



Global  
Green Growth  
Institute

# GGGI Annual Evaluation Workplan 2018

**Impact and Evaluation Unit**

**December 2017**



## Introduction

Evaluation has a valuable role to play in supporting GGGI's mission of assisting partner countries to transition to green growth pathways, and 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 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 2018, to be implemented by IEU. As per GGGI's evaluation policy<sup>1</sup>, Annual Evaluation Workplans are reviewed by the Institute's Management and Program Sub-Committee before being approved by management.

The workplan for 2018 is divided into three main areas:

- Harnessing green growth evidence
- Thematic and country program evaluations
- Building GGGI's evaluation capability

Each of these areas is described further below.

## Part 1: Harnessing green growth evidence

GGGI views evidence as being central to the way that it works. Programs and policies based on rigorous evidence and a sound understanding of what works and why have a greater chance of yielding the desired impacts and better value for money.

Moreover, as green growth is a relatively new paradigm, there is a need to test and gather evidence on the most effective practical pathways to realize the viability and benefits of this model of growth.

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<sup>1</sup> [GGGI Evaluation Rules](#), approved by the Director-General in 2017.

The evidence base on green growth is of particular interest to evaluators, given the strong mutual links between the two concepts. Evidence informs the design and conduct of evaluations, while evaluations generate evidence that contribute to an overall evidence base.

Although there is a growing body of evidence on the theory and practice of green growth, there are still a range of challenges to ensuring this is used more widely and consistently in the day-to-day work of people working on green growth issues.

In 2018, IEU will commence work on a new initiative to bridge this gap and ensure green growth evidence is harnessed more effectively to strengthen the impact of GGGI's work. This initiative has a clear applied focus, with the desired result being an increased use of evidence by target user groups – mainly GGGI staff - to inform their work.

The pilot phase (2018) of this initiative is expected to involve the following activities:

- **Develop an organizing framework:** A small set of 'theories of change' that are representative of GGGI's programs will be developed. These are intended to help identify the types of evidence that are of most practical relevance to users, and will also serve as frameworks to organize individual pieces of evidence that are later collected.
- **Locate and summarize relevant evidence:** A process will be established to locate and review relevant evidence, and summarize key lessons in language and formats that are easily understood by non-technical audiences. Emphasis will be placed on empirical evidence, including from impact evaluations and systematic reviews.
- **Strengthen access and incentives for use:** Summaries of the evidence curated will be made available to GGGI users via a dedicated site on the Institute's intranet and/or its external website. IEU will also seek out and take action on ways to strengthen incentives and reduce barriers that affect the use of evidence in people's work.

In undertaking this initiative, IEU will seek to collaborate with other groups in and outside of GGGI that share a common interest in strengthening the evidence base for green growth. This includes GGGI's Office of Thought Leadership and the independent evaluation offices of other international organizations working on green growth issues.

For example, where it becomes apparent that there are gaps in the existing evidence on certain issues, this could provide the basis for future partnerships between GGGI and other organizations in the evaluation or research community to help fill such gaps.

## **Part 2: Thematic and country program evaluations**

A core part of IEU's mandate is to commission rigorous, independent evaluations of GGGI's programs to inform ongoing improvements and enhance transparency and accountability to members and funders.

In preparing the Annual Evaluation Workplan, IEU in consultation with other GGGI divisions selects a sample of country programs and thematic topics for evaluation each year. The selection is based on a range of criteria including:

- Relevance to GGGI's strategic, programmatic or corporate priorities;
- Potential learning 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;
- Evaluability of the country programs or thematic topics;
- Potential contribution to the evidence base for green growth.

Based on these considerations, a total of 6 evaluations – 3 thematic topics and 3 country programs - have been selected. A brief description of each is provided in the table below. Detailed terms of references for each will be developed as part of the planning and design phase of each evaluation. All evaluations will be commenced in 2018, although some may not be completed until 2019.

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

- Establishing an Evaluation Advisory Group for each evaluation, comprised of representatives of GGGI's members who volunteer to participate, to review key outputs such as the evaluation terms of reference and reports; and
- Contracting appropriately qualified external independent evaluators (either individuals or teams) to conduct the evaluations.

Consistent with GGGI's commitment to transparency, the terms of reference, final report and GGGI's management response for every evaluation will be published on GGGI's website once finalized.

Thematic Evaluations	Description
Impact of green city strategies on urban development policies and financing	<p>Green city development is one of GGGI's thematic priorities and a key focus of program effort between 2015 and 2018. This evaluation will examine whether GGGI's work to develop green city strategies for partner governments has translated into concrete changes to urban development policies and financing in capital and/or secondary cities.</p> <p><b>Countries for potential inclusion in evaluation sample:</b> Cambodia, Mongolia, Rwanda, Senegal, Uganda and Vietnam.</p>
Transformative potential of bankable projects in renewable energy	<p>Underpinning GGGI's corporate theory of change is the idea that its bankable projects can have a "demonstration effect" that catalyze financing flows beyond the immediate amount for single projects. This evaluation will assess how this concept is being operationalized and the potential for this and other transformational results to be achieved in the area of renewable energy.</p> <p><b>Countries for potential inclusion in evaluation sample:</b> Fiji, Indonesia, Senegal, Vanuatu, Mongolia and Vietnam.</p>
Effectiveness of GGGI's approach to knowledge sharing and capacity building	<p>Knowledge sharing and/or capacity building is an ubiquitous aspect of nearly all GGGI programs and a core outcome in GGGI's Strategic Plan 2015-20. This evaluation will examine the effectiveness of the Institute's approach to these activities and attempt to gauge some of the impacts on participants and/or partner organizations.</p> <p><b>Countries for potential inclusion in evaluation sample:</b> China, Indonesia and Philippines.</p>

Country Program Evaluations	Description
Vietnam	<p>In general, the main aim of these evaluations is to assess whether country programs are making adequate progress towards their intended outcomes. This could involve looking at a range of issues, such as: clarity of intended outcomes and the pathway (theory of change) to reach them; results achieved to date; evidence to support the likelihood of impacts being achieved in future. The precise evaluation questions to be addressed for each country will be determined as part of preparing the Terms of Reference for each evaluation.</p>
Peru	
United Arab Emirates <sup>2</sup>	

<sup>2</sup> Subject to confirmation at time of writing. In the event this evaluation does not proceed, another country program will be chosen as a substitute.

## Part 3: Building GGGI's evaluation capability

As a relatively new function within GGGI, ample opportunity remains to further strengthen GGGI's evaluation capabilities in 2018. Activities to do this, beyond the ones described above, include:

- **Training:** IEU will continue to be active in training staff in areas that underpin the evaluability of GGGI programs, including development of clear program outcomes and the theory of change to get there. Training will be done as part of the upfront design of evaluations, and through corporate training programs led by other parts of GGGI.
- **Partnerships:** There is much for GGGI to gain by learning from the evaluation experiences of others. IEU will continue to pursue opportunities for peer-to-peer learning in 2018, via memberships with existing<sup>3</sup> or new evaluation networks, participation in evaluation conferences or engagement with other institutions on a bilateral basis.
- **QA services:** IEU comprises monitoring and evaluation professionals who are removed from program operations. As a result of these qualities, IEU has been requested to provide selected quality assurance services to impartially verify results information reported by GGGI to external audiences.
- **Evaluation guidelines:** GGGI's evaluation policy was developed and released in 2017, providing an overall governance and management framework for its evaluation function. IEU will continue developing key technical and operational guidelines in 2018, particularly in areas important to the credibility and quality of evaluations.
- **Tracking use of evaluations:** Ultimately, the goal of any evaluation function is not the publishing of reports, but to influence actions that lead to better program results. In 2018, IEU will establish a system to track the implementation of agreed management actions, to inform ways that the utility of evaluation could be improved.

## Reporting

IEU will report on the implementation of this workplan as part of GGGI's Annual Report 2018, which is shared with all GGGI members and published on the Institute's website. This will include a summary of the status of implementation of management responses agreed by GGGI in response to evaluation recommendations.

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<sup>3</sup> GGGI joined the [UN Evaluation Group](#) in an observer capacity in 2017.

## **Resources**

The resources allocated to implement this workplan include 3 full time IEU staff and a budget for 2018 of approximately US\$320,000.

## **Contact**

For any queries regarding this document, please contact:

Warin Nitipaisalkul  
Manager, Impact & Evaluation Unit, GGGI  
Email: [warin.nitipaisalkul@gggi.org](mailto:warin.nitipaisalkul@gggi.org)