



**GREEN
CLIMATE
FUND**

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23 October 2019

Annual Report of the Independent Evaluation Unit for 2019

Summary

This document provides the Annual Report of the IEU's key activities for the period September 2018 – December 2019. It reports IEU's outputs and achievements in line with its 2019 Work Plan and Budget and Update of its Three-year Rolling Work Plan of the IEU (document GCF/B.21/13).

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I. Introduction

1. This document is a report of the key activities and outcomes of the Independent Evaluation Unit (IEU) over a 12-month period (September 2018 – December 2019).
2. The objectives and key work plan activities of the IEU are presented in the 2019 Work Plan and Budget and Update of its Three-year Rolling Work Plan of the IEU (see document GCF/B.21/13).

II. Report on the IEU's key achievements according to IEU Objectives

2.1 Objective 1: Building and strengthening the IEU

3. **Hiring staff:** The IEU hired three staff during the reporting period, including two Evaluation Specialists and one Evaluation Researcher. At the end of 2019, the IEU will have thirteen staff members. They are supported by eight Songdo-based consultants and five interns who provide critical support as the IEU moves towards building sustained operational capacity. The role of consultants includes assistance with analysing data at the IEU DataLab, evaluation related research and qualitative assessments for evaluation papers as well as building the IEU's communications.
4. **Strengthening the IEU's operational capacity:** This is critical for ensuring that the IEU staff stay at the forefront of evaluations methods and practice. During 2019, the IEU staff attended a series of training courses and modules, delivered by external specialist trainers and other IEU staff. Topics for training during 2019 included undertaking systematic reviews, producing evidence gap maps, meta-analyses, and meta-syntheses; using geographical information systems and geographical software in evaluations; using Excel for various evaluation-related statistics; and calculating sample sizes and assessing costs for evaluations.
5. Individual IEU team members also participated in off-site training. For example, IEU strengthened its geographical information systems (GIS) expertise by supporting its GIS specialist to undertake advanced training with a university in the USA. Other team members have strengthened their skills while attending international seminars and workshops organized by leading institutions in climate change and evaluation. Annex I includes a list of presentations, seminars and learning workshops conducted and/or attended by IEU staff during the reporting period.
6. **Enhancing the IEU's data analyses capabilities:** As approved in its 2019 work plan, the IEU's overall focus is to produce data-driven evaluations. Early on, the IEU recognized key deficiencies in existing data systems at the GCF, including a lack of meta-data, protocols, definitions and consistency because of varying times for updates across FluXX, country portals and iPMS. This recognition led the IEU to develop internal capacity to provide credible, replicable data that may be used by the IEU to support its evaluations in a timely manner. In late 2018/early 2019 the IEU established an internal DataLab to support the IEU in its rigorous, evidence-based evaluations.
7. The IEU DataLab develops and maintains databases through manually extracting and updating quantitative and qualitative information from a variety of sources both internal and external to the GCF. Data sources come in various forms including, but not limited to, paper and digital documents, the GCF's internal data management systems, and academically/publicly well-established databases. Extracted data are systematically reviewed for completeness and consistency and then stored in machine-readable formats. Such data are easily accessible for updates, analyses, and sharing for purposes of evaluations.

8. **Incorporating geospatial data:** As part of the DataLab, the IEU has built basic GIS capability to conduct geospatial analyses that include visualizing GCF project locations, examining environmental and socio-economic correlates, examining climatic hotspots that may be co-located with GCF investments, and incorporating spatially disaggregated data related to poverty incidence, forests, weather patterns and variability, temperature trends, groundwater use, frequency of storms and extreme climatic events.. In the Forward-looking Performance Review (FPR), GIS data and analyses played a critical role in determining the efficacy of GCF's investments as well as their coherence and complementarity with other climate Funds.
9. **Developing the GCF's evaluation policy:** In 2018, as discussed in document GCF/B.23/Inf.04, the IEU developed an evaluation policy that was admitted as an agenda item for B.21 but was not addressed before the meeting concluded. Similarly, it was not addressed at B.22 and B.23 and constitutes part of the agenda for B.24. The draft policy addresses the evaluation function of the GCF as it relates to informing its performance, effectiveness and efficiency. It also informs the overall evaluation criteria, as laid out in the [IEU's approved terms of reference](#). The draft policy is developed through extensive consultation within the GCF and its stakeholders, including representatives of Accredited Entities and civil society representatives.

2.2 Objective 2: Evaluations

10. **The IEU's Independent Review of the GCF's Results Management Framework:** The IEU submitted an Independent Review of the GCF's Results Management Framework (RMF) to the Board at B.22 (GCF/B.22/07). The review found several weaknesses in the RMF, including insufficient guidance by the GCF on how project outcomes currently contribute to a paradigm shift, a lack of clear definitions, and an absence of protocols for indicators. In endorsing the report, the Board asked the Secretariat to respond to the evaluation's findings and recommendations at B.24.
11. **The IEU's Independent Evaluation of the GCF's Readiness and Preparatory Support Programme:** The IEU submitted its Independent Review of the GCF's Readiness and Preparatory Support Programme (RPSP) to the Board at B.22 (GCF/B.22/03). A key recommendation from the evaluation encouraged the Secretariat to re-define the RPSP and to build a strategy that clearly articulates what the RPSP is getting countries ready for, how and specifying how success will be measured. The evaluation also encouraged the Secretariat to focus strategically on national climate needs, making changes within its own operational structure and organization, and enhancing the RPSP's role in capacity-building, outreach and support for GCF pipelines. In response, the GCF Board requested the Secretariat to address the evaluation's recommendations and present an update before the end of 2019.
12. **The Forward-Looking Performance Review of the GCF:** At B.23 the IEU submitted its Forward-looking Performance Review of the GCF (GCF/B.23/20). The most ambitious and far-reaching of IEU's evaluations yet, the FPR was requested by the Board to assess the performance of the GCF while considering the current stage of the Fund's operations and while recognizing that the GCF is a learning institution. The FPR recommends the GCF: (i) strengthen its implementation and business processes with a focus on impact and innovation; (ii) institute a new strategic plan with clear goals and targets; (iii) re-emphasize adaptation investments and recognize the role new actors play in mitigation while innovating with financial instruments; and (iv) provide greater delegation of authority to the Secretariat. The Board noted the FPR and the Secretariat's response, and requested the Secretariat to provide a management response at B.24.
13. **Assessing GCF's country ownership approach:** This evaluation of the country ownership approach (COA) of the GCF examines the Fund's success in incorporating country needs and country ownership in the design and implementation of GCF's policies and practices. The evaluation will be submitted for the Board's consideration at B.24.

14. **Evaluating the GCF’s environmental and social safeguards:** The IEU is completing an evaluation of the GCF’s environmental and social safeguards (ESS). The evaluation also examines the GCF environmental and social management system (ESMS). The ESS assessment examines the extent to which past and current social and environmental safeguards and the ESMS have helped mitigate key risks for the Fund. The IEU’s ESS evaluation will be submitted to the GCF Board at B.25, following advice from the GCF co-chairs.

15. **The IEU’s Learning-Oriented Real-Time Impact Assessment programme:** The Learning-Oriented Real-Time Impact Assessment (LORTA) is a multi-year programme that aims to build capacity and mechanisms for measurement of causal impacts of GCF investments. LORTA helps GCF projects build independent measurement and data systems so they will be able to measure independently and credibly the overall impact of GCF investments. LORTA is also part of IEU’s advisory services. In April 2019, under LORTA, the IEU organized a design workshop in Mannheim, Germany. Ninety participants representing 21 GCF-funded projects, including representatives from international and direct access entities from both the public and private sectors, and members from the GCF Secretariat, engaged in a two-and-a-half-day workshop. The workshop focused on designing impact evaluations, calculating sample sizes, developing theories of change and managing time and budget constraints. In April 2019 the IEU LORTA programme published a synthesis report on the projects selected for phase one in 2018. The synthesis report discusses the programme’s selection process, evaluation design and questions, lessons learned, and sample size and design.

2.3 Objective 3: Partnerships, capacity-building and advisory services

16. **Engaging with key GCF partners and stakeholders:** To facilitate global sharing of knowledge on evaluating climate change actions, the IEU collaborates closely with IEU and GCF partners and stakeholders. Some of IEU’s key engagements during the reporting period include: presenting a keynote address at the Global Landscape Forum in Bonn; delivering a presentation at the Australasian Aid Conference in Canberra on “Making Evaluations Influential”; speaking at a Wilton Park workshop in the UK on transboundary climate risks; delivering presentations at GCF’s first and second replenishment meetings in Oslo and Ottawa; exchanging ideas with evaluation experts at the United Nation’s Evaluation Group’s Evaluation Week in Nairobi; presenting side events at B.23; serving on a panel discussion on mobilizing investments at scale during the GCF’s Global Programming Conference in Songdo; presenting papers on LORTA, evidence curation and other evaluation topics at the International Development Evaluation Association’s 2019 Global Assembly in Prague. Other key engagements during the reporting period include making two presentations at the Learning About Transformational Change in International Climate Finance workshop hosted at the NAMA Facility in Bonn. Please see Annex I for a list of presentations, seminars and learning workshops conducted and/or attended by IEU staff during the reporting during the period September 2018 to August 2019. Please see Annex II for a list of evaluation-related country missions by IEU staff for the reporting period.¹

17. **Fostering partnerships across the globe:** Formal working relations with key stakeholders are an important part of the IEU’s advisory services and partnership functions. Formal agreements reached with key partners during the reporting period include Memoranda of Understanding with the Rwanda Ministry of Environment, the Central American Bank for Economic Integration, the Center for International Forestry Research (re-signed), the Development Bank of Southern Africa, the Global Development Network, the Stockholm Environment Institute, and the International Union for Conservation on Nature and Natural

¹ For further information about the IEU’s engagement with evaluation and climate change experts and organizations email ieu@gcfund.org.

Resources. See Annex III for a list of key partnerships formed by the IEU during the period September 2018 to August 2019.

18. **Building capacity for IEU's key stakeholders:** The IEU has conducted a range of capacity-building initiatives during 2019. These include an impact evaluation design workshop in Mannheim; a lunch talk presentation to GCF staff to enhance awareness of the benefits of using evidence gap maps for examining forest conservation interventions in Songdo; three papers for the African Evaluation Association 2019 conference in Abidjan, Côte d'Ivoire; an 'Art of' session on complexity and evaluations; and a presentation on evidence gap maps at the IEU-Deval workshop in Bonn. A range of training materials are also available to stakeholders through the IEU website. These include multimedia modules on developing a theory of change; how evaluations contribute to the United Nations Sustainable Development Goals; how to build quality into proposals; and accounting for human behaviour in evaluations, among other capacity-building materials.

19. In October 2019, the IEU delivered a day-long training workshop organized by the Division of Mitigation and Adaptation. This training was designed to expose participants to the basics of evaluation and measurement and develop capacity of the GCF Secretariat on evaluation in climate finance. Designed for 30 participants, the training was delivered by IEU staff, and included interactive exercises on impact evaluation, case studies drawing from IEU experience of designing an impact evaluation of GCF projects, and session on costing of evaluation, and sample size calculations – which have critical implications for design and budget.

20. An important IEU advisory and outreach activity is the monthly IEU Lunch Talk. Held within the GCF office, this popular series of presentations and discussions regularly attracts audiences of 40-plus people. Some of the subjects presented and discussed during the reporting period include the use of evidence gap maps in forest conservation and adaptation; aligning agendas for climate change mitigation and food security; machine learning for evaluating development; Global Environment Facility in the changing environmental finance landscape; and humanitarian responses to climate change, among others. A full list of IEU's lunch talks is available on IEU's website (along with video recordings).²

21. **Evidence gap maps, syntheses and working papers:** The IEU aspires to remain at the cutting edge of evaluation and related assessment and review methods. During the 14-month period, IEU staff produced several papers that advance the expert discussion of climate and evaluation. These included IEU Working Paper No. 1: Becoming bigger, better, smarter - A summary of the evaluability of Green Climate Fund proposals; Working Paper No. 2: Complexity, climate change and evaluation; and IEU Working Paper No. 3: Challenges in real-world impact evaluations. An additional working paper on behavioural insights for climate projects is expected to become available shortly. The IEU is also working on evaluation-related evidence gap maps concerning, forestry, GIS, adaptation and machine learning.

2.4 Objective 4: Uptake and communications

22. **The IEU's digital, audio and video products:** 2019 was a productive year for IEU communications. With a strengthened team the unit was able to produce a large and broad array of communication products. One innovation for the reporting period was the development of the GEval series of publications, consisting of 2-page notes and 4-page briefs for policymakers and non-specialist audiences that summarize the findings, methods and recommendations of the IEU's evaluations. This was in addition to the IEU's usual array of products, including newsletters, IEU briefs, event flyers, and others.

² www.ieu.greenclimate.fund

23. The IEU website has grown considerably during the reporting period and now includes a strong body of blogs, podcasts, slideshows, videos, downloadable reports and papers. The IEU Twitter account has more than 600 followers and distributes several tweets a week promoting awareness of IEU activities and publications and climate change information and news. This coincides with an increase in articles appearing in the mass-media that mention IEU activities.

24. An important improvement in IEU communications is its support for French and Spanish translations of its key publications for distribution on country missions. Arabic translations are planned for the near future. The IEU also distributes large evaluation reports on USB-flash drives. For example, to help reduce the use of paper, the 330-page FPR has been copied to the USB-drives and disseminated to several hundred stakeholders. The production and dissemination of evaluation reports, learning papers, working papers and evidence studies are both important functions in ensuring the IEU encourages uptake of its findings. See Annex IV for a full list of IEU's training and communication materials produced during the reporting period.

III. Budget and expenditure report

IEU's budget and spend for 2019 (as of August 2019)³

Items	2019 Budget	Actual	Commitment	Sub-total	%	Remaining Budget
Staff Costs						
Full-time Staff	\$1,859,000	\$1,029,127	\$668,802	\$1,697,929	91%	\$161,071
Consultants	\$692,200	\$480,821	\$177,620	\$658,441	95%	\$33,759
Sub-total	\$2,551,200	\$1,509,948	\$846,422	\$2,356,370	92%	\$194,830
Travel	\$370,000	\$215,878	\$38,564	\$254,442	69%	\$115,558
Professional services						
Legal and professional services	\$1,725,000	\$875,487	\$831,943	\$1,707,430	99%	\$17,571
Operating Costs	\$204,000	\$55,653	\$39	\$55,692	27%	\$148,308
Sub-total	\$1,929,000	\$931,139	\$831,982	\$1,763,121	91%	\$165,879
Grand TOTAL	\$4,850,200	\$2,656,966	\$1,716,968	\$4,373,934	90%	\$476,266

³ This financial report has been discussed with the GCF Board's Budget Committee.

Annex I: Presentations, seminars and workshops conducted and/or attended by IEU staff during the reporting period

1. September 2018 – Dushanbe, Tajikistan: Presentation on RPSP, the evaluability of GCF proposals, and a capacity assessment of IEU stakeholders at the GCF Eastern European Structured Dialogue
2. September 2018 – Chengu, People's Republic of China: Presentations on impact evaluation and policymakers, and on advocacy programmes the 2018 Asian Evaluation Week
3. October 2018 – Thessaloniki, Greece: Presented at and chaired several sessions on evaluation-related methodologies and evaluating resilience at the European Evaluation Society's Biennial Conference
4. October 2018 – Manama, Bahrain: Presentation of IEU's work plan and budget for 2018, and discussion of the FPR at the twenty-first meeting of the Board of the GCF
5. October 2018 – Berlin, Germany: Presentation on the RPSP at the GCF Readiness Practitioners' Workshop organized by UNEP/UNDP/WRI and GCF's Readiness Programme
6. November 2018 – Addis Ababa, Ethiopia: Presentations on the RPSP, evaluation policy and the FPR at the GCF Least Developed Countries Structured Dialogue
7. December 2018 – Bonn, Germany: Keynote address on "Evidence and the Environment" at the Global Landscape Forum
8. December 2018 – Katowice, Poland: Presentations on evaluations and the GCF, REDD+, RMF and FPR at the UNFCCC and GCF pavilions, COP 24
9. February 2019 – Canberra, Australia: Presentation on making evaluations influential, at the Australasian Aid Conference
10. March 2019 – Wilton Park, UK: Attendance at a workshop on transboundary climate risks
11. March 2019 – Rome, Italy: Participation in a workshop on forest related indicators at the FAO
12. March 2019 – Abidjan, Côte d'Ivoire: Presentation of paper "What do we know about transformational change?" International Conference - African Evaluation Association (AfrEA)
13. March 2019 – Abidjan, Côte d'Ivoire: Presentation of paper "Emerging new evidence from forestry and REDD+" International Conference - African Evaluation Association (AfrEA)
14. March 2019 – Abidjan, Côte d'Ivoire: Presentation of paper "How do we know if we are adapting?" at the International Conference of the African Evaluation Association (AfrEA)
15. April 2019 – Oslo, Norway: Presentation at GCF's first replenishment meeting
16. April 2019 – Songdo, Korea: Participation in the Resilience Frontiers conference during Korea Global Adaptation Week
17. May 2019 – Nairobi, Kenya: Consultations with evaluation experts at the United Nation's Evaluation Group's Evaluation Week
18. June 2019 – Bonn, Germany: Presentation on transformational change at the workshop on Learning About Transformational Change in International Climate Finance – NAMA Facility

19. June 2019 – Bonn, Germany: Evidence gap map regarding adaptation at the workshop on Learning About Transformational Change in International Climate Finance – NAMA Facility
20. July 2019 – Songdo, GCF HQ: Organization of a side event on LORTA at B.23 for internal and external GCF stakeholders
21. July 2019 – Songdo, GCF HQ: Organization of a side event on ESS at B.23 for internal and external GCF stakeholders
22. July 2019 – Bonn, Germany: Presentation of paper on adaptation and impact investing at the GCF-DEval Workshop on the Evidence Gap Map of Climate Change Adaptation
23. August 2019 – Ottawa, Canada: Presentation at GCF’s second replenishment meeting
24. August 2019 – Songdo, Korea: Key speaker in panel discussion on mobilizing investments at scale during the GCF’s Global Programming Conference
25. September 2019 – Prague, Czech Republic: Presentation about LORTA, International Development Evaluation Association’s 2019 Global Assembly
26. September 2019 – Prague, Czech Republic: Presentation on evidence curation, International Development Evaluation Association’s 2019 Global Assembly
27. September 2019 – Prague, Czech Republic: Presentation on impact investing, International Development Evaluation Association’s 2019 Global Assembly
28. September 2019 – Prague, Czech Republic: Presentation on evaluating research for development, International Development Evaluation Association’s 2019 Global Assembly
29. September 2019 – Prague, Czech Republic: Presentation on building and evaluating leading organizations, International Development Evaluation Association’s 2019 Global Assembly
30. September 2019 – Kunming, China: Participated in a parallel session titled “impact investing - what role can evaluation play?” at Asian Evaluation Week
31. September 2019 – Kunming, China: Participated in a parallel session titled “evaluations in complex settings - principle and practice” at Asian Evaluation Week
32. September 2019 – Kunming, China: Represented the IEU at the plenary session on the use of evaluation findings and lessons for better results at Asian Evaluation Week
33. October 2019 – Songdo, Korea: Presentation at GCF seminar on “Climate Landscape and Linkages to the GCF”
34. October 2019 – Stanford, USA: Presentation at Stanford University Social Innovation Review Conference
35. October 2019 – Bonn, Germany: Key speaker in panel discussion on evaluating sustainability at the 19th Global Development Network Conference
36. November 2019 – Songdo, GCF HQ: Organization of a side event titled “Show me the money” at B.23 for internal and external GCF stakeholders
37. November 2019 – Songdo, GCF HQ: Organization of a side event on impact investing at B.23 for internal and external GCF stakeholders
38. November 2019 – Minneapolis, USA: Presentation of paper on impact investing at the American Evaluation Association Annual Conference
39. November 2019 – Minneapolis, USA: Presentation of paper on impact evidence gap maps for adaptation at the American Evaluation Association Annual Conference
40. December 2019 – Santiago, Chile: Side event presentations at COP 26/United Nations Climate Change Summit

Annex II: IEU's Evaluation-related country missions during the reporting period

1.1 Forward-looking Performance Review

1. Bangladesh
2. Ecuador
3. Egypt
4. Ethiopia
5. Georgia
6. Grenada
7. Guatemala
8. Indonesia
9. Mauritius
10. Mongolia
11. Namibia
12. Rwanda
13. Senegal
14. Solomon Islands

1.2 Assessment of GCF's Country Ownership Approach

15. Colombia
16. Indonesia
17. Fiji
18. Malawi (2018)
19. Morocco
20. Sri Lanka
21. Uganda
22. Vanuatu

1.3 Assessment of GCF's Environmental and Social Safeguards

23. Kazakhstan
24. Morocco
25. Peru
26. Paraguay
27. Samoa
28. Sri Lanka

29. Zambia

1.4 Learning-Oriented Real-Time Impact Assessment

30. Germany

31. Georgia

32. Madagascar

33. Malawi

34. Mongolia

35. Paraguay

36. Uganda

37. Vanuatu

38. Zambia

Annex III: Formal partnerships signed with IEU during the reporting period

1.	Rwanda Ministry of Environment	MoU (LORTA)
2.	Central American Bank for Economic Integration (CABEI)	MoU (LORTA)
3.	Development Bank of Southern Africa (DBSA)	MoU (LORTA)
4.	International Union for Conservation on Nature and Natural Resources (IUCN)	MoU (LORTA)
5.	Climate Investment Fund (CIF)	Learning partnership
6.	United Nations Evaluation Group (UNEG)	Observer
7.	International Development Evaluation Association (IDEAS)	Membership
8.	International Centre for Integrated Mountain Development (ICIMOD)	MoU
9.	Center for International Forestry Research (CIFOR)	MoU
10.	Office of Evaluation (OED) of the Food and Agriculture Organization of the United Nations (FAO)	MoU
11.	Government of Antigua and Barbuda, represented by the Department of Environment (DoE)	MoU
12.	German Institute for Development Evaluation (DEval)	MoU
13.	Global Development Network (GDN)	MoU
14.	Stockholm Environment Institute (SEI)	MoU
15.	Seoul National University (SNU)	MoU (Inactive)
16.	Incheon National University (INU)	MoU (Inactive)

Annex IV: IEU's training and communication materials produced during the reporting period

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
1. Why learning is critical for climate change investments	Climate Change	Blog
2. Will the climate strikes create impact?	Climate Change	Blog
3. Can a better understanding of human behaviour be the key to fighting climate change?	Climate Change	Blog
4. Five questions with Dr. Unni Karunakara	Climate Change	Interview
5. GCF Forestry Specialist Juan Chang Provides Key Insights into REDD+	Climate Change	News Update
6. Dr. Kristie Ebi Discusses Health Risks of Climate Change	Climate Change	News Update
7. SEI's Kevin M. Adams discusses climate finance and transboundary risk	Climate Change	News Update
8. Dr. Unni Karunakara on humanitarian responses to climate change	Climate Change	News Update
9. Episode 1: Transboundary Climate Risk	Climate Change	Pod Cast
10. Episode 4: Evaluation for Humans, Why Behaviour Matters	Climate Change	Pod Cast
11. Episode 5: Engaging the Private Sector in Impact Evaluation	Climate Change	Pod Cast
12. Episode 6: Humanitarian Responses to Climate Change	Climate Change	Pod Cast
13. Episode 8: Addressing commodity driven deforestation	Climate Change	Pod Cast
14. Episode 9: Aligning agendas for climate change mitigation and food security	Climate Change	Pod Cast
15. Episode 10: GCF Global Programming Conference – mobilizing investments at scale	Climate Change	Pod Cast
16. Independent Assessment of the Green Climate Fund's Country Ownership Approach	COA	IEU Brief 02

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
17. IEU Shares Inception Report on the GCF's Country Ownership Approach	COA	News Update
18. Independent Evaluation of the Green Climate Fund's Country Ownership Approach	COA	Final Report
19. Provision of consultancy services to undertake . . . GCF's Environmental and Social Safeguards	ESS	RfP
20. Independent Assessment of the Green Climate Fund's Environmental and Social Safeguards	ESS	IEU Brief 03
21. Evaluación independiente de las Salvaguardas Ambientales Sociales del Fondo Verde para el Clima	ESS	IEU Brief 03 2019
22. Независимая оценка экологических и социальных гарантий Зеленого климатического фонда	ESS	IEU Brief 3 2019
23. Take our survey on the GCF's Country Ownership Approach & Environmental & Social Safeguards	ESS	News Update
24. Independent Assessment of the Green Climate Fund's Environmental and Social Safeguards	ESS	Final Report
25. So, you want to be an evaluator?	Evaluation	Blog
26. Co-creating an evaluation design: Insights from the field	Evaluation	Blog
27. Often late and costs a pretty penny: do impact evaluations meet the opportunity window?	Evaluation	Blog
28. Evaluation must promote sustainable development	Evaluation	Blog
29. 'Lone wolves' must co-evolve to repair climate change	Evaluation	Interview
30. Structure determines behaviour. We need insights from Behavioural Economics to save the planet	Evaluation	Interview
31. IEU Head Dr. Jyotsna Puri (Jo) - Keynote speech at GLF Bonn 2018	Evaluation	News Update
32. IEU Releases New Working Paper on Complexity, Climate Change, and Evaluation	Evaluation	News Update
33. IEU Publishes New Working Paper on Challenges in Real-World Impact Evaluations	Evaluation	News Update

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
34. Evaluating advocacy: an exploration of evidence and tools to understand what works and why	Evaluation	Other IEU papers
35. Evaluation for Agenda 2030: Providing Evidence on Progress and Sustainability	Evaluation	Other IEU papers
36. Can rigorous impact evaluations improve humanitarian assistance?	Evaluation	Other IEU papers
37. Evaluating Climate Change Action for Sustainable Development	Evaluation	Other IEU papers
38. Episode 2: The Power of Impact Evaluation in Development Cooperation	Evaluation	Pod Cast
39. Episode 3: Art and Science of Becoming Faster, Smarter, Better	Evaluation	Pod Cast
40. Building quality into your proposals	Evaluation	Video
41. Evaluating Climate Change Action for Sustainable Development	Evaluation	Video
42. IEU Learning module: An introduction to evaluation	Evaluation	Video
43. Bigger, better, smarter: evaluability of GCF proposals	Evaluation	Working Paper 1
44. Complexity, climate change and evaluation	Evaluation	Working Paper 2
45. Challenges in real-world impact evaluations: learning on costs & timeliness	Evaluation	Working Paper 3
46. Events: GCF 23rd Meeting of the Board	Events	News Update
47. Forward-looking Performance Review – Approach Paper	FPR	Approach Paper
48. Approach Paper – FPR	FPR	Approach Paper
49. Forward-looking Review of the GCF (Countries Report)	FPR	Countries Report
50. Forward-looking Performance Review – Executive summary	FPR	Exec Summary

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
51. Forward-looking Performance Review – Final Report	FPR	Final Report
52. Évaluation prospective de la performance du Fonds vert pour le climat (GCF) – Approche initiale	FPR	IEU Brief 1 2019
53. Evaluación del Desempeño a Futuro (EDF) del Fondo Verde para el Clima (GCF): el enfoque	FPR	IEU Brief 1 2019
54. Forward-looking Performance Review (FPR) of the Green Climate Fund - Initial Approach	FPR	IEU Brief 1 2019
55. IEU Releases Forward-looking Performance Review of the GCF	FPR	News Update
56. 4 Key Questions in the Forward-looking Performance Review	FPR	News Update
57. Press Release: IEU recommends changes to the GCF	FPR	News Update
58. Episode 7: Forward-looking Performance Review at B23	FPR	Pod Cast
59. Press Release: IEU recommends changes to the GCF	FPR	Press Release
60. Annexes to the Main Report – FPR	FPR	Report Annexes
61. IEU's presentation on the independent Forward-looking Performance Review of the GCF to B23	FPR	Slideshow
62. IEU's presentation on the independent Forward-looking Performance Review of the GCF to B23	FPR	Video
63. How well has GCF performed until now? Key topics discussed at global programming conference	FPR	News Update
64. GCF Independent Evaluation Unit	General	Brochure
65. IEU 3-fold brochure	General	Brochure
66. Newsletter Issue 5, Oct-Dec 2018	General	Newsletter
67. Newsletter Issue 6, Jan-Mar 2019	General	eNewsletter

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
68. Newsletter Issue 7, Apr-Jul 2019	General	Newsletter
69. Newsletter Issue 7, Apr-July 2019	General	eNewsletter
70. IEU Activity Report – B.22	IEU Accountability	Activity Report
71. IEU Annual Report 2018 – B.21	IEU Accountability	Annual Report
72. Annual Report of the Independent Evaluation Unit – 2018	IEU Accountability	Annual Report
73. IEU’s Plans for 2019	IEU Planning	IEU Brief
74. IEU's 2019 Work Plan and Budget Brief	IEU Planning	Work Plan/Budget
75. IEU's 2019 Work Plan and Budget	IEU Planning	Work Plan/Budget
76. The Daily Star: Recommendations for the Green Climate Fund	IEU-GCF	Mass-media
77. Colombo Gazette: Climate change having major impact on Sri Lanka	IEU-GCF	Mass-media
78. Today.NG: Nigeria to get GCF’s \$100 million solar scheme aid	IEU-GCF	Mass-media
79. IISD: GCF Board Paves Way for the Fund’s First Replenishment, Looks Forward to Increasing Impact	IEU-GCF	Mass-media
80. Zambia News Diggers: Climate change has cost Zambia US\$4 billion - UNDP	IEU-GCF	Mass-media
81. REDD+ discussion: Evaluation must be done, COP 24	IEU-GCF	Mass-media
82. Dhaka Tribune: Green climate fund (GCF) - 19 projects worth \$1billion approved	IEU-GCF	Mass-media
83. GCF Board Approves Over US\$1 Billion for 19 Projects in Developing Countries	IEU-GCF	Mass-media
84. ThinkGeoEnergy: GCF approves \$100m Indonesia Geothermal Resource Risk Mitigation	IEU-GCF	Mass-media

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
85. EMagazine: Green Climate Fund: Centrifugal Force . . . Against the "Denial Doctrine" in the US	IEU-GCF	Mass-media
86. New York Times: UN Climate Projects, Aimed at the Poorest, Raise Red Flags	IEU-GCF	Mass-media
87. LORTA Workshop 2019 – Mastering the art of measuring	LORTA	Blog
88. Learning-Oriented Real-Time Impact Assessment . . . Phase 1 - Formative Engagement and Design	LORTA	GEvalBrief 03
89. Learning-Oriented Real-Time Impact Assessment . . . Phase 1 - Formative Engagement and Design	LORTA	GEvalNote 03
90. IEU's learning and impact workshop draws wide interest	LORTA	News Update
91. Funding proposal review checklist for measuring impact	LORTA	Survey
92. LORTA Synthesis Report	LORTA	Synthesis
93. Learning-Oriented Real-Time Impact Assessment (LORTA) Programme	LORTA	Webinar
94. IEU begins partnership with Central American Bank for Economic Integration	Partnerships	News Update
95. GCF Shows Commitment to Learning and Becoming 'Faster, Better, Smarter'	Replenishment	News Update
96. At Ottawa replenishment meeting, IEU highlights need for GCF impact and speed	Replenishment	News Update
97. Board Decision GCF/B.22/07 on the independent review of GCF's RMF	RMF	Board Decision
98. Board Decision GCF/B.22/07/Add01 . . . Secretariat response to independent review of GCF's RMF	RMF	Board Decision
99. Independent Review of the GCF's Results Management Framework	RMF	Final report
100. The IEU's Independent Review of the GCF's Results Management Framework	RMF	GEvalBrief 02
101. El Análisis Independiente De La Uei Sobre . . . De Gestión De Resultados Del GCF — Un Resumen	RMF	GEvalNote 02

DOCUMENT TITLE/DESCRIPTION	TOPIC	MEDIUM
102. Évaluation Indépendante Par L'Uei Du Cadre De Gestion Axée Sur Les Résultats - Sommaire	RMF	GEvalNote 02
103. The IEU's Independent Review of the GCF's Results Management Framework — A Summary	RMF	GEvalNote 02
104. IEU's presentation on the independent evaluation of the GCF's RMF to B22	RMF	Presentation
105. Annexes to the Main Report – RMF	RMF	Report Annexes
106. IEU discussion of the independent review of the GCF's RMF	RMF	Video
107. IEU presentation on the independent review of GCF's RMF to the Board in BM22	RMF	Video
108. Board Decision GCF/B22/03 on the independent evaluation of GCF's RPSP	RPSP	Board Decision
109. Board Decision GCF/B22/03/Add01 Secretariat . . . response: independent evaluation of GCF's RPSP	RPSP	Board Decision
110. The IEU's Independent Evaluation of the Readiness and Preparatory Support Programme	RPSP	GEvalBrief 01
111. Evaluación Independiente Del Programa De Apoyo Preparatorio Del FVC — Un Resumen	RPSP	GEvalNote 01
112. Évaluation Indépendante Du Programme De Préparation Et D'Appui Préparatoire Du GCF	RPSP	GEvalNote 01
113. The Independent Evaluation of The GCF's Readiness and Preparatory Support Programme	RPSP	GEvalNote 01
114. IEU's presentation of the independent review of the GCF's RPSP to B22	RPSP	Slideshow
115. IEU discussion of the independent evaluation of the GCF's RPSP	RPSP	Video
116. IEU presentation of the independent evaluation of the GCF's RPSP to the Board in BM22	RPSP	Video

