



Global  
Green Growth  
Institute

# GGGI Annual Evaluation Workplan 2020

**Impact and Evaluation Unit**



## 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 its [Refreshed Strategic Plan 2015-20](#) and forthcoming *GGGI Strategy 2030* 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 2020, to be implemented by IEU. The workplan for 2020 comprises three main areas of work:

- Thematic evaluations
- Impact pathway reviews for country programs
- Project design and M&E services

Each of these areas is described further below.

## Part 1: Thematic evaluations

In 2020, a core feature of IEU's work will continue to be commissioning independent evaluations of GGGI programs and operations.

Each year, IEU selects thematic topics for evaluation in consultation with Management, based on the selection criteria contained in GGGI's evaluation policy.<sup>1</sup> The criteria includes:

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

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<sup>1</sup> Section 3.2, [GGGI Evaluation Rules](#)

- Evaluability of the country programs or thematic topics; and
- Potential contribution to the evidence base for green growth.

Thematic evaluations completed previously include:

- GGGI progress against the Strategic Plan 2015-20 (completed in 2017)
- Green city strategies (completed in 2018-19)
- Green investment services (completed in 2019)

For 2020, IEU proposes to focus on the following topic:

Evaluation topic	Description
<p><b>Sustainable Landscapes</b></p>	<p>The close linkages between land management, climate change and economic development are increasingly well recognized, as highlighted for example by the IPCC's 2019 <i>Special Report on Climate Change and Land</i>. Given this, sustainable landscapes was selected as one of GGGI's 4 thematic areas of focus in 2015. Since then, steps have been taken to expand internal capacity, geographic coverage of technical scope of GGGI's work in this area.</p> <p>Under <i>Strategy 2030</i>, GGGI is seeking to further refine its focus and strengthen its delivery in all thematic areas. Where possible, GGGI seeks to identify, scale up and/or replicate selected interventions to meet ambitious investment and impact targets for partner countries.</p> <p>The purpose of this evaluation would be to review GGGI's past experience and current approach in the sustainable landscapes area, as well as relevant contextual trends, and suggest ways to further focus and strengthen the effectiveness of GGGI's work in this theme moving forward.</p> <p>An Evaluation Approach Paper will be developed in Q1 2020 to develop the exact scope of the evaluation. The evaluation would then be implemented during the rest of 2020.</p>

Thematic evaluations will be implemented in line with the processes and quality standards outlined in GGGI's Evaluation Policy.<sup>2</sup> These include:

- 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

<sup>2</sup> Section 4.3, [GGGI Evaluation Rules](#)

- Contracting qualified independent experts to support IEU staff with conducting the evaluation.

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 for country programs**

Building on past experience and lessons, IEU introduced several changes in 2019 to its approach to evaluation of country programs. The revised approach, now referred to as *Impact Pathway Reviews* (IPR), sought to better align country program evaluations to GGGI's overall impact agenda, improve their usefulness to senior decision makers, and reduce costs and implementation times. The IPR approach was successfully piloted on the Mongolia country program in 2019 and will continue to be rolled out in 2020.

For 2020, IEU proposes to complete four IPRs in the following countries:

- Uganda
- Vietnam
- Rwanda
- Fiji

In addition, at the request of Management, IEU will support the implementation of *Strategy 2030* by seeking ways to integrate the IPR approach into relevant parts of GGGI's program operations - eg: planning, design, monitoring and reporting of country programs and projects. In doing so, IEU will work closely with the Strategy, Partnerships & Communications (SPC) department, who is leading the rollout of *Strategy 2030*.

## **Part 3: Project design and M&E support**

IEU will continue supporting program teams in the design and M&E 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.

This supports GGGI's overall impact 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.

- Strengthen internal 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 2020, 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 GGGI Council, around \$644,000 has been allocated to IEU for 2020. This covers both staffing (3 positions) and operational activities.

## **Contact**

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