

Impact and Evaluation Unit (IEU) 2021 Workplan

IEU / 2021 / 01

31 January 2021



Introduction

Impact evaluation plays a strategic role in understanding what works, what doesn't and why in the complex and challenging world of international development. Evaluation demonstrates development effectiveness and value for money, and informs decisions to maximise these in GGGI's projects and programs aimed at assisting member and partner countries transition to the green growth paradigm.

In recognition of this, GGGI has articulated an impact framework referred to as [GGGI Strategic Outcomes \(SOs\)](#), and established an evaluation function 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 [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 IEU's Workplan for 2021 that comprises following areas of work:

- Thematic evaluations
- Impact Pathway Reviews of country programs
- Mainstreaming GGGI's impact agenda, and M&E support in projects and programs
- Strengthening the green growth impact agenda

Each of these areas is described further below. IEU has adapted its approach to carry out its planned work in response to the restrictions from the COVID19 pandemic and to support GGGI's key priorities in 2021 as the first year of implementation of [Strategy 2030](#).

Part 1: Thematic evaluations

In 2021, a core feature of IEU's work will continue to be independent evaluations of GGGI programs and operations.

Each year, IEU selects thematic topics for evaluation in consultation with GGGI's Management, based on the selection criteria contained in GGGI's evaluation policy.¹ 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](#)

- 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.

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 2021, IEU proposes to conduct evaluations of activities in the following topics:

Evaluation topic	Description
<p>Sustainable Landscapes</p>	<p>The close linkages between land management, climate change and economic development are well recognized and are highlighted in the IPCC’s 2019 Special Report on Climate Change and Land. In 2014, Sustainable landscapes (SL) was selected as one of GGGI’s 4 thematic areas of focus. Since then, steps have been taken to expand internal capacity, geographic coverage, and technical scope of the SL thematic area to support partner countries’ priorities in this domain.</p> <p>Under the <i>Strategy 2030</i>, GGGI is seeking to further refine its focus and strengthen its delivery in 10 selected areas of focus – referred as the ‘programmatic solutions’. Relevant to the SL thematic area, there are 3 programmatic solutions: <i>Climate resilient agriculture</i>; <i>Sustainable forests</i>; and <i>Coastal resilience</i>. Where possible, GGGI seeks to identify, implement, scale up and/or replicate interventions in these solutions area to meet ambitious investment and impact targets for partner countries.</p> <p>The purpose of this evaluation is to review GGGI’s past experience and current approach in the sustainable landscapes area related to the above three programmatic solutions. An Evaluation Approach Paper was developed in Q3 2020 to determine the following key evaluation questions under the scope of the evaluation:</p> <ol style="list-style-type: none"> 1. What is the contribution of SL projects so far to the outcome/ impact targets outlined in Strategy 2030? 2. Through its SL works to date, how has GGGI contributed to NDCs and relevant national policy goals/targets?

Evaluation topic	Description
	<p>3. How can recently introduced Global Practices and Communities of Practice support the delivery of SL programming moving forward?</p> <p>4. What SL financing solutions has GGGI delivered so far, and what lessons have been learned to help GGGI mobilize SL finance more effectively in future?</p> <p>The evaluation was initiated in 2020 and will be completed in the first half of 2021.</p>
<p>Special Review of Strategic Plan 2015-2020</p>	<p>As GGGI initiates implementation of its Strategy 2030, there are useful accountability, learning and communication benefits in documenting what has been delivered and accomplished against the previous Strategic Plan’s implementation period (2015-2020). Although GGGI’s Annual Report performs this role to some extent, its focus is limited to a 1-year perspective. There is value in an assessment that provides a succinct and complete picture across the entire implementation period of the Strategic Plan 2015-20</p> <p>GGGI’s Management Team (MT) therefore has commissioned IEU to develop a special review report that serves as a synthesis and communication of GGGI’s key achievements and results against the Strategic Plan 2015-20. The review report will inform GGGI’s Management Team (MT), the Management and Program Sub-Committee (MPSC), the Council and the Assembly as well as donor and international community on the organization’s accomplishments against its inaugural strategy, and will serve as important learning document as it is embarking on the implementation of Strategy 2030.</p>

Thematic evaluations will be conducted in line with the processes and quality standards outlined in GGGI’s Evaluation Policy.² 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
- 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.

² Section 4.3, [GGGI Evaluation Rules](#)

Part 2: Impact Pathway Reviews of 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 articulated around GGGI's six [Strategic Outcomes \(SOs\)](#) to inform decision-making and country programming for improved efficiency and implementation effectiveness. The IPR approach was successfully piloted on the Mongolia country program in 2019 and the Viet Nam country program in 2020.

For 2021, IEU will complete IPRs in the following two country programs in Africa³:

- Uganda
- Rwanda

In addition, at the request of GGGI Management, IEU will support the implementation of *Strategy 2030* by embedding the IPR approach in GGGI's end of year reporting process and design of Country Planning Frameworks. In doing so, IEU will work closely with the Strategy, Partnerships & Communications (SPC) department, who is overseeing implementation and monitoring of *Strategy 2030*.

Part 3: Mainstreaming the impact agenda, and M&E support in projects and programs

IEU will continue supporting country programs and project teams in the design of robust Results Based Management (RBM)/M&E systems in new projects and programs on a demand-driven basis, with a focus on ensuring coherent theories of change and credible results frameworks that are clear, measurable, and aligned to GGGI's impact agenda.

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.
- Well-designed results monitoring framework in projects support collection of appropriate data and information that ensure easier, cheaper, and more effective evaluation upon project completion.

³ These country programs were selected as part of the 2020 Evaluation Workplan and will be carried forward to 2021.

- Strengthen internal staff capacities in RBM/M&E aligned to GGGI's impact agenda and Strategy 2030 implementation.

Part 4: Strengthening the green growth impact agenda

IEU will support strengthening and advancing of GGGI's green growth impact agenda by pursuing following activities in 2021:

- contribute to the development of an impact estimation guidance sheet for GGGI Strategic Outcome 4 (SO4) on Air Quality Improvement;
- articulate GGGI's framework on transformational change assessment; and
- collaborative activities with multilateral partner/donors to strengthen the green growth impact agenda.

Activity pipeline

In 2021, IEU will identify activities for year 2022, including selection of next batch of country programs for IPR and selection of evaluation topics in thematic areas or Programmatic Solutions under Strategy 2030 (e.g. Waste Management, Climate Action). Fiji country program has been already identified for IPR in 2022.

Reporting

IEU will report on the implementation and results of this workplan as part of GGGI's Annual Report 2021, 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, USD 589,402 has been allocated to IEU for 2021. This covers both personnel costs (3 positions) and operational activities.

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