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**Global Green Growth Institute**

The Assembly and the Council

December 15, 2016

## **Independent Evaluation of GGGI's Progress against the Strategic Plan 2015-2020 Draft Terms of Reference**

### **Background and context**

1. The Global Green Growth Institute (GGGI) was established in 2012 to support countries to pursue a model of economic development known as “green growth”, which aims to simultaneously promote economic growth, poverty reduction, social inclusion and environmental sustainability. To achieve this, GGGI works with partner countries to design and deliver programs that demonstrate practical pathways to achieve green growth.
2. Headquartered in Seoul, Republic of Korea, GGGI is an international treaty-based organization and currently has members from 27 countries. The Institute is overseen by an Assembly, comprising all members, and a Council which serves as the executive organ of GGGI.
3. In November 2014, the Council approved the GGGI Strategic Plan 2015-20 (hereon as the Strategic Plan), which set strategic priorities and directions for the organization over a 6-year period. Based on the theory of change identified, 3 strategic outcomes were identified to guide the work of the organization:
  - Outcome 1: Strengthened national, sub-national, local green growth policy planning, financing and institutional frameworks;
  - Outcome 2: Increased green investment flows; and
  - Outcome 3: Improved multi-directional knowledge sharing and learning between countries on green growth.
4. The Strategic Plan also prioritized 4 thematic areas considered key to enabling countries to pursue green growth: energy, water, land-use and green cities.
5. A key aim of the Strategic Plan 2015-20 was to address inadequacies in previous strategic planning efforts, and provide stronger focus and coherence to GGGI's work, improve integration amongst its divisions and effectively guide operations in programmatic and corporate areas.
6. To implement the Strategic Plan, a biennial Work Program and Budget (WPB) was developed and approved by the Council. This outlined a portfolio of country and global programs, and supporting corporate reforms, to be implemented over the period 2015-16.<sup>1</sup>

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<sup>1</sup> Amendments to the WPB 2015-16 were later approved by the Council under two supplementary budgets and a revised WPB for 2016.

7. Implementation of country and global programs in the WPB 2015-16 is largely undertaken by two divisions who work in a complementary and integrated way:
  - Green Growth Planning & Implementation division (GGPI), which leads the development and implementation of GGGI's in-country green growth programs; and
  - Investment & Policy Solutions<sup>2</sup> division (IPSD), which designs and delivers specialist products and services to support the development and financing of green growth policies.
8. In addition, GGGI's Office of the Director-General (ODG) and the Management and Governance (M&G) Division manage a range of functions and initiatives in non-programmatic and corporate areas.
9. With the WPB 2015-16 period now completed, the halfway mark of the Strategic Plan 2015-20 approaching, and a new Director-General recently assuming leadership of the organization, it is timely for GGGI to reflect on progress made so far against the Strategic Plan and see what adjustments might be required moving forward.
10. To this end, GGGI will undertake two initiatives in 2017. The first is an internally managed process to review and revise its Strategic Plan in 2017. This process, the Mid-term Strategic Review (MTSR), will focus on two broad themes:
  - Sharpening the focus on development outcomes: Articulating a more tangible vision of success by further defining impact pathways to show how GGGI's work contributes to achieving the goals of the countries it works in, particularly within the context of Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs)<sup>3</sup>.
  - Defining GGGI's core values: Setting organizational values that define GGGI's niche as a new kind of international organization, and guide decisions, operations and individual staff behavior toward achieving outcomes.
11. The second is to commission an independent evaluation of GGGI's progress against the Strategic Plan 2015-20. This evaluation will be conducted by an independent evaluation team and is expected to help inform the MTSR.

### **Objectives and scope**

12. The objective of the evaluation is to:
  - Provide Council with an independent assessment of the progress made by GGGI in delivering the priorities set out in the Strategic Plan 2015-20; and
  - Inform potential revisions to the GGGI Strategic Plan, as well as implementation of the WPB 2017-18.

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<sup>2</sup> Formerly known as the Knowledge Solutions Division (KSD).

<sup>3</sup> SDGs and NDCs were finalized and adopted, after GGGI Council had approved the Strategic Plan in November 2014

13. There are 3 key questions that the evaluation aims to answer are outlined below, along with the indicative issues to be assessed as part of each question.

- a) ***Program performance: What progress did GGGI make in achieving the intended results of the Strategic Plan in 2015-16? What were the key achievements and challenges faced?***

The indicative issues to be assessed include:

- Performance and results of global and country programs as per WPB documents and/or logical frameworks
- Performance of GGGI overall based on progress against the Corporate Results Framework<sup>4</sup> and other supplementary information
- Progress in developing expertise and services relating to the 4 thematic areas and the value chain
- Integrated approach to delivery of programs, particularly between GGPI and IPSD divisions
- Country Planning Frameworks
- LDC expansion initiatives
- Mainstreaming of safeguards, poverty reduction, social inclusion (including gender) into program operations

- b) ***Institutional development: What progress did GGGI make in implementing key non-programmatic and corporate initiatives in 2015-16 to support the Strategic Plan? Have these contributed to GGGI becoming a more effective, efficient and sustainable organization?***

The indicative issues to be examined includes:

- Membership expansion and engagement
- Engagement with strategic partners, e.g. the Green Climate Fund, Multilateral Development Banks, private sector actors
- Resource mobilization efforts for both core and earmarked funding
- Staff recruitment, management and retention, and strengthening in-country staffing presence
- Establishment of efficient and effective administrative, financial and other corporate systems
- Strengthening policies and systems for results-based management and the project management cycle

- c) ***Strategic Plan: How effective has the Strategic Plan been in guiding GGGI to deliver green growth outcomes and become a more effective, efficient and sustainable institution? How could this be improved?***

The indicative scope of issues to be assessed includes:

- Effectiveness of the Strategic Plan in:
  - guiding the development and implementation of country and global programs and reporting of their results

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<sup>4</sup> Due to the need to make further refinements, the Corporate Results Framework was approved by Council after the Strategic Plan 2015-20 in November 2015.

- guiding the development and implementation of non-programmatic and corporate initiatives and reporting on their results
- defining the core values of the organization and embedding these into GGGI’s culture and practices
- Suggested changes to the Strategic Plan and/or its implementation to improve GGGI’s green growth outcomes and institutional development efforts

**Approach and methodology**

14. Details of the evaluation methodology will be left to the evaluation team to determine. Overall, however, the approach to the evaluation is expected to include the following activities:

- Inception meeting;
- Development of an evaluation methodology and work plan;
- Review of key documents;
- Site visits to GGGI headquarters in Seoul and selected countries to interview key stakeholders and collect data from each division of GGGI;
- In-depth assessments of a sample of country and global projects;
- Data analysis and preparation of draft and final evaluation reports;
- Presentation of key findings and recommendations to GGGI, MPSC in July 2017; and
- Council in October 2017.

15. For the in-depth assessment of a sample of projects, the selection of projects will be finalized in consultation the Evaluation Advisory Group (see below for details), which will include interested members of the MPSC.

16. Due to budgetary constraints for in-country visits, it is suggested that maximum number of country programs be limited to 5-6. Based on initial analysis done by GGGI, a selection of programs from the following list would offer a good balance of GGGI’s thematic areas, geographic regions and delivery across the value chain. However, GGGI welcomes nominations of other programs from Evaluation Advisory Group and/or the MPSC.

Country Programs	Global Programs
<ul style="list-style-type: none"> <li>• Ethiopia</li> <li>• Philippines</li> <li>• Jordan</li> <li>• Vanuatu</li> <li>• Rwanda</li> <li>• Colombia</li> <li>• Thailand</li> <li>• United Arab Emirates</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing NDCs</li> <li>• National Financing Vehicles</li> </ul>

17. The time period to be covered by the evaluation is 2015 and 2016.

**Management arrangements*****Evaluation manager***

18. Within GGGI, the evaluation will be commissioned and managed by the Impact and Evaluation Unit (IEU). This will include:
- Development and finalization of the evaluation TOR, in consultation with MPSC;
  - Recruit, contract and manage contractual issues for a team of independent evaluators;
  - Supervise the delivery of the evaluation deliverables by the independent evaluation team;
  - Support the evaluation team with organizing or coordinating activities at GGGI HQ and in-country where required;
  - Participate in meetings with the evaluation team in HQ and in-country visits to assess programs; and
  - Help facilitate the involvement of the Evaluation Advisory Group (see below) in this evaluation.

***Evaluation Advisory Group***

19. GGGI proposes to establish an Advisory Group for this evaluation. The Group will be coordinated by IEU and comprised of representatives from each GGGI division, as well as members of MPSC with an interest in participating in the Group.
20. The proposed role of the Advisory Group includes:
- Advise on the finalization of this evaluation TOR, including selection of programs for in-depth assessment;
  - Identify and nominate any independent experts who may be suitably qualified to apply for a position on the evaluation team;<sup>5</sup>
  - Participate in the recruitment and selection of the evaluation team members; and
  - Review and provide comments on the deliverables of the evaluation (noting that the opportunity to review and comment will not be limited to just the Advisory Group).
21. Members of the Advisory Group may participate in some or all of these activities, depending on their individual availability and interest. The main purpose of the Group is not to impose additional layers of management, but to provide a simple mechanism for GGGI staff and MPSC members with an interest in the evaluation to participate in its undertaking.
22. MPSC members who join the Advisory Group may also join the evaluation team during site visits to Seoul or selected country programs in an observer capacity and at their own expense.

**Evaluation team requirements**

23. The composition of the evaluation team is proposed to include the following:
- Evaluation Team Leader / Organizational Strategy Specialist;
  - Green Growth Policy Specialist; and

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<sup>5</sup> Noting that evaluation team members will need to be recruited and selected through an open and competitive process under GGGI's policy on recruitment of individual consultants.

- Green Investment Specialist.
24. Individual TORs will be developed and confirmed as part of the recruitment process, but it is expected that the evaluation team will collectively possess appropriate expertise and experience in:
- Evaluations of the performance of organizations in the international development sector against their strategies, particularly multilateral organizations;
  - Evaluations of development assistance programs or activities in developing and emerging economies;
  - Policy development, institutional strengthening and financing issues (investment projects, national financing vehicles) relating to green growth, including some or all of the following areas:
    - Green cities;
    - Energy;
    - Land use, particularly forestry;
    - Water;
    - Climate change mitigation and adaptation;
  - Assessments of efforts to develop and strengthen capacity and performance in corporate and non-programmatic areas; and
  - Frameworks and approaches used by development organizations to plan, monitor and report on results at the strategic level (e.g. Corporate Results Frameworks) and program/project level (e.g. logical frameworks).

**Timeframe and deliverables**

25. Proposed activities and deliverables for the evaluation, along with indicative timeframes, are listed below. These may be refined in consultation with the Evaluation Advisory Group.

Timeframe	Activity / Deliverable
December 2016	<ul style="list-style-type: none"> <li>• Draft evaluation TOR circulated to GGGI members</li> <li>• Members of Evaluation Advisory Group confirmed</li> </ul>
January 2017	<ul style="list-style-type: none"> <li>• Evaluation TOR finalized</li> <li>• TORs for evaluation team members advertised</li> </ul>
February 2017	<ul style="list-style-type: none"> <li>• Evaluation team members selected and contracted</li> <li>• Inception meeting</li> <li>• <b>Deliverable 1:</b> Evaluation methodology and workplan submitted</li> </ul>
March 2017	<ul style="list-style-type: none"> <li>• Data collection and analysis                             <ul style="list-style-type: none"> <li>- Review key documents provided for the evaluation</li> <li>- Site visits to Seoul and selected countries</li> </ul> </li> </ul>
April 2017	<ul style="list-style-type: none"> <li>• Data collection and analysis (continued)</li> <li>• GGGI provides update on progress at MPSC meeting</li> </ul>
May 2017	<ul style="list-style-type: none"> <li>• <b>Deliverable 2:</b> Draft evaluation report prepared and submitted</li> </ul>
June 2017	<ul style="list-style-type: none"> <li>• <b>Deliverable 3:</b> Final evaluation report submitted</li> </ul>
July 2017	<ul style="list-style-type: none"> <li>• <b>Deliverable 4:</b> Final evaluation report presented at MPSC meeting</li> <li>• Final evaluation report shared with GGGI members and published on GGGI website</li> </ul>

**Budget**

26. The indicative budget for this evaluation is US\$130,000, which covers the fees and travel-related costs of the independent evaluation team. Any costs associated with GGGI staff or members of the Evaluation Advisory Group participating in site visits are not included in this budget and will need to be covered separately by each respective party.

**Contact**

27. For comments or questions regarding this TOR, please contact:

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