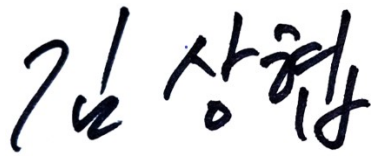


GGGI Evaluation Rules

Approval Authority Executive Director

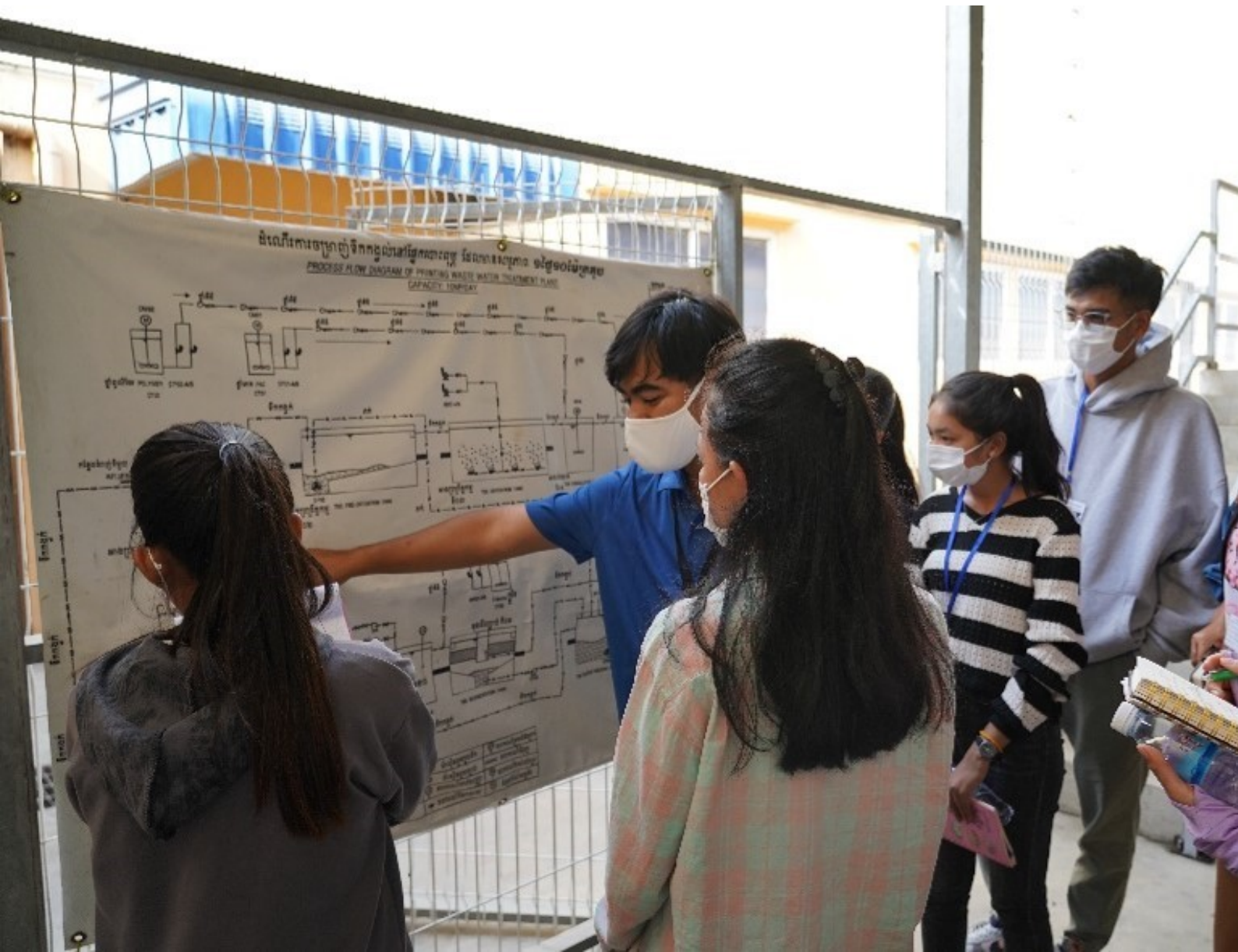


Date of approval May 8, 2026

Date of effectiveness May 8, 2026

Version 2.0

Queries Head of Impact and Evaluation



Definitions

These Rules adopt the following definitions:¹

- (1) “Assembly” means GGGI’s supreme organ referenced in Article 7 of the Agreement on the Establishment of GGGI.
- (2) “Audit” means the independent, systematic, objective quality assurance assessment designed to document and improve the effectiveness of risk management, control and governance processes
- (3) “Council” means GGGI’s executive organ referenced in Article 8 of the Agreement on the Establishment of GGGI.
- (4) “Evaluation” means the systematic and objective assessment of a planned, ongoing or completed intervention, its design, implementation and results. The aim is to determine relevance, coherence, effectiveness, efficiency, impact and sustainability. Evaluation also refers to the process of determining the worth or significance of an intervention. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into decision-making processes.
- (5) “Centralized evaluation” means an evaluation commissioned and managed by the Independent Evaluation Unit for projects or programs of high financial materiality, strategic significance, complexity, or where a conflict of interest requires central management. It is governed through formal oversight arrangements and conducted to support institutional accountability, quality control, and strategic decision-making.
- (6) “Decentralized evaluation” means an evaluation commissioned by the responsible Director and managed at departmental level, separate from the project or program management team, for interventions of moderate scale or where otherwise required. It is conducted by external experts and is subject to ex post quality review by the Impact and Evaluation Unit for compliance with organizational rules, standards, and guidance.
- (7) “Implementing Partner” means an organization or entity that is formally engaged by GGGI to carry out specific activities within a program or project. The Implementing Partner is responsible for the delivery of results, management of resources, and adherence to agreed standards, timelines, and reporting requirements, as outlined in a contractual or partnership agreement. Implementing Partners may include government entities, non-governmental organizations, civil society organizations, and private sector entities.
- (8) “Lessons learned” means to the generalization or extrapolation of findings and translation of analysis into relevant knowledge that supports decision making, improves performance and promotes the achievement of better results in other settings (beyond the intervention being evaluated). Frequently, lessons highlight strengths or weaknesses in the preparation, design, and implementation of interventions that affect performance and results. A lesson may be positive, neutral or negative.
- (9) “Management and Program Sub-Committee” (MPSC) means the sub-committee established under Article 8(12) of the Agreement on the Establishment of GGGI. The MPSC advises the Council in carrying out its activities to oversee GGGI’s financial reporting and audit, programmatic activities, partnerships and global outreach, and internal oversight.
- (10) “Monitoring” means the continuing process that involves the systematic collection or collation of data (on specified indicators or other types of information). It provides management and other stakeholders with an indication of the extent of implementation progress, achievement of intended results,

¹ These definitions have been adapted from OECD (2023), *Glossary of Key Terms in Evaluation and Results-Based Management for Sustainable Development (Second Edition)*, OECD Publishing, Paris, <https://doi.org/10.1787/632da462-en-fr-es>.

occurrence of unintended results, use of allocated funds and other important intervention and context-related information.

- (11) “Project” means a collection of related activities with a clearly defined scope, deliverables, timeframe, and resources. Projects can vary significantly in their objectives, scope, and scale. Small projects may involve only one country, a small number of activities over several months, and require modest financial resources. Larger projects may involve more than one country, in the last several years, and require substantial budgets.
- (12) “Project Manager” means the staff responsible for initiating, planning, executing, revising (if needed) and closing a project, and with managing all aspects of project performance and financials through these phases including reporting of project results. The Project Manager serves as contact point for Program Managers, and other stakeholders. There is only one Project Manager per project, although different people may be assigned to this role over the life of the project.
- (13) “Program” means a group of projects managed in a coordinated way. In GGGI, programs can be global, regional, or country in nature.
- (14) “Program Manager” means the staff responsible with managing a group of projects under a specific context (for example, a country, a region, or a thematic area). The Program Manager is GGGI’s default primary point of contact with the Resource Partner for the project. In GGGI, this is typically a Country Representative for Country Programs, a Regional Director of Regional Programs. In some cases, (e.g. for smaller Country Programs), the Program Manager will also be the Project Manager.
- (15) “Recommendations” means proposals aimed at enhancing the relevance, coherence, effectiveness, efficiency, impact or sustainability of the intervention; at redesigning the objectives; or reallocating resources. Recommendations should be based on findings and conclusions.
- (16) “Resource Partner” means a government or any entity that contributes financially directly to the GGGI, either through core and/or earmarked funding.
- (17) “Staff”, in accordance with Staff Regulation 1.1(c), means any person appointed or engaged by the Director-General to work full-time or part-time for GGGI under a letter of appointment, individual contractor agreement or other contractual modality that are subject to the Staff Regulations. This term does not include individual consultants engaged in providing temporary or deliverable-based services or undertaking a specific task, interns or secondees to GGGI, unless otherwise expressly provided in their terms and conditions of engagement.
- (18) “Theory of change” or “ToC” means the way the intervention is expected to achieve or achieves change. It represents how people understand change to occur in each context, including explicit (or implicit) assumptions about the causal links between inputs, activities and results. Often also includes evidence and risks for these elements of the results chain.

Chapter 1 Introduction

Rule 1.1

Objective

- (1) These Rules establish the framework governing the planning, commissioning, conducting, reporting of evaluations and use of evaluation evidence across GGGI.
- (2) The objective of evaluation is to generate credible, impartial, and useful evidence on the relevance, coherence, effectiveness, efficiency, sustainability, and impact of GGGI’s work to,

- a. Promote organizational learning and improvement of policies, programs, projects, and institutional practices;
 - b. Inform strategic and operational decision-making by management, the MPSC, Council, and Assembly;
 - c. Support GGGI's thought leadership on green growth and sustainable development through evaluation evidence and lessons learned;
 - d. Strengthen accountability to Members and partners for results achieved; and
 - e. Ensure transparency toward Members, resource partners, beneficiaries, and other stakeholders regarding GGGI's performance and results.
- (3) Evaluation is a core component of GGGI's results-based management and oversight framework and is distinct from project management, monitoring, internal audit, investigation, and other assurance or control functions.

Rule 1.2

Scope

- (1) These Rules apply to all GGGI-commissioned evaluations, irrespective of funding source, unless otherwise specified in resource partner agreements.
- (2) These Rules apply to GGGI-commissioned evaluations at different levels of the Institute's work, including projects, programs, policies, and strategies.
- (3) These Rules apply to all evaluation reports for which GGGI has primary responsibility for responding to, managing, or implementing the evaluation recommendations, including where such responsibility is shared with other parties.
- (4) These Rules apply to all staff, consultants, implementing partners, and other parties involved in the commissioning and conduct of GGGI-commissioned evaluations.

Rule 1.3

General provisions

- (1) These Rules take effect upon the approval of the Executive Director.
- (2) The Head of Impact and Evaluation shall propose amendments to these Rules, in consultation with the Management Team and subsequent approval by the Executive Director.
- (3) The MPSC shall review proposed revisions to these Rules as part of its oversight of GGGI's monitoring and evaluation framework, informing the Council as appropriate.
- (4) Questions regarding interpretation of these Rules or matters not expressly covered by them shall be addressed to the Head of Impact and Evaluation.
- (5) These Rules shall be reviewed at least every three years, or earlier where required by organizational change, governing body direction, or evolving internationally recognized evaluation standards.

Chapter 2 Principles

All evaluations conducted under these Rules shall adhere to the following principles:

- a. **Utility** – Evaluations respond to the information needs of decision-makers and stakeholders and support learning, accountability, and the improvement of GGGI’s policies, programs, and operations. Evaluations shall be planned and delivered in a timely manner and communicated in accessible formats to maximize their use.
- b. **Independence** – Evaluation shall be independent to ensure credibility and impartiality. This includes behavioral independence, allowing evaluators to work, access information, and express findings freely without pressure or career risk, and organizational independence, requiring adequate resourcing, agenda-setting authority, and publication without undue influence.
- c. **Credibility** – Evaluation findings and conclusions shall be based on robust, transparent, and verifiable evidence. Credibility shall be ensured through sound evaluation design, appropriate methodologies, qualified evaluators, transparent processes, and systematic validation of evidence.
- d. **Impartiality** – Evaluations shall be conducted with objectivity, professional integrity, and absence of bias. The requirement for impartiality exists at all stages of the evaluation process, including planning an evaluation, formulating the mandate and scope, selecting the evaluation team, providing access to stakeholders, conducting the evaluation, and formulating findings and recommendations.
- e. **Participation** - Evaluations provide opportunities for relevant stakeholders, including GGGI staff, partner countries, development partners, implementing partners, and affected stakeholders, to participate in evaluation processes where appropriate. Participation shall enhance the relevance and ownership of evaluation findings while safeguarding the independence of evaluations.
- f. **Transparency** – Evaluation processes, methodologies, and products shall be documented and made accessible to stakeholders in accordance with the GGGI Disclosure Policy. Transparency strengthens trust in evaluation findings and supports the effective use of evaluation evidence.
- g. **Ethics and integrity** – Evaluations shall respect ethical standards and professional integrity. Evaluation processes shall ensure informed consent, confidentiality, cultural sensitivity, and responsible data management, and shall protect the dignity and rights of participants, particularly vulnerable groups.
- h. **Value for money** - Evaluations shall be designed and conducted in a manner that ensures efficient use of resources and delivers findings that effectively support accountability, learning, and organizational improvement. Strategic selection of evaluation topics and sound evaluation planning shall maximize the value derived from evaluation investments.

Chapter 3

Evaluation governance

Rules 3.1

Head of Impact and Evaluation

- (1) The Head of Impact and Evaluation leads the evaluation function within GGGI and heads the Impact and Evaluation Unit, which is responsible for the overall coordination and management of that function.
- (2) The Head of Impact and Evaluation shall report to the Chief of Staff in the Executive Director's Office.
- (3) The IEU shall,
 - a. Articulate evaluation quality standards and guidance, spanning both centralized and decentralized evaluations, approved by the Executive Director.
 - b. Define the criteria and thresholds for determining whether evaluations are conducted as centralized or decentralized evaluations. The criteria and thresholds shall approved by the Executive Director.
 - c. Maintain a central registry of planned and completed evaluations, including centralized and decentralized evaluations – and provide periodic reports on the evaluation pipeline to the Management Team.
 - d. Ensure the timely and appropriate communication of evaluation results to support organizational learning, including publishing evaluation products on GGGI's website.
 - e. Establish and support an adequate follow-up mechanism on the implementation of actions committed to within the management response and action plans.
 - f. Promote the systematic compilation of evaluation evidence and lessons learned to support learning, strategic decision-making and improve GGGI policies, programs, and projects.
- (4) The IEU shall be responsible for the commissioning, management, and, where appropriate, conduct of centralized evaluations.
- (5) Where evaluations are conducted by IEU staff, the Head of Impact and Evaluation shall ensure that the evaluators concerned have had no prior operational responsibility for the intervention under evaluation and that appropriate safeguards are in place to protect independence and credibility.
- (6) The IEU shall provide methodological guidance and quality assurance for decentralized evaluations in accordance with these Rules and the applicable Evaluation Quality Standards and Guidance. Such quality assurance shall focus on compliance with established standards and processes and shall not extend to re-evaluation or reinterpretation of findings, conclusions, or recommendations.
- (7) Periodic independent external reviews of the evaluation function, including the Impact and Evaluation Unit's quality assurance processes, shall be conducted to assess the effectiveness, independence, and credibility of GGGI's evaluation system. The findings of such reviews shall be shared with the Management Team and the Management and Program Sub-Committee.

Rule 3.2 Operational Managers

Portfolio, Program, Project Managers, and non-programmatic unit heads shall:

- a. Consider evaluation evidence and learnings in the development of new projects and programs, and revision of organizations policies (regulations, rules, guidelines);
- b. Inform the Head of Impact and Evaluation – and respective Director and Regional MEL lead - of planned evaluations, including evaluations required by resource partners;
- c. Support evaluation processes by facilitating access to records, stakeholders, logistics, and operational information;
- d. Ensure that interventions maintain sufficient records and results measurement information to support evaluability;
- e. Review draft evaluation reports, to identify factual inaccuracies, errors, or omissions, and provide timely feedback. Such review shall not extend to influencing evaluative judgments, findings, conclusions, or recommendations, which remain the sole responsibility of the independent evaluation team or the IEU.
- f. Participate, where appropriate, in the preparation and implementation of management responses and action plans; and
- g. Ensure that decentralized evaluations under their responsibility are conducted in accordance with these Rules and the applicable Evaluation Quality Standards, Guidance, and procedures.

Rule 3.3 DGGI Front Office

The DGGI Front Office shall ensure that evaluation considerations and evidence are reflected in program design standards and review mechanisms.

Rule 3.4 Implementing Partners

Implementing Partners shall:

- a. Provide access to relevant information and stakeholders;
- b. Share information needed to support evaluation activities; and
- c. Cooperate with evaluation activities in accordance with applicable agreements and arrangements.

Rule 3.5 Evaluation manager

- (1) For each evaluation, an Evaluation Manager shall be designated by the IEU for centralized evaluations or by the responsible Director for decentralized evaluations, in accordance with the Evaluation Process and Procedure.
- (2) The Evaluation Manager shall disclose any actual or potential conflicts of interest and shall not have had direct operational responsibility for the intervention under evaluation.

- (3) The Evaluation Manager is responsible for conducting an evaluability assessment of the intervention and consulting with the Evaluation Reference Group and primary intended users to articulate learning questions and identify evidence needs.
- (4) The Evaluation Manager shall be responsible for coordinating the evaluation process on behalf of GGGI, in accordance with these Rules and the Evaluation Process and Procedure.
- (5) The Evaluation Manager shall chair the Evaluation Reference Group, seeking input on the evaluation design, in order to enhance its relevance; on the preliminary findings to enhance their validity, on the recommendations to enhance their feasibility, acceptability and ownership, and at any point during the evaluation process as needed.
- (6) The Evaluation Manager will provide all relevant Portfolio, Program and Project Managers, and non-programmatic unit heads, the opportunity to review draft evaluation reports for factual accuracy and to identify any errors or omissions.
- (7) The Evaluation Manager shall ensure that evaluation deliverables are reviewed in accordance with these Rules, and the applicable Evaluation Quality Standards and Guidance.

Rule 3.6

Evaluation Reference Group

- (1) The Head of Impact and Evaluation or, in the case of decentralized evaluations, the responsible Director, may establish an Evaluation Reference Group to provide advisory inputs during the evaluation process.
- (2) The composition of the Evaluation Reference Group shall be determined so as to ensure relevant expertise and balanced perspectives including, where appropriate, representation of key stakeholders and intended users of the evaluation, while safeguarding the independence and credibility of the evaluation.
- (3) Members of the Evaluation Reference Group shall disclose any actual or potential conflicts of interest prior to participating in the evaluation process.
- (4) The Evaluation Reference Group shall serve in an advisory capacity only and may provide inputs at key stages of the evaluation process, including the articulation of learning questions for the evaluation to answer.
- (5) Participation in the Evaluation Reference Group shall not compromise the independence of the evaluation. The Group shall not modify the evaluation team's findings, conclusions, or recommendations.
- (6) The Evaluation Manager shall coordinate the work of the Evaluation Reference Group and ensure that its inputs are considered appropriately.

Rule 3.7

Management Team

- (1) The Management Team shall support the effective functioning and use of GGGI's evaluation framework and incentivize the use of evaluation findings to inform organizational learning and decision-making.
- (2) In carrying out this role, the Management Team shall:
 - a. Provide comments on evaluation workplans prepared by the IEU;
 - b. Provide comment on proposed revisions to these Rules and supporting evaluation quality standards and guidance,;

- c. Ensure that management responses and action plans are prepared and implemented in accordance with these Rules; and
 - d. Consider evaluation findings and lessons learned in strategic, operational, and resource allocation decisions.
- (3) The Management Team shall ensure that adequate and predictable financial and human resources are allocated to support the effective operation of the evaluation function, including follow-up to evaluation recommendations.

Rule 3.8
Management and Program Sub-Committee

- (1) The MPSC shall support the Council in exercising oversight of GGGI and shall provide advice on the evaluation function in accordance with its Terms of Reference.
- (2) In relation to evaluation, the MPSC shall:
- a. Review and provide comments on the evaluation workplan;
 - b. Review proposed revisions to these Rules;
 - c. Review syntheses and summaries of evaluation findings and lessons; and
 - d. Support the Council in its oversight of the evaluation framework.
 - e. Ensure the independence of the evaluation function and not seek to influence evaluation findings, conclusions, or recommendations.

Rule 3.9
Council

- (1) The Council shall exercise oversight of the evaluation framework through the MPSC.
- (2) In relation to evaluation, the Council shall:
- a. Consider evaluation evidence in the exercise of its strategic oversight responsibilities; and
 - b. Approve GGGI's Work Program and Budgets, including resources allocated to the evaluation function.

Rule 3.10
Institutional Alignment

The roles and responsibilities established by these Rules shall be reflected, as appropriate, in relevant institutional instruments, including job descriptions, performance frameworks, partnership agreements, and contracts with consultants and implementing partners.

Chapter 4

Evaluation planning and reporting

Rule 4.1

Evaluation workplan

- (1) The IEU shall prepare a rolling multi-year evaluation workplan covering all centralized and decentralized evaluations.
- (2) The workplan shall identify priority evaluations, their rationale, and indicative timing, taking into account GGGI's strategic directions, learning and operational needs, accountability requirements, and available resources.
- (3) Where feasible, evaluations and reviews commissioned by resource partners or other external stakeholders shall also be reflected in the workplan to support coordination and avoid duplication.
- (4) The workplan shall be reviewed and updated periodically to reflect emerging priorities, operational developments, and resource availability.
- (5) The workplan shall be prepared in consultation with the Management Team and submitted to the MPSC for review and comment.
- (6) The approved workplan shall be published on GGGI's website in accordance with the Disclosure Policy.

Rule 4.2

Annual Evaluation Report

- (1) The IEU shall prepare an annual report on the implementation of the evaluation workplan and the status of the evaluation function.
- (2) The report shall include, at a minimum,
 - a. A summary of evaluations completed during the reporting period;
 - b. A summary of key findings, conclusions, and recommendations arising from evaluations;
 - c. Progress in implementing management responses and action plans; and
 - d. Explanations of any significant deviations from the approved workplan.
- (3) The annual report shall identify systemic issues and opportunities for strengthening GGGI's policies, programs, projects, and institutional performance.
- (4) The annual report shall be shared with the MPSC before the end of March each year and published on GGGI's website in accordance with the Disclosure Policy.

Chapter 5

Evaluation phases and required deliverables

Rule 5.1

Evaluation phases

- (1) GGGI-commissioned evaluations shall be implemented through the following phases:
 - a. Scoping;
 - b. Procurement, where an external Evaluation Team is engaged;
 - c. Inception;
 - d. Data collection and analysis;
 - e. Reporting;
 - f. Formal response;
 - g. Monitoring.
- (2) The operational steps applicable to each phase shall be set out in the Evaluation Process and Procedure.
- (3) In the case of externally commissioned evaluations of GGGI's policies, programs, and projects, GGGI will be responsible for the phases of formal response and monitoring.

Rule 5.2

Required deliverables

- (1) The following deliverables shall be prepared as part of the process of GGGI commissioned evaluations:
 - a. Terms of Reference;
 - b. Inception Report;
 - c. Evaluation Report;
 - d. Management Response and Action Plan (MRAP); and
 - e. Updates to the MRAP.
- (2) Additional deliverables may be required where justified by the purpose, scope, or intended use of the evaluation. Any such deliverables shall be specified in the Terms of Reference.
- (3) Where GGGI commissions an evaluation that covers projects or programs funded by one or more resource partners, GGGI will inform the relevant resource partner(s) in a timely manner. GGGI will provide such resource partner(s) with an opportunity to comment on the evaluation terms of reference before finalization. GGGI may, as appropriate, invite relevant resource partner(s) to participate in the evaluation reference group, in accordance with the independence requirements and governance arrangements applicable to the evaluation.
- (4) No primary data collection shall commence before the Inception Report has been approved in accordance with these Rules.

- (5) All data collection and analysis shall be conducted in accordance with applicable ethical standards, including requirements relating to confidentiality, informed consent, and protection of personal data.

Rule 5.3

Approval of deliverables

- (1) No evaluation deliverable shall be considered final unless approved by the authority designated in these Rules.
- (2) For centralized evaluations, the Terms of Reference, Inception Report, and Evaluation Report shall be approved by the Head of Impact and Evaluation.
- (3) For decentralized evaluations, the Terms of Reference, Inception Report, and Evaluation Report shall be approved by the respective Director.
- (4) Prior to the approval of the inception report and evaluation report, the Evaluation Reference Group and relevant Portfolio, Program and Project Managers, and non-programmatic unit heads, shall be provided an opportunity of review. This review shall not extend to influencing evaluative judgments, findings, conclusions, or recommendations.
- (5) For centralized evaluations, the Management Response and Action Plan and any updates thereto shall be approved by the Management Team.
- (6) For decentralized evaluations, the Management Response and Action Plan and any updates thereto shall be approved by the responsible Director, with the IEU copied for information.
- (7) Draft deliverables shall be reviewed prior to approval in accordance with the Evaluation Process and Procedure.
- (8) Any material deviation between the Evaluation Report and the approved Inception Report shall be justified in writing and cleared by the Evaluation Manager in consultation with the Head of Impact and Evaluation or respective Director, and the Head of Procurement.

Rule 5.4

Disclosure and publication

- (1) Evaluation deliverables shall be disclosed and published in accordance with the GGGI Disclosure Policy, subject to applicable restrictions relating to confidentiality, privilege, personal data, or other protected information.
- (2) Approved Terms of Reference, Inception Reports, Evaluation Reports, Management Response and Action Plans, and updates thereto shall be published on GGGI's website.
- (3) Names of individual participants shall be disclosed in published evaluation documents only where those individuals have been informed of the possibility of disclosure and have explicitly consented.
- (4) The IEU shall arrange publication of approved evaluation deliverables and coordinate, where necessary, with other relevant internal units to support disclosure and dissemination.

Rule 5.5**Management response and follow-up**

- (1) The Management Response and Action Plan shall constitute the formal management response to the approved Evaluation Report.
- (2) The Management Response and Action Plan shall be finalized within sixty (60) calendar days of approval of the Evaluation Report, unless otherwise justified due to exceptional circumstances.
- (3) The Management Response and Action Plan shall respond to all recommendations contained in the approved Evaluation Report and shall indicate, for each recommendation, whether it is accepted, partially accepted, or not accepted.
- (4) Where a recommendation is partially accepted or not accepted, the Management Response and Action Plan shall provide a brief justification.
- (5) For each recommendation that is accepted or partially accepted, the Management Response and Action Plan shall identify:
 - a. the action or actions to be taken;
 - b. the responsible unit or position;
 - c. the timeframe for implementation; and
 - d. the evidence that will be used to verify implementation.
- (6) Responsible units and positions shall implement and monitor the actions assigned to them and shall provide updates as required under the approved Management Response and Action Plan and subsequent monitoring arrangements.
- (7) The IEU shall establish and support an adequate follow-up mechanism on the implementation of actions committed to within the management response and action plans.
- (8) The IEU shall periodically report to the Management Team on the implementation of actions committed to within the management response and action plans. .
- (9) Subsequent evaluations may review progress made in implementation of actions committed to within the Management Response and Action Plans.

Rule 5.6**Relationship with Evaluation Quality Standards, Guidance, and Procedures**

- (1) The Evaluation Process and Procedure shall set out the operational steps, workflows, and responsibilities for implementation of these Rules.
- (2) The Evaluation Quality Standards and Guidance shall define the quality expectations applicable to the preparation, review, and approval of key evaluation deliverables.
- (3) All evaluation deliverables required under these Rules shall be prepared in accordance with the applicable Evaluation Quality Standards and Guidance.
- (4) In the event of inconsistency between these Rules, the Evaluation Process and Procedure, and any Evaluation Quality Standards or Guidance, these Rules shall prevail.

Chapter 6 General Provisions

Rule 6.1 Final Provisions

These Rules repeal and replace any previous policies, rules, guidelines, and guidance relating to evaluation, including the GGGI Evaluation Rules approved in 2017 and relevant sections of the current PCM Manuals.

Rule 6.2 Entry into Force

These Rules shall enter into force on the date of approval by the Executive Director.

Rule 6.3 Transitional Arrangements

Evaluations that have already commenced – defined as in the scoping phase - prior to the entry into force of these Rules will continue under the provisions applicable at the time of their commencement.

Appendix I. Revision to the GGGI Delegation of Authority

The adoption of the updated *GGGI Evaluation Rules* requires corresponding adjustments to the 2023 Delegation of Authority to ensure consistency between the institutional governance framework and the revised arrangements for the management of the evaluation function. In particular, the proposed updates clarify the roles and responsibilities of the Executive Director, Management Team, and the Head of Impact and Evaluation in the preparation, revision, and approval of evaluation-related rules, quality standards, and guidance. These changes reflect the strengthened governance and independence of the evaluation function introduced in the updated Rules and distinguish evaluation-related instruments from other management and administrative policies. The table below summarizes the proposed amendments to the Delegation of Authority to align it with the revised evaluation governance framework.

2023 version

		Director-General	Management Team	Head of OED	Concerned Division Head	Concerned Director	Concerned Unit Head	Concerned Country Representative	Concerned Task Manager	Director of OED	Finance Director	Head of Legal
10.1	Preparation and revision of regulations relating to management and administration including, without limitation, those related to Procurement, Finance, Corporate Services, HR and Monitoring, Evaluation and Reporting (M&E)	A	(i)	I			I			(i)		R
10.2	Preparation and revision of rules relating to management and administration including, without limitation, those related to Procurement, Finance, Corporate Services, HR and M&E	A		I			I					R
10.3	Preparation and revision of guidelines, manuals and related procedures relating to management and administration including, without limitation, those related to Procurement, Finance, Corporate Services, HR and M&E			A			I					R

Proposed change

		Executive Director	Management Team	Deputy Executive Director for Green Finance and Corporate Services	Chief of Staff	Directors	Head of Impact and Evaluation	Concerned Country Representative	Concerned Task Manager	Director of EDO	Finance Director	Head of Legal
	Preparation and revision of Evaluation Rules	A	R			(i)	I					R
	Preparation and revision of Evaluation quality standards, guidelines, and related procedures relating to evaluations			A		(i)	I					R

Notes:

I - Initiate/Originate/Prepare To initiate an action or activity and prepare the relevant instrument supporting documents.

R - Recommend/Review To review and make a recommendation on which a decision will be made or an action taken.

C - Clear To permit an action or decision to proceed to the next step for approval or signature after ensuring that all relevant preconditions have been satisfied and that the action or decision is in compliance with GGGI regulations, rules, policies, processes and procedures.

A - Approve To provide the final approval that an action or decision can be undertaken or made following appropriate consultations.

S - Sign To append one's signature on a document to signify acknowledgement, agreement, approval or acceptance and consent to be bound.

(i) - Informed To be informed of the decision made or action undertaken.

Appendix II. Summary of key changes between 2017 Evaluation Rules and Updated Evaluation Rules

The Evaluation Rules have been updated to reflect changes in GGGI's organizational structure, strategy, and operational scale since 2017. Over this period, GGGI's portfolio of programs and partnerships has expanded, expectations for evidence-based decision-making have increased, and international good practice in evaluation governance has evolved. The updated Rules strengthen the independence, clarity, and effectiveness of GGGI's evaluation function while reinforcing its contribution to accountability, learning, transparency, and strategic decision-making.

This appendix provides a high-level overview of the main changes introduced in the updated Rules compared with the 2017 version.

Expanded purpose and scope of evaluation

The updated Rules broaden the role of evaluation within GGGI. In addition to supporting accountability and learning, evaluation is now explicitly intended to inform strategic and operational decision-making, organizational improvement, and institutional practice. The Rules also recognize the role of evaluation in strengthening GGGI's thought leadership on green growth and sustainable development through the generation and dissemination of credible evidence and lessons learned.

The scope of the Rules has also been clarified and expanded. Whereas the 2017 Rules focused principally on GGGI's programs and related governance arrangements, the updated Rules now apply to project, program, portfolio, strategic, and institutional evaluations.

Updated evaluation principles

The updated Rules strengthen the principles guiding GGGI's evaluation function. They reinforce the institutional independence of evaluation from operational decision-making, emphasize credibility through robust and transparent evidence, and place stronger emphasis on utility and the use of evaluation findings. They also articulate more clearly the importance of participation, transparency, ethics and integrity, and value for money in evaluation design and implementation.

Compared with the 2017 Rules, these principles provide a clearer normative foundation for the evaluation function and align more closely with internationally recognized evaluation standards.

Clearer governance arrangements and institutional roles

The updated Rules establish a more structured governance framework for evaluation. They clarify the distinct roles and responsibilities of the Head of Impact and Evaluation, the Impact and Evaluation Unit (IEU), the Management Team, the Management and Program Sub-Committee (MPSC), the Council, operational managers, implementing partners, the Evaluation Manager, and Evaluation Reference Groups.

Compared with the 2017 Rules, the updated governance framework provides greater clarity on institutional accountability, reporting lines, and the separation between evaluation oversight and operational management.

Introduction of centralized and decentralized evaluations

The updated Rules formalize a two-tier evaluation system consisting of centralized evaluations managed by the IEU and decentralized evaluations managed by operational units under the methodological guidance and quality assurance of the IEU. This allows evaluation arrangements to be adapted to the scale, strategic significance, and materiality of different interventions while maintaining a coherent institutional framework and common quality expectations.

This is a significant development compared with the 2017 Rules, which were more centralized in design and did not clearly distinguish between different categories of evaluation responsibility.

More structured evaluation planning and reporting

The updated Rules establish a more structured framework for evaluation planning and reporting. They provide for a rolling multi-year evaluation workplan covering both centralized and decentralized evaluations and require periodic review and updating of that workplan to reflect strategic priorities, operational developments, and available resources. They also establish annual reporting by the IEU on implementation of the evaluation workplan and the status of the evaluation function. Compared with the 2017 Rules, this introduces a clearer and more systematic basis for planning, prioritizing, and reporting on evaluation activity across the organization.

Formalization of the evaluation process and required deliverables

The updated Rules establish a clearer evaluation lifecycle, comprising the phases of scoping, procurement where applicable, inception, evidence collection and analysis, reporting, response, and monitoring. They also define the key required deliverables across this lifecycle: Terms of Reference, Inception Reports, Evaluation Reports, Management Response and Action Plans, and updates to Management Response and Action Plans where applicable.

This is a significant strengthening compared with the 2017 Rules, which referred principally to Evaluation Approach Papers and evaluation reports but did not establish the same end-to-end framework for deliverables and follow-up.

Stronger approval, disclosure, and publication requirements

The updated Rules provide clearer approval arrangements for evaluation deliverables, distinguishing between centralized and decentralized evaluations and clarifying which authorities approve the main outputs of each process. They also strengthen transparency by providing for the disclosure and publication of key evaluation deliverables in accordance with the GGGI Disclosure Policy, subject to applicable restrictions relating to confidentiality and protected information.

Compared with the 2017 Rules, this provides a clearer basis for the approval and public disclosure of evaluation outputs, including Inception Reports, Evaluation Reports, and Management Response and Action Plans.

Stronger management response and follow-up arrangements

The updated Rules strengthen the use of evaluation findings by formalizing the requirement for a Management Response and Action Plan for every approved Evaluation Report. The Rules require the MRAP to respond to all recommendations, indicate whether each recommendation is accepted, partially accepted, or not accepted, and identify actions, responsible units or positions, implementation timeframes, and evidence for verification.

The updated Rules also require the MRAP to be finalized within sixty calendar days of approval of the Evaluation Report, unless otherwise justified due to exceptional circumstances, and clarify responsibilities for implementation, monitoring, and follow-up. Compared with the 2017 Rules, this represents a much stronger institutional framework for ensuring that evaluation recommendations are addressed systematically and that progress in implementation can be monitored over time.

Overall significance of the update

Taken together, these changes reflect the maturation of GGGI's evaluation function since 2017. The updated Rules move from a relatively simple policy framework toward a more comprehensive governance instrument that better supports independence, clarity of roles, systematic planning, stronger quality assurance, more structured follow-up, and greater institutional use of evaluation evidence.

The revised Rules are therefore intended not only to update the governance of evaluation within GGGI, but also to provide a stronger foundation for learning, transparency, and evidence-based improvement across the organization.



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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