenced changes to policies and financing in capital and/or secondary cities; • identify key factors that contribute to the success of green city strategies; and • assess GGGI's approach to sharing knowledge, experience and lessons on green city strategy development across different partner countries. <p>Countries included in the evaluation sample include Cambodia, Rwanda and Senegal.</p> <p>This evaluation is being carried over from 2018 and is expected to be completed in 2019.</p>
<p>2. GGGI services in mobilizing green investments</p>	<p>Under GGGI's <i>Refreshed Strategic Plan 2015-20</i>, mobilizing green investments was targeted as a key strategic priority and value adding service for the organization. Since 2015, GGGI has rapidly scaled up its work in this area, building up its in-house investment team and a pipeline of investment projects. By 2017, this effort began to yield results, with a total of \$524m reported as being mobilized during that year toward green investments.</p> <p>This evaluation aims to review the achievements and challenges to date and identify lessons and opportunities to further improve the delivery and impact of GGGI's green investment work. The evaluation scope is expected to cover:</p>

Evaluation topic	Description
	<ul style="list-style-type: none"> • the relevance and value add of GGGI’s green investment services to partner countries; • the effectiveness and efficiency of the management systems set up to deliver GGGI’s green investment services; • the key outcomes and lessons to date of GGGI’s green investment work; and • opportunities to further scale up the impact of GGGI’s green investment work. <p>Work on this evaluation has been carried over from 2018 and is expected to be completed in 2019.</p> <p>Countries to be included in the evaluation sample will be confirmed as part of the preparation of an Evaluation Approach Paper.</p>
<p>3. Effectiveness of GGGI’s role in supporting renewable energy transitions and NDC commitments</p>	<p>Sustainable energy is one of the Institute’s 4 key thematic areas of priority. Over 40% of GGGI projects in 2017-18 included outcomes relating to sustainable energy. GGGI delivered a range of energy-related interventions both in country and globally, including: policy reform; investment project development; accessing finance; partnerships; research; and knowledge sharing.</p> <p>The exact focus of the evaluation will be determined during the preparation of an Evaluation Approach Paper. However, it is broadly expected to address the effectiveness of GGGI’s support to date in helping partner countries transition towards renewable energy and the extent to which this has contributed to achievement of NDC commitments.</p> <p>Countries to be included in the evaluation sample will be confirmed as part of the Evaluation Approach Paper.</p> <p>This is a new topic identified for the 2019 Annual Evaluation Workplan.</p>

Evaluation Approach Papers with detailed terms of reference for each of these topics will be developed in the planning and design phase of each evaluation.

Evaluations will be implemented in line with the processes and quality standards outlined in GGGI’s evaluation policy.³ These include specific steps to enhance the independence of the

³ Section 4.3, [GGGI Evaluation Rules](#)

evaluations:

- Establishing an Evaluation Advisory Group for each evaluation, comprised of representatives of GGGI's member countries who volunteer to review key outputs such as the evaluation approach paper and evaluation reports; and
- Contracting qualified external independent evaluators to conduct the evaluations.

Consistent with GGGI's commitment to transparency, the approach papers, final reports and GGGI's management responses for every evaluation will be published on GGGI's website once finalized.

Part 2: Impact pathway reviews

Independent evaluations will remain GGGI's primary mechanism for assessing the results and impact of its work. At the same time, in GGGI's context, there are some limitations that come with this model, including the resource and time requirements involved. In response, IEU has been exploring ways to diversify its evaluative toolkit, to address some of these limitations and enable it to fulfil its mandate and serve the needs of the organization more effectively.

In 2019, IEU will introduce and pilot *Impact Pathway Reviews* (IPR) as an additional tool for assessing and demonstrating impact.

IPRs are designed to complement, not duplicate, the work of Independent Evaluations. Whereas the focus of evaluations will vary in response to the strategic, programmatic or operational priorities of the day, IPRs are designed to retain a core focus on validating the impact pathways of projects, which are the individual building blocks that make up GGGI's overall impact.

The IPRs will seek to achieve two objectives:

- Clearly document the causal pathways leading from a project's inputs to its final expected impacts and quantify GGGI's targets along the way.
- Assess the credibility of these pathways based on relevant supporting evidence.⁴

The methodology for IPRs will be developed in early 2019, guided by the following design principles:

⁴ Work initiated by IEU under the 2018 Annual Evaluation Workplan to develop a green growth evidence base will continue but be integrated into the Impact Pathway Review workstream.

- **Strategically aligned:** IPRs aims to support GGGI's strategic agenda of delivering on the 6 strategic outcomes⁵ adopted in the *Refreshed Strategic Plan 2015-20*, approved by Council in 2017.
- **Increase adaptive capacity:** IPRs will be done internally by IEU, to provide a nimbler and less resource intensive way to evaluate programs. This will help maximize use of limited resources whilst enhancing the Institute's overall capacity to learn and adapt quickly from both successes and failures.
- **Standard and evidence driven:** IPRs will be based on defined quality standards, to ensure a transparent and objective way of assessing the clarity and credibility of the impact pathways of projects. This is important given they will be internally conducted.
- **Harmonized approach:** IPRs should align with and complement other related initiatives within GGGI. This includes work by Thought Leadership to refine methodologies for measuring the strategic outcomes, and work by the Strategy Unit on GGGI's corporate results framework and reporting.
- **Build on good practice:** In developing the IPR approach, the intention is to draw on existing respected methods, tools and practices in the aid, philanthropic and impact investment fields, to avoid reinventing the wheel.

Once the methodology for the IPRs has been developed, several pilot IPRs will be undertaken on a selected number of projects during the remainder of 2019. The IPR methodology will be refined at the conclusion of the year based on lessons learned from these pilots.

Part 3: Project design support

IEU will continue supporting program staff in the design of new projects on a demand-driven basis, with a focus on ensuring that projects have credible, coherent theories of change and results frameworks that are clear and measurable.

Although this work is not evaluation per se, it supports the overall impact and evaluation agenda in the following ways:

- Well-designed projects have a better chance of delivering the desired results and impacts for partner countries and funders.
- Evaluation of projects becomes easier and more fruitful when projects are well designed, thus improving the efficiency and effectiveness of evaluations.

⁵ The 6 strategic outcomes are: (1) reduce GHG emissions; (2) create green jobs; (3) improve access to services; (4) improve air quality; (5) enhance ecosystem services; and (6) support climate change adaptation.

- This support provides a practical, on-the-job way for IEU to help strengthen staff capacities in results-based design, monitoring and evaluation (M&E).

Reporting

IEU will report on the implementation and results of this workplan as part of GGGI's Annual Report 2019, which is shared with all GGGI members and published on the Institute's website.

Resources

Under GGGI's Work Program and Budget 2019-20 approved by Council in October 2018, approximately \$641,000 has been allocated to IEU for 2019. Around two-thirds of this is for staffing (3 positions), while one-third covers operational activities.

Contact

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