

2021 Annual Evaluation Activity Report

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Introduction

As per GGGI's 2017 *Evaluation Rules*, IEU is to report annually on the delivery of the Annual Evaluation Workplan that includes:

- A summary of evaluations conducted by IEU and any other key activities;
- Explanation of any major variances from the approved Annual Evaluation Workplan;
- A summary of key lessons learned from the evaluations conducted; and
- How lessons from evaluations are being applied, including the status of the implementation of GGGI management responses to prior evaluation recommendations.¹

The 2021 *Annual Evaluation Workplan* was approved in January 2021 and comprised of four areas:

- Thematic evaluations;
- Country Program evaluations (formerly "Impact Pathway Reviews");
- Mainstreaming GGGI's impact agenda (i.e., monitoring and evaluation support in programs/projects); and
- Strengthening the green growth impact agenda.²

This document provides a narrative of the delivery against these work areas.

Thematic evaluations

Each year IEU selects thematic topics for evaluation in consultation with GGGI's Management Team and Management and Program Sub-Committee based on the criteria contained in GGGI's 2017 *Evaluation Rules*. For 2021, IEU proposed to conduct (1) *Special Review of Strategic Plan 2015-20*; and (2) *Evaluation of Sustainable Landscapes Programming 2017-20*.

Special Review of Strategic Plan 2015-20

The *Special Review of Strategic Plan 2015-20* was published in June 2021 together with a summary document.³ The objective of the Special Review was to provide a synthesis of GGGI's key achievements and results under the Strategic Plan and provide lessons learned to guide the effective implementation of *Strategy 2030*.

The objective and scope of the Special Review were outlined in the approach paper / terms of reference for the Special Review that was developed in consultation with GGGI's Management Team in October 2020 and the Management and Program Sub-Committee in February 2021.

Key findings of the Special Review included:

- GGGI supported Members and partner governments to adopt 152 green growth policies between 2015-20, almost twice the cumulative target of 80 green growth policies set in the Strategic Plan;
- Cumulative investment commitments supported by GGGI amounted to USD 2+ billion, over 60 times the target of USD 30 million set in 2015 and three times the revised target of USD 0.6 billion set in 2017; and
- GGGI delivered 1153 capacity-building activities and published 475 knowledge products, almost double the target of 250 set in the Strategic Plan.

¹ GGGI (2017), *GGGI Evaluation Rules*, Version 1.0, Section 3.3. <https://gggi.org/site/assets/uploads/2017/11/GGGI-Evaluation-Rules-version-1.0.pdf>

² GGGI (2021), *Impact and Evaluation Unit 2021 Workplan*, Impact and Evaluation Unit, GGGI, Seoul <https://gggi.org/site/assets/uploads/2021/05/IEU-2021-Workplan.pdf>

³ GGGI (2021), *Review of Strategy Plan 2015-2020, Commitments Delivered and Key Results*, Impact and Evaluation Unit, June 2021, https://gggi.org/site/assets/uploads/2021/08/Summary_GGGI_Strategic_Plan_2015-20-Review_IEU.pdf

The Special Review identified several lessons including,

- Knowledge regarding GGGI's interventions has not been adequately transferred because of changes in staff, particularly in smaller teams, and weak results-based management. However, GGGI's Management has recognized this risk and invested significant resources to strengthen results-based management through improvements in its Project Cycle Management Policy that defines responsibilities and processes, as well as to develop supporting information systems to capture and store project information.
- GGGI has helped to secure investment commitments and most commitments are now moving to implementation. The articulation of five Programmatic Global Operational Priorities under *Strategy 2030* and 10 Programmatic Solutions under the *Strategy 2030 Roadmap* will help scale up GGGI's investments. However, GGGI should adopt a clear definition and operationalize a structured upfront approach to scaling up investment projects.
- Gaps remain in being able to effectively measure and communicate how GGGI is strengthening the capacity of government counterparts and other key stakeholders. GGGI should adopt a standard approach to collecting data about participants of capacity development activities and find the most cost-effective ways to demonstrate their increase in knowledge and skills.
- Gaps remain in the update and utilization of GGGI's knowledge products for policy and investment work. GGGI recognizes the need to ensure that efforts to develop knowledge products closely align with the needs of Country Programs and the delivery of in-country results.

Although originally conceptualized as an evaluation, through discussions with Management, the evaluation reframed as a Special Review. As such, Management did not prepare a specific response as per other evaluations.

The results and the lessons learned were presented to staff during GGGI's annual staff meetings in March 2021 and the conclusions of the Special Review were presented to staff through Frank Talk (i.e., live information session to all staff) in August 2021.

Evaluation of Sustainable Landscapes Programming 2017-20

"Sustainable Landscapes" was confirmed as a thematic priority in 2014 in GGGI's Strategic Plan 2015-20 and remains a focus under Strategy 2030. Sustainable Landscapes contributes to GGGI's Strategic Outcomes of reduced GHG emission, green jobs created, natural capital maintained and protected, and enhanced adaptation to climate change. In 2020, GGGI formally articulated Sustainable Landscapes into three programmatic solutions, namely, (1) climate-resilient agriculture; (2) sustainable forests; and (3) coastal resilience, under the *Roadmap to Implement Strategy 2030*.

The objective of the Evaluation is to provide GGGI's Assembly, Management, program teams, and other stakeholders with information on the results to date and identify the lessons and opportunities to further improve the delivery and impact of GGGI's Sustainable Landscapes interventions. The Approach Paper for the Sustainable Landscapes Evaluation was approved by MT and published in May 2021.⁴ An Evaluation Advisory Group was established comprised of the Republic of Korea and Peru.⁵

The Evaluation's key evaluation questions focus on:

- What is the contribution of GGGI's sustainable landscapes projects to the Institute's Strategic Outcome targets outlined in *Strategy 2030*?
- How has GGGI contributed to Member and Partner Nationally Determined Contribution (NDC) and relevant national policy goals/targets through its sustainable landscapes projects?

⁴ GGGI (2021), *Evaluation of Sustainable Landscapes, Approach Paper*, Impact and Evaluation Unit, May 2021, <https://gghi.org/report/evaluation-of-sustainable-landscapes-approach-paper/>

⁵ In accordance with GGGI's Evaluation Rules, an Evaluation Advisory Group (EAG) will be established to oversee each individual evaluation. Any Member of GGGI may volunteer to participate in an EAG and nominate a representative of their choice to the group. The role of the EAG includes: (1) reviewing and commenting on Evaluation Approach Papers; (2) reviewing and commenting on the deliverables of the evaluation; (3) reporting any views on the findings and recommendations of individual evaluations to MPSC. See GGGI (2017), GGGI Evaluation Rules, Version 1.0, August 24, 2017, <https://gghi.org/wp-content/uploads/2017/09/GGGI-Evaluation-Rules-version-1.0.pdf>

- What financing solutions has GGGI delivered through its sustainable landscape projects, and what lessons have been learned to mobilize investment commitments more effectively in the future?
- How effectively has GGGI's global Sustainable Landscapes team contributed to the design, delivery, and scaling-up of interventions?

IEU scheduled a briefing on the Evaluation on Sustainable Landscapes, including sharing the approved Approach Paper, with relevant Country Representatives, Community of Practice Co-leads, and Regional Directors in June. Due to COVID-19, the Evaluation was designed to be conducted virtually, drawing upon project documents and discussions with GGGI staff; no in-country missions were conducted.

During 2021, five country assessments were drafted following a review of Member and Partner government priorities, GGGI's in-country engagement, and evidence of a causal impact pathway. The assessment of Member and Partner government priorities was done through a review of NDCs, development plans, and existing policy frameworks. The assessment of GGGI's in-country engagement was done based on a review of Country Planning Frameworks and GGGI Online project data. The impact pathway was constructed based on a review of project proposals and idea notes, internal results reporting to Management, external results reporting to resource partners, previous evaluations, and interviews with GGGI staff.

The final evaluation report is expected to be completed and published during the first quarter of 2022. The delivery of this Evaluation was delayed owing to staff turnover (outlined in the section "Resource utilization") as well as staff medical leave.

Country Program evaluations (formerly "Impact Pathway Reviews")

The Impact Pathway Reviews seek to align country program evaluations to GGGI's overall impact agenda articulated around GGGI's six Strategic Outcomes to inform decision-making and country programming for improved efficiency and implementation effectiveness. For 2021, IEU proposed to conduct Country Program evaluations of Rwanda and Uganda.

Evaluation of the Rwanda Country Program 2015-20

Rwanda is one of GGGI's oldest programs, with operations commencing in 2012, prior to Rwanda completing its accession to GGGI and the signing of a host country agreement in 2016. Rwanda was one of the first countries that GGGI developed a Country Planning Framework in 2016 (spanning 2016-2020), and a new Country Planning Framework is expected to be developed in 2022.

The objective of this Evaluation is to assess whether a country program has developed a clear and credible pathway to deliver impact (GGGI's six Strategic Outcomes), and assess the progress made against that pathway. The purpose is to provide target audiences with impartial feedback that helps improve the performance and impact of GGGI country programs.

The Evaluation of the Rwanda Program commenced in July 2021. Following the approach of previous Impact Pathway Reviews and noting that IEU has developed a common framework for these Reviews, no Approach Paper was developed, and no Evaluation Advisory Group was established.

Key Evaluation Questions focus on:

- Has the program identified clear country goals/targets to aim for?
- Has the program identified, and made progress along clear pathways to impact?
- Are the interventions replicable and able to be scaled up?

IEU commenced the Evaluation on the Rwanda Country Program, through communications with the Country Representative, Rwanda and Regional Director, Africa in July 2021. Due to COVID-19, the Evaluation was designed to be conducted virtually drawing upon program documents and discussions with GGGI staff; no in-country mission was conducted.

During 2021, IEU completed data collection, commenced interviews with the country team, and began drafting the final report. Due to other priorities, Government counterparts were not available for online interviews.

The delivery of the Evaluation, however, was delayed due to the staff's engagement in other IEU activities, particularly support to program teams on Monitoring, Evaluation, Reporting, and Improvement (MERI) plans and training on Strategic Outcome estimations (outlined in the section "Strengthening the green growth impact agenda"). The final report is expected to be finalized in the first quarter of 2022 – and is intended to inform the design of the new GGGI-Rwanda Country Planning Framework.

Evaluation of the Uganda Country Program

The delivery of this Evaluation was significantly affected by requests from GGGI's Management to support the integration of the Impact Pathway Approach into the annual results reporting during the first half of 2020, as well as the COVID-19 pandemic. Subsequently, IEU proposed that this Evaluation be postponed because several major projects commenced in Uganda during 2021. These new projects include an EU-funded USD 5.5 million project *Greening Uganda's Urbanization and Industrialization* (UG15), a KOICA-funded USD 2.4 million project *Strengthening Solid Waste and Fecal Sludge Management Capacity of the Greater Kampala Metropolitan Area* (UG17); and GCF-funded USD 2.7 million *Readiness and Preparatory Support to Consolidate the Institutionalization of Climate Finance Mobilization in Uganda* (UG19).

Mainstreaming the impact agenda

IEU's efforts to mainstream the impact agenda into GGGI's programming centered upon (1) advising program teams on the design of MERI frameworks; (2) supporting earmarked-funded project evaluations; (3) reviewing of impact pathways for Country Planning Frameworks; and (4) strengthening GGGI's results-based management through the iGROW Working Group.

Advising program teams on the design of MERI frameworks

Well-designed project MERI frameworks support the collection of appropriate data and information that will ultimately support more efficient and effective project and program evaluations. In 2021, IEU provided advice on the design of MERI frameworks for the following programs and projects:

- Support to the **Caribbean and Pacific Regional Programs, as well as the Kiribati and Senegal Country Programs** in the development of MERI frameworks for their Qatar Fund for Development (QFFD)-funded projects. IEU directly supported MERI frameworks for four *Eastern Caribbean Green Entrepreneurship Initiative* (CAR09); *Climate Smart Agriculture for Kiribati* (KI04); *Pacific Green Entrepreneur Network* (PAC11); and *Solar-Powered Irrigation for Climate-Smart Agriculture in the Senegal River Valley* (SN14).
- Support to the **Guyana Country Program** in the development of a monitoring and evaluation framework for Guyana REDD+ Investment Fund (GRIF) under the project *Strengthening the GRIF* (GY05). This support was delivered in Q4 2021 and is expected to be finalized in Q2 2022.
- Support to the **Pacific Program** in the development of a MERI Framework for *Low Emissions Climate Resilience Development in the Pacific* (PAC02), funded by the New Zealand Aid Program. PAC02 is a regional program that contains six projects, namely: *Fiji: Low Emissions Energy Sector* (FJ16); *Fiji: Climate Change Bill Implementation Support* (FJ17); *Development of an Agricultural Strategy as an Addendum to Kiribati's National Development Plan* (KI02); *Development of an Inclusive Green Finance Policy for Papua New Guinea's banking sector* (PG11); *Review of the Tonga Energy Road Map and support for the development of TERM-Plus* (TO02); and *Development of a Long-Term Low Emission Development Strategy (LT-LEDS)* (VU12).
- Support to the **Papua New Guinea Country Program** in the delivery of the MERI framework for *Climate Resilient Green Growth in Papua New Guinea* (PG07), 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 was delivered throughout the year.

Supporting earmarked-funded project evaluations

Under GGGI's *Project Cycle Management Manual Part 5 (Reporting and Evaluation)*, 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.⁶

In 2021, IEU supported the following earmarked-funded project evaluations:

- Mid-term evaluation of the *Development of the Monitoring, Reporting, and Verification (MRV) System in Burkina Faso (BF05)* project, funded by Swedish International Development Cooperation Agency (Sida). The mid-term evaluation was delivered in Q3-4, 2021. The final evaluation report will be published on GGGI's website in Q1 2022, in accordance with GGGI's *Project Cycle Management Manual Part 5 (Results Reporting and Evaluation)*.
- Final evaluation of the *Indonesia Green Growth Program Phase II (ID1)*, funded by Norway's International Climate and Forest Initiative (NICFI). The engagement with the Norwegian evaluation team took place in Q4, 2021. The final evaluation report will be published on GGGI's website in Q1 2022, in accordance with GGGI's *Project Cycle Management Manual Part 5 (Results Reporting and Evaluation)*.

Reviewing Country Planning Framework impact pathways

Under GGGI's *Project Cycle Management Manual Part 1 (Strategic Framework)*, and GGGI's *2020 Country Planning Framework Guidelines*, the IEU reviews Country Planning Framework impact pathways. Support was provided to the Hungary and Sri Lanka Country Planning Framework. A key lesson has been that the IEU needs to closely coordinate with the Green Growth Planning and Implementation (GGP&I) Division's Country Planning Framework coordinator to have a common understanding of IEU's role in the review process as well as to have clarity on when Framework will be ready for review.

Supporting iGROW Working Group to strengthen GGGI's PCM system

IEU supported the revision of *Project Cycle Management Manual Part 5 (Results Reporting and Evaluation)*, together with the Strategy and Results Unit, that was approved by Management in October 2021.

Strengthening the green growth impact agenda

IEU supported the strengthening and advancing of GGGI's green growth impact agenda through:

- The review of 26 Country Program Results Reports developed by Country Programs as part of the GGGI's new results reporting requirements for greater transparency and accountability to the Management and Program Sub-Committee and the Council. This support was provided to the Strategy and Results Unit. The time required for this work was significantly underestimated and impacted on the delivery of IEU's evaluations.
- The delivery of training on developing *ex ante* Strategic Outcomes Impact Estimation in November 2021. The training covered (1) GGGI's impact framework and Strategic Outcomes Guideline; (2) examples of good impacts estimations from the 2020 Country Program Results Reporting process; (3) Excel tools to calculate the estimations.
- The exploration of partnership opportunities with QFFD and the Green Climate Fund (GCF) to advance green growth evidence base development and advocacy. IEU led the submission of a proposal to QFFD to develop a framework to align climate action and humanitarian assistance and initiated discussions with GCF's Impact and Evaluation Unit to explore knowledge sharing and joint events.

⁶ GGGI (2021), *GGGI Project Cycle Management Manual, Part 5, 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

In addition, IEU actively engaged in the iGROW Working Group overseeing enhancements in GGGI's Project Cycle Management Policy and supporting information system, with the goal of influencing their evolution to strengthen the impact agenda. The iGROW working group is chaired by the Assistant Director-General and Head of the Operations Enabling Division and includes the process owners for GGGI's PCM Manual as well as GGGI's Technology Services Unit.

Assuring visibility of evaluations

In 2021, IEU introduced a visibility strategy for its evaluations, defining key audiences and communication activities. IEU recognizes that for the evaluations to have their intended impact, GGGI staff and those charged with governance, need to be aware and understand evaluation findings and recommendations.

Moreover, IEU created an Impact and Evaluation page on GGGI's external website to strengthen the accessibility of all evaluation reports – both those produced by IEU and those by resource partners. Each evaluation report has dedicated pages with a summary of its objective and scope, key evaluation questions, key findings, recommendations. All evaluation reports have also been tagged to Country Program so that they are also visible there. For example, the 2020 Evaluation of the Viet Nam Country Program is also accessible through the Viet Nam Country Program page. Moving forward, IEU intends to track downloads of evaluation reports, though will require support from the Communication Unit and several tweaks to GGGI's website.

Resourcing IEU to deliver

Under GGGI's *Work Program and Budget 2021-22*, IEU has a budget of USD 1.29 million for the biennium. This covers both personnel costs for three positions – (1) Head, Impact and Evaluation; (2) Specialist, Impact and Evaluation; and (3) Senior Associate, Impact and Evaluation - and other operational activities.

IEU's budget absorption in 2021 was 72.9% (**Table**). Personnel expenditure was lower than expected because of staff turnover.

Table. IEU budget utilization 2021

	Budget	Spend	Utilization, %
Personnel	478,379.52	428,251.49	89.5
Outsourcing	80,000.00	0.00	0.0
Travel	26,522.48	152.00	0.6
Training	0.00	385.00	-
Communication	0.00	180.00	-
Supplies & maintenance	4,500.00	609.21	13.5
Others	0.00	27.18	-
Total	589,402.00	429,604.88	72.9

During 2021, a new Head, Impact and Evaluation was recruited through competitive external recruitment in 2020 and took up the responsibilities on January 1, 2021. This staff subsequently took up responsibilities as GGGI's Country Representative for the new Qatar program on November 1, 2021. Recruitment for a new Head, Impact and Evaluation will take place in December 2021/January 2022.

The Specialist, Impact and Evaluation separated from GGGI in Q2, 2021, and a new Specialist transitioned into the role during Q2, 2021 as part of GGGI's International Staff Rotation Program.



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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