

# 2022 Annual Evaluation Workplan

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# 2022 Annual Evaluation Workplan

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## Acronyms

CPRR	Country program results report, GGGI
EAG	Evaluation Advisory Group, GGGI
GGGI	Global Green Growth Institute
IEU	Impact and Evaluation Unit, GGGI
iGROW	Innovation for Green Growth, GGGI
KOICA	Korea International Cooperation Agency
LDCs	Least Developed Countries
MERI	Monitoring, Evaluation, Reporting, and Improvement
NDCs	National Determined Contribution, United Nations Framework Convention on Climate Change
NICFI	Norway's International Climate Forest Initiative
PCM	Project Cycle Management, GGGI
RBM	Results-based Management
Sida	Swedish International Development Cooperation Agency
SIDS	Small Island Developing States
SO	Strategic Outcomes, GGGI
TBC	To be confirmed
UNEG	UN Evaluation Group
USAID	United States Aid Program

# Introduction

Impact evaluation plays a strategic role in understanding what works, what does not 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 Members and Partners' 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 the evaluation function is to support GGGI's overall mission, and the priorities set out in its *Strategy 2030*<sup>1</sup> by:

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

This document outlines the Annual Evaluation Workplan for 2022. GGGI's Evaluation Rule 3.2 states that each year IEU will prepare an Annual Evaluation Workplan outlining the proposed evaluations to be conducted for the year, the rationale and purpose of each proposed evaluation, and the indicative timing. Rule 3.2 continues that, in addition to outlining the proposed evaluations to be conducted, the Annual Evaluation Workplan will describe other planned activities that support the achievement of GGGI's evaluation objectives.

The Annual Evaluation Workplan for 2022 supports the following goals:

- Delivering high-quality evaluations;
- Strengthening GGGI's impact agenda; and
- Strengthening GGGI's evaluation function.

Each of these goals is described in more detail in the body of this document. In addition, this document outlines IEU's resourcing and actions to increase transparency of the evaluation function.

Several innovations are contained in this year's Workplan namely:

- Developing an indicative multi-year evaluation plan, and not just for the coming year, noting commitments for evaluations made by GGGI Management in the adoption of different strategies (see Table 1 of the document);
- Identifying specific earmarked project evaluations – both the evaluations managed by GGGI and resource partners - that are scheduled to be conducted in the coming years (Table 2);
- Outlining the support that IEU provides for Country Planning Frameworks, program evaluations, and business process improvements (see “Strengthening GGGI's impact agenda”);
- Developing specific actions to strengthen the capacity of IEU in the coming years (see “Strengthening GGGI's evaluation function”);
- Providing an indication of the allocation of resources against the different IEU goals and activities (Table 3); and
- Increasing the frequency of IEU's reporting to the Management and Program Sub-Committee on the implementation of its workplan (See section “Assuring transparency of evaluations”).

This document was shared GGGI's Management Team as well as the Council's Management and Program Sub-Committee (MPSC) in November and December 2021 for comment and approval. This document incorporates all comments received.

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<sup>1</sup> GGGI (2020), GGGI Strategy 2030: A Low-Carbon, Resilient World of Strong, Inclusive, and Sustainable Growth, Approved in the 8th Session of the Assembly and 12th Session of the Council, October 2019, <https://gggi.org/gggis-strategy-2030/>



## Delivering high-quality evaluations

The purpose of evaluations is to help improve the design and implementation of GGGI programs and operations, strengthen transparency and accountability to GGGI Members and Partners and build a credible evidence base for green growth.

IEU selects programs for evaluation in consultation with GGGI's Management, based on the selection criteria contained in GGGI's Evaluation Rules.<sup>2</sup> The criteria includes:

- Relevance to GGGI's strategic, programmatic, and/or corporate priorities;
- Potential learning and improvement benefits for immediate users and the wider organization; and
- Operational factors including budget, availability of key stakeholders, period since an evaluation was last conducted, and plans for future evaluations by other parties.

Evaluations will be conducted in line with the processes and quality standards outlined in GGGI's Evaluation Rules, including:

- Establishing an EAG 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.<sup>3</sup>

**Table 1** presents the completed, ongoing, and planned evaluations. The Sustainable Landscapes and Rwanda Evaluations that commenced in the second half of 2021 will be finalized in Q1 2022. The rest of this section outlines the rationale for the evaluations planned to commence in 2022 as well as the indicative plan for 2023-24 to be discussed and refined with Members.

**Table 1.** Completed, ongoing, and planned GGGI-led evaluations

Year	Thematic / programmatic solution	Regional / country	Corporate / operational
2024	Programmatic solution 6. Waste Management (TBC)	-	Mid-term evaluation of Strategy 2030 Evaluation of GGGI Gender Equality and Social Inclusion Strategy 2021-25
2023	Programmatic solution 9. Solar PV (TBC)	Senegal Country Program or West Africa Subregion (TBC)	-
2022	Climate Action	Pacific Program (Fiji, Kiribati, Papua New Guinea, Tonga, Vanuatu)	-
2021	Sustainable Landscapes (Burkina Faso, Colombia, Indonesia, Myanmar, Peru)	Rwanda Country Program	Special Review of Strategy Plan 2015-20
2020	Green Investment Services	Viet Nam Country Program	-
2019	Green Cities (Cambodia, Rwanda, Senegal)	Mongolia Country Program	-
		Peru Country Program	-
2018	-	Mexico Country Program	-
		Thailand Country Program	-
2017	-	-	Progress Against Strategy Plan 2015-20

Notes: GGGI (2017), GGGI Evaluation Rules, Version 1.0, Section 3.2, notes that evaluations may be either (1) country or global program evaluations; (2) thematic or sector-based evaluations; or (3) corporate or operational evaluations. To support alignment with *Strategy 2030*, these have been presented as "thematic/programmatic solution", "regional/country", and "corporation/operational".

<sup>2</sup> GGGI (2017), GGGI Evaluation Rules, Version 1.0, Section 3.2. <https://gggi.org/site/assets/uploads/2017/11/GGGI-Evaluation-Rules-version-1.0.pdf>

<sup>3</sup> GGGI (2017), GGGI Evaluation Rules, Version 1.0, Section 4.3. <https://gggi.org/site/assets/uploads/2017/11/GGGI-Evaluation-Rules-version-1.0.pdf>

Due to Covid-19, the 2022 scheduled Evaluation are expected to be conducted virtually with no in-country missions. The Evaluations will draw upon a desk review of program documents, discussions with GGGI staff, and virtual interviews with Government partners and other stakeholders.

### **Evaluation of the Pacific Program**

Small Island Developing States (SIDS) are responsible for small additions to the overall GHGs stock globally but experience disproportionate impacts of its consequences. The Evaluation will examine what key results and lessons have emerged from GGGI's Pacific programming, how GGGI's service offerings are relevant and adding value to Pacific Island Countries, and how the program can be managed more effectively.

The Evaluation will be delivered during the first half of 2022 with its finding and recommendations intended to feed into the development of the Pacific Regional Strategy to be developed during 2022 and also provide lessons to GGGI's regional programs in Africa, Asia, as well as Latin America and the Caribbean, that just begun implementation of their regional strategies in 2021.

Since 2015, GGGI has consistently sought to ensure its programming include a specific focus on those countries particularly vulnerable to climate change, including SIDS, with a particular need to focus on adaptation to climate change. GGGI's programming in the Pacific has expanded consistently in recent years. GGGI's operations has expanded from two Pacific Island Countries (Fiji and Vanuatu) in 2015 to eight (Fiji, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga, and Tuvalu) in 2021. GGGI's operating budget for the Pacific was USD 0.7m entirely of core funding to USD 7.8m in 2021, with close to 90% of resources coming from programmatic and project specific earmarked grants.<sup>4</sup>

GGGI's Pacific programming has not been covered in any thematic evaluations conducted in 2019 (Green City Strategies), 2020 (Green Investment Services), and 2021 (Sustainable Landscapes). Moreover, there have been no external evaluations of the Pacific Program conducted by resource partners.

An approach paper for the Pacific Evaluation was prepared internally in November 2021 and shared with the Management Team in December 2021. IEU will approach the Assembly in January 2022 to solicit interest the interest of Members to participate in the EAG.

It is estimated that the Evaluation of the Pacific Program will require 160 working days, to be covered from GGGI core funding. This will be supplemented with qualified independent experts.

### **Evaluation of Climate Action**

Evidence for the urgency of the climate crisis is mounting. Emerging stronger on the agenda, a surge of countries' committing to net-zero emission targets by mid-century seen toward the end of the year shows that countries are grappling with the reality that greenhouse gas (GHG) emissions must peak by 2030 to meet the Paris Agreement goal of keeping global warming below 2°C and close to 1.5°C below preindustrial levels. The 1.5°C target is vital to SIDS, Least Developed Countries (LDCs), and most vulnerable communities. This requires fundamental changes to how we structure our economies and societies and how we use our resources.

This Evaluation will focus on GGGI's efforts to support the development of LT-LEDS, Adaptation Plans, NDCs, MRV frameworks, and climate diplomacy between 2017-2021 following,

- In 2017, as part of the Refreshed Strategic Plan 2015-2020, GGGI articulated that its outcomes would support Member to achieve the commitments expressed in their respective NDCs and their SDG targets.<sup>5</sup> Moreover, GGGI articulated its Global NDC Alliance, illustrating how GGGI supports Members and Partners in the development and implementation of their NDCs under the Paris Agreement, as well as collaborative

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<sup>4</sup> Australian Aid Program, GIZ, Grand Duchy of Luxembourg, Green Climate Fund, Korea International Cooperation Agency, NDC Partnership, New Zealand Aid Program, Qatar Fund for Development, United Nations Development Program, United Nations Economic and Social Commission for Asia and the Pacific, and United States Department of State.

<sup>5</sup> GGGI (2017), GGGI Refreshed Strategic Plan 2015-2020, Accelerating the Transition to a New Model of Growth, [https://gggi.org/site/assets/uploads/2018/02/17078\\_GGGI\\_Strategic\\_Plan-2015\\_v13\\_JM\\_HOMEPRINT.pdf](https://gggi.org/site/assets/uploads/2018/02/17078_GGGI_Strategic_Plan-2015_v13_JM_HOMEPRINT.pdf)



NDC implementation among Members under Article 6 of the Agreement.<sup>6</sup>

- In 2020, GGGI provided a range of services to 29 Members and Partner countries, that have directly and indirectly supported the NDC revision process. GGGI's interventions were funded through the NDC Partnership Climate Action Enhancement Package, the Pacific NDC Hub, Swedish International Development Cooperation Agency, Green Climate Fund, GGGI core funding, the Norwegian Ministry of Climate and Environment, and the Swedish Energy Agency on carbon pricing.<sup>7</sup> In addition, GGGI provides support to the LDC Group in the UNFCCC Evaluations.
- In 2021, GGGI established a Global Practice on Climate Action and Inclusive Development to (1) lead the strategic development within its engagement area; (2) to own or co-own corporate level KPIs, and/or global narratives on Global Operational Priorities 1 and 5; (3) to manage staff hosted by the Global Practice including ensuring billability of staff, setting of KPIs and conducting performance reviews; and (4) be responsible for the WBP process on behalf of the Global Practice and for managing GP budgets prudently. This Global Practice will be a key stakeholder in the evaluation.

Elements of GGGI's Climate Action programming have been addressed in previous evaluations, namely IEU's Evaluation of Sustainable Landscapes, as it relates to the revision of Peru's NDC and Adaptation Plan. There have been no external evaluations of GGGI's Climate Action Program conducted by resource partners.

An approach paper for the Evaluation of Climate Action will be prepared in Q1 2022 to refine the scope of the Evaluation and shared with the Management Team for discussion. IEU will approach the Assembly in January 2022 to solicit interest to participate in the EAG, in parallel with that for the Pacific Program Evaluation.

It is estimated that the Evaluation of Climate Action will require 160 working days, to be covered from GGGI core funding. This will be supplemented with qualified independent experts.

### Indicative evaluations for 2023-24

In 2022, IEU will identify activities for year 2023 and 2024. To date, GGGI's Management Team has requested IEU to conduct:

- Mid-term evaluation of Strategy 2030 prior to 2025 (i.e., work to be undertaken in 2024);<sup>8</sup> and
- Evaluation of GGGI Gender Equality and Social Inclusion Strategy 2021-2025 in 2024.<sup>9</sup>

Noting the planned evaluation of GGGI Gender Equality and Social Inclusion Strategy 2021-2025 in 2024, IEU will include a key evaluation question around Gender Equality and Social Inclusion in the two evaluations planned for 2022.

Based on discussions with the Management Team, possible topics for evaluation in 2023 and 2023 could include:

- **Programmatic solution 9.** Solar PV (i.e., energy transition access and productive use – solar water pumping, solar PV auctions, rooftop, utility scale plants, storage), noting that Sustainable Energy has been a Thematic Priority for GGGI since 2015 but has yet to undergo any evaluations. Solar PV is a common area for many GGGI's country programs in Africa, Asia, and the Pacific.
- **Programmatic solution 6.** Waste Management (i.e., circular economies, urban and agricultural waste, wastewater, fecal sludge management, waste to resource), noting that circular economy and waste management is a growing area of interest for GGGI's country program in Africa and Asia.

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<sup>6</sup> GGGI (2017), GGGI's Global NDC Alliance, April 27, 2017, [https://gggi.org/site/assets/uploads/2017/04/20180214\\_Global-NDC-Alliance-Brochure\\_FINAL-1.pdf](https://gggi.org/site/assets/uploads/2017/04/20180214_Global-NDC-Alliance-Brochure_FINAL-1.pdf)

<sup>7</sup> GGGI (2021), GGGI Support to Members and Partners on NDC Enhancement, Long-term Low Emission and Resilient Development Strategies, and Green Recovery, March 2021, <https://gggi.org/site/assets/uploads/2021/06/NDC-LEDS-Resilience-2020-Report-CAID.pdf>

<sup>8</sup> Roadmap to Implement Strategy 2030: Five-year Roadmap, 2021-2025, p. 13, [https://gggi.org/site/assets/uploads/2020/05/GGGI-Strategy-2030-5-Year-Roadmap-2021-2025\\_for-MPSC\\_0618.pdf](https://gggi.org/site/assets/uploads/2020/05/GGGI-Strategy-2030-5-Year-Roadmap-2021-2025_for-MPSC_0618.pdf)

<sup>9</sup> GGGI (2020), GGGI Gender Equality and Social Inclusion Strategy 2021-2025 Leaving No One Behind in the Transformation Towards a Low-Carbon, Resilient World of Strong, Inclusive, and Sustainable Growth, p. 20, [https://gggi.org/site/assets/uploads/2021/02/GGGI\\_Gender-Strategy-2021-2025-FINAL-January-1-2020.pdf](https://gggi.org/site/assets/uploads/2021/02/GGGI_Gender-Strategy-2021-2025-FINAL-January-1-2020.pdf)

- **Senegal Country Program or West Africa Programs.** Senegal became a Member of GGGI in 2014 and programming has expanded in recent years to include support from the Gates Foundation, Green Climate Fund, and Luxembourg, among other. The Senegal Country Program became the hub for GGGI to begin programming in Burkina Faso, Cote d'Ivoire, and Togo. Previous IEU evaluations have looked at Senegal through the Evaluation of Green Cities in 2019, and Burkina Faso through the Evaluation of Sustainable Landscapes in 2021.

Alternative evaluation topics in 2023-24 centre around programmatic solutions outlined in Strategy 2030 that have not recently been evaluated, namely:

- **Programmatic solution 7.** Sustainable Mobility (e-mobility, non-motorized transport);
- **Programmatic solution 8.** Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings); or
- **Programmatic solution 10.** Green Industries (green industrial parks, green supply chains, energy efficiency in SMEs, labelling and standards),

## Strengthening GGGI's impact agenda

IEU was established in 2017 with a dedicated focus on evaluations. However, prior to the establishment of IEU, the Organizational Delivery Unit (ODU) was focused on building up GGGI's results-based management systems, including the development of GGGI's first Corporate Results Framework in 2015, managing the annual reporting process against the Corporate Results Framework, preparing tailored results reports as required for resource partners, as required, supporting the development of GGGI's policy on the Project Cycle Management (PCM), and supporting logframe development.<sup>10</sup>

While many of IEU/ODU former responsibilities were transferred to other Units, the transition period has been gradual with many functions only completing handover in 2021, including:

- The development and piloting of the Impact Pathway Approach to strengthen monitoring and evaluation of progress towards GGGI's strategic outcomes (impact) using a common approach. IEU developed the approach in 2018 and piloted the approach in Mongolia and Viet Nam in 2019-20. For 2020, IEU supported the Strategy and Results Unit in quality assuring 25 country program results report (CPRRs).
- The training of GGGI Staff on SO Guideline and Impact Estimation Training in November 2021. The trainings had covered the topics such as (1) GGGI's impact framework and SO Guideline and methodologies; (2) impacts using real examples from the 2020 CPRR; (3) Simplified SO flow diagram guidelines and excel calculators; and (4) managing the SO impact assessment process and CPRR.

In 2022, IEU proposes to support continued efforts to strengthen GGGI's impact agenda in operations by: (1) Reviewing Country Planning Framework impact pathways; (2) Advising program teams on the design of Monitoring, Evaluation, Reporting, and Improvement frameworks; (3) Assisting the design of earmarked-funded project evaluations managed by GGGI; (4) Establishing an internal community of practice for Monitoring, Evaluation, Reporting, and Improvement; and (5) Supporting the iGROW Working Group to strengthen GGGI's Policy on Project Cycle Management.

### Reviewing Country Planning Framework impact pathways

Under GGGI (2021), GGGI PCM Manual, Part 1. Strategic Framework, and GGGI (2020) Country Planning Framework Guidelines, June 2020, the IEU may provide support to country programs to review the Impact Pathway contained in Country Planning Frameworks. In 2022, GGGI intends to finalize 13 Country Planning Frameworks, namely:

<sup>10</sup> ODU's functions related to the setting of the Corporate Results Framework, managing the annual reporting process against the CRF, and preparing tailored results reports as required for resource partners were transferred to the Strategy and Results Unit. ODU's functions related to GGGI's policy on the program cycle management were transferred to the iGROW Working Group, and that related to supporting logframe development went to the Partnerships Unit, Strategy and Results Unit, and the Regional Offices.

- Africa: Togo, Uganda, and Zambia;
- Asia: India, Kyrgyz Republic, Mongolia, Nepal, Thailand, Uzbekistan, and Viet Nam;
- Latin America and the Caribbean: Guyana, and Peru; and
- Pacific: Tonga.

It is estimated that reviews of Country Planning Framework impact pathways will require 30 working days, to be covered from GGGI core funding.

### **Advising program teams on the design of Monitoring, Evaluation, Reporting, and Improvement frameworks**

Robust Results-Based Management (RBM)/monitoring, evaluation, reporting, and improvement (MERI) frameworks in new projects and programs, based on request assures coherent theories of change and credible results frameworks that are clear, measurable, and aligned to GGGI's impact agenda. Well-designed projects have a better chance of delivering the desired results and impacts for Member and Partner, and GGGI's resource partners. Moreover, well-designed project impact pathways and MERI frameworks support collection of appropriate data and information that ensure easier, cheaper, and more effective evaluation upon project completion.

In 2022, IEU is committed to support two country programs as follows:

- **Guyana Country Program** to develop a monitoring and evaluation framework for GY05: Strengthening the Guyana REDD+ Investment Fund, funded by Norway's International Climate and Forest Initiative (NICFI). This support began in Q4 2021 and is expected to be finalized in Q1 2022. This support is estimated at 20 days, the cost of which will be recovered from the grant.
- **Papua New Guinea Country Program** in operationalizing its MERI framework for *PG07: Climate Resilient Green Growth in Papua New Guinea*, funded by the Australian Aid Program. This support focused on quality assurance of the MERI reports twice a year and meetings and reflection workshops of the Project Steering Committee to discuss these reports. This support is estimated at 10 days, the cost of which will be recovered from the grant.

Additional support may be identified during 2022, and IEU has a contingency budget of 20 working days.

### **Assisting the design of earmarked-funded project evaluations**

Under GGGI's PCM Policy, IEU guides project teams on the design of, and reviews the terms of references for, all earmarked project evaluations. Earmarked project evaluations are evaluations that are required by individual resource partners for earmarked projects. Where required, such evaluations would be mandated in project funding agreements and the costs of conducting such evaluations are fully covered in project budgets.<sup>11</sup> These activities are expected to grow in coming years with the number of earmarked funded projects. Whereas GGGI signed 8 earmarked funding agreements in 2017, the number has grown steadily, reaching 22 in 2018, 39 in 2019, 52 in 2020, and is expected to reach approximately 40 in 2021. Moreover, the average size of earmarked projects has also increased with the assumption that larger projects are more likely to include a specific evaluation. Whereas in around 10% of signed agreements in 2017-18 had more than USD 2 million in funding for GGGI, this number increased to 17% in 2020 and 24% in 2021.

**Table 2** presents a summary of planned earmarked evaluations to be conducted between 2022-2024. This information has been prepared based on a review of project documentation for earmarked-funded projects currently under implementation, IEU has constructed the following indicative schedule for project evaluations. The information captures only those evaluations that are confirmed in the relevant grant funding agreements and project documents, though other evaluations may be commissions by resource partners as considered necessary. To ensure up to date information, IEU will work with the Partnerships Unit to ensure that information on whether a project evaluation is envisaged, and whether this will be managed by the resource partner or GGGI, is captured.

<sup>11</sup> GGGI (2021), GGGI Project Cycle Management (PCM) Manual, Monitoring and Evaluation, Version 2, October 2021, [https://gggi.org/site/assets/uploads/2021/11/Revised-PCM-5-Manual\\_MT-Approved.-13-Oct\\_SU\\_IEU-Final-1.pdf](https://gggi.org/site/assets/uploads/2021/11/Revised-PCM-5-Manual_MT-Approved.-13-Oct_SU_IEU-Final-1.pdf)

It is estimated that supporting the design of earmarked-funded project evaluations – specifically those for IN12 and PH24 - will require 7 working days.

**Table 2.** Planned earmarked-funded project evaluations

Year	Project ID	Project name	Countries	Resource partner	Evaluation	Due	Managed by
2022	IN12	Narmada Landscape Restoration Project	India	USAID	Mid-term evaluation	End 2022	GGGI
	PAC01	Pacific Regional KOICA Project	Fiji, Papua New Guinea, Solomon Islands, Vanuatu	KOICA	Final evaluation	Within 2 years of project completion (Project ends Q2 2022)	Resource partner
	PH24	Climate Resilient and Inclusive Green Growth for Poor Rural Communities: Accelerating Implementation in the Agriculture Value Chain	Philippines	KOICA	Mid-term evaluation	Year 2 (Project start Q3 2020)	GGGI
2023	BF05	Development of the Monitoring, Reporting, and Verification System in Burkina Faso	Burkina Faso	Sida	Final evaluation	Feb 28 2023	GGGI
	CO05	Second phase of GGGI/Norway's joint green growth program with the Government of Colombia	Colombia	NICFI	Final evaluation	2023	GGGI
	ID04	GGP3 Landscapes 2020-2022	Indonesia	NICFI	Final evaluation	Jan 30 2023	GGGI
2024	IN12	Narmada Landscape Restoration Project	India	USAID	Final evaluation	Beginning 2024	Resource partner
	LA09	Wastewater and Sewerage Water Treatment Capacity Building Project for City Env Improvement in Lao PDR	Lao PDR	KOICA	Final evaluation	End of project (Project end Q1 2024)	Resource partner
	PH24	Climate Resilient and Inclusive Green Growth for Poor Rural Communities: Accelerating Implementation in the Agriculture Value Chain	Philippines	KOICA	Final evaluation	Year 4 (Project start Q3 2020)	GGGI

Notes: **KOICA** – Korea International Cooperation Agency; **NICFI** – Norway's International Climate Forest Initiative; **Sida** – Swedish International Development Cooperation Agency; **USAID** – United States Aid Program.

### Establishing an internal community of practice for Monitoring, Evaluation, Reporting, and Improvement

The proposed community of practice will be co-led by GGGI's Strategy and Results Unit and IEU, and facilitate collaborative learning, communication, and promote good practice between GGGI staff working on MERI. As GGGI programs expand in size, country teams are recruiting staff to support the MERI function. As of end 2021, eight country programs have dedicated MERI staff: Colombia, Ethiopia, Guyana, India, Indonesia, Pacific, Philippines, and Senegal. These roles are in addition to staff within the Regional Offices (Africa, Asia, as well as Latin America and the Caribbean) that support MERI for smaller country programs.

The community of practice will host periodic virtual meetings, share relevant tools and resources with community members, develop good practices within GGGI, and improve skills and disseminate knowledge. The community

of practice will support the development of job descriptions / terms of reference for new MERI staff, and its members may participate in the recruitment of new MERI staff.

It is estimated that establishing and coordinating the community of practice will require 20 working days, to be covered from GGGI core funding.

### **Supporting the iGROW Working Group to strengthen GGGI's Policy on Project Cycle Management**

GGGI has a collective approach to managing its PCM policy and supporting business processes. The PCM is split into 5 different parts, each part is managed by a different business owner. The iGROW working group is chaired by the Assistant Director-General and Head of the Operations Enabling Division and includes the 5 business owners plus other staff from key teams. IEU is the co-business owner for "PCM5" (Results Reporting and Evaluation) along with Strategy and Results Unit. IEU has a strong vested interest in participating in iGROW and influencing the ongoing evolution of the system to support RBM as much as possible.

It is estimated that engagement in the iGROW Working Group will require 10 working days, to be covered from GGGI core funding.

## **Strengthening GGGI's evaluation function**

In 2021, IEU introduced a visibility strategy into its evaluation papers, defining key audiences and communication activities. This recognized that in order for the evaluation function to have its intended impact assumes, evaluation the findings and recommendations need to be disseminated and understood by key audiences with an interest of GGGI's performance and the governance of the Institute. These activities will be continued in 2022.

Moreover, IEU also strengthened its visibility on GGGI's external website to ensure that all evaluation reports were visible on the relevant program pages, i.e., 2020 Viet Nam evaluation is visible on the Viet Nam program page, the 2019 Evaluation of Green Cities Strategies that focused on Cambodia, Rwanda, and Senegal are visible on the Cambodia, Rwanda, and Senegal program pages.

For 2022, IEU proposes to focus on the following institutional strengthening activities: (1) Reviewing and possibly revising GGGI's Evaluation Rules; (2) Monitoring and reporting on the status of recommendations from previous evaluations; (3) Assessing membership to evaluation networks and partnerships with partner organizations; and (4) Promoting learning and development for IEU staff.

### **Reviewing and possibly revising GGGI's Evaluation Rules**

GGGI's Evaluation Rules provides a governance and management framework for the IEU. It describes the key principles, management arrangements, implementation approach and quality standards for evaluation. These Rules were adopted in August 2017 following the creation of the IEU. The Review of these Rules will examine international standards and good practice, including that of the OECD DAC Network on Development Evaluation, and other international organizations.

It is estimated that the review will require 10 working days, to be covered from GGGI core funding.

### **Monitoring and reporting on the status of recommendations from previous evaluations**

Since the establishment of IEU in 2017 and has completed eight evaluations with two more expected to be finalized in early 2022. Evaluation reports contain recommendations to which GGGI's Management prepares a response. To better understand the impact of GGGI's evaluations, semi-annual monitoring of these actions will be reviewed and an update provided to the Management and Program Sub-Committee, as well as in IEU's annual activity report.

It is estimated that monitoring and reporting activities will require 10 working days, to be covered from GGGI core funding.

## Assessing membership to evaluation networks and partnerships with partner organizations

In 2017, IEU joined the UN Evaluation Group (UNEG) which is basically a monitoring and evaluation community of practice within the UN family. Membership to such networks and partnerships with evaluation units in other international organizations is envisaged to support IEU to (1) follow evolving standards and good practices to inform its own operations; (2) strengthen IEU's internal knowledge through participating in communities of practice; (3) present evaluation reports and findings to evaluation professionals; and (4) raise IEU's profile and attract interest in future employment opportunities among evaluation professions. However, to date, IEU has yet to actively participate in the UNEG.

It is estimated that the assessment will require 10 working days, to be covered from GGGI core funding.

## Promoting learning and development for IEU staff

In accordance with GGGI's Staff Rules 5.8(1)(b), each Staff member is entitled to five (5) working days with full pay to devote to approved learning and development activities which shall not be deducted from their annual leave entitlement. Individual staff learning and development plans will be developed in parallel with the 2022 annual goal setting exercise. In addition, and given that IEU is a small team, IEU will explore potential joint learning and development opportunities through membership to evaluation networks and partnerships with partner organizations.

Learning and development is budgeted at 15 working days, to be covered from GGGI core funding.

## Resourcing IEU to deliver

Under GGGI's *Work Program and Budget 2021-22* approved by GGGI Council, USD 1,290,000 was allocated to IEU. This covers both personnel costs (3 full-time positions) and operational activities.

IEU has three positions,

- Head, Impact and Evaluation;
- Specialist, Impact and Evaluation; and
- Senior Associate, Impact and Evaluation.

Recruitment for a new Head, Impact and Evaluation will take place in December 2021/January 2022, and is expected to be filled by the start of April 2022. The other two positions are currently filled.

**Table 3** presents the summary of estimated staff time by goals and activities. Delivering high-quality evaluations will account for 66% of IEU staff time, Strengthening GGGI's impact agenda for 20%, and Strengthening GGGI's evaluation function plus management and administration for 13%.

In 2022, IEU will utilize GGGI's timesheets to track IEU staff time to these specific goals as a means to inform future resource planning. In 2019 and 2020, IEU staff charged their time to a single Impact and Evaluation output code.

IEU will move to align the preparation of future evaluation work plans to parallel the formulation of GGGI's Work Plan and Budget. To date, IEU has prepared its budget as part of GGGI's (biennial) Work Plan and Budget process with an annual work plan prepared between October and December every year.<sup>12</sup>

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<sup>12</sup> The broad steps/timelines for preparing the Annual Evaluation Workplan are as follows,

- November: Discussions/drafting within IEU on strategy/priorities for the coming year;
- December: The draft Annual Evaluation Workplan is presented to the Management Team for endorsement;
- January: The draft Annual Evaluation Workplan is shared with the MPSC for comment, with IEU making any adjustments based on any MPSC comments, before publication of the Annual Evaluation Workplan on GGGI's website.



**Table 3.** Summary of estimated staff time by goals and activities

Goals and outputs	Estimated days	Notes
<b>1. Delivering high-quality evaluations</b>		
• Finalizing the Evaluation of Sustainable Landscapes	30	This evaluation commenced in June 2021 and is expected to be completed in Q1 2022.
• Finalizing the Evaluation of the Rwanda Country Program	30	This evaluation commenced in July 2021 and is expected to be completed in Q1 2022.
• Conducting the Evaluation of the Pacific Program	160	
• Conducting the Evaluation of the Climate Action Programmatic Solution	160	
<b>2. Strengthening GGGI's impact agenda</b>		
• Reviewing Country Planning Framework impact pathways	30	
• Advising program teams on the design of Monitoring, Evaluation, Reporting, and Improvement frameworks	50	
• Supporting earmarked-funded project evaluations	7	
• Establishing and coordinating an internal community of practice on MERI	20	
• Supporting the iGROW Working Group overseeing GGGI's PCM system	10	
<b>3. Strengthening GGGI's evaluation function</b>		
• Reviewing and possibly revising GGGI's Evaluation Rules	10	
• Monitoring and reporting on the status of recommendations from previous evaluations	10	
• Assessing membership to evaluation networks and partnerships with evaluation units in other international organizations	10	
• Promoting learning and development for IEU staff	15	
• Management and administration	30	Assume 5% of staff time for internal coordination, management, etc.
<b>TOTAL</b>	<b>572</b>	Total is 572, noting Head of IEU likely to be filled only at the beginning of Q2 2022.

## Assuring transparency of evaluations

Consistent with GGGI's commitment to transparency, Approach Papers, final reports, and GGGI's management responses for each evaluation will be published on GGGI's website once finalized. Each Approach Paper will also outline a communication strategy to support effective dissemination of Evaluation findings and recommendations.

IEU will prepare a mid-year update to the MPSC in July 2022, and a year-end report in January 2023.

Upon comment of the MPSC, both reports will be made available on GGGI's website, with notification made to all GGGI Members through the Governance Unit (i.e., Secretariat to the Assembly and Council). A link to the year-end report will also be made available in GGGI's Annual Report 2022



#### **ABOUT THE GLOBAL GREEN GROWTH INSTITUTE**

The Global Green Growth Institute was founded to support and promote a model of economic growth known as “green growth”, which targets key aspects of economic performance such as poverty reduction, job creation, social inclusion, and environmental sustainability.



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