



GREEN
CLIMATE
FUND

Meeting of the Board
17 – 20 October 2022
Incheon, Republic of Korea
Provisional agenda item 11

GCF/B.34/16

7 October 2022

Independent Evaluation Unit 2023 Work plan and Budget and Update of its three-year rolling work plan and objectives

Summary

This document summarizes the key elements of the work plan and budget of the Independent Evaluation Unit (IEU) for 2023. It contains: (i) an overview of the IEU's deliverables during 2022; (ii) key elements of the IEU's annual 2023 work plan and budget; and (iii) an update of the IEU's three-year rolling work plan. The Board is requested to consider and approve a core budget of USD 6,964,283 for FY2023. A draft decision for the Board's consideration is presented in Annex I.

I. Introduction

1. This document is organized as follows:
 - (a) Introduction
 - (b) Annex I: Draft decision for the Board's consideration
 - (c) Annex II: IEU's 2023 proposed work plan and budget
 - (d) Annex III: IEU's updated three-year rolling work plan

Annex I: Draft decision of the Board

The Board, having considered document GCF/B.34/16 titled “Independent Evaluation Unit 2023 Work plan and budget and Update of its three-year objectives and work plan”:

- (a) Approves the work plan and budget of the Independent Evaluation Unit for 2023 as contained in document GCF/B.34/16 (total budgeted amount of USD 6,964,283);
- (b) Requests the Budget Committee to review the budget execution during 2023 and acknowledges that the Independent Evaluation Unit may present to the Board for consideration at its thirty-sixth meeting an additional budgetary request; and
- (c) Notes the update on the Independent Evaluation Unit’s three-year rolling work plan, outlined in Annex III as requested by the Board to ensure flexibility, learning and predictability for the Independent Evaluation Unit.

Annex II: IEU's Annual Work Plan and Budget for 2023

1. Annex II is organized as follows:
 - (a) Section I summarizes the IEU's key achievements for 2022.
 - (b) Section II presents the IEU's 2023 work plan.
 - (c) Section III presents the budget for the IEU for 2023.
2. By the end of the current year, the IEU will have accomplished all the tasks set out in its 2022 work plan and budget (decision B.30/10). IEU's key deliverables for the first half of 2022 are described in the IEU activity report submitted at B.33 (GCF/B.33/Inf.04), B.32 (GCF/B.32/Inf.05), and B.31 (GCF/B.31/Inf.08).
3. As stated in the 2022 workplan, the IEU has submitted to the Board the following reports under the Second Performance Review (SPR):
 - (a) **Evaluation Synthesis Report:** As an important deliverable to contribute to the multi-year evaluation, the IEU submitted a synthesis report of the collective evidence and findings of independent evaluations, reviews and other reports of the GCF-1 period. The report was submitted in time for the first Board meeting of 2022, B.31. The IEU presented the findings of the synthesis report at B.31.
 - (b) **Rapid assessment of the progress of the GCF's Updated Strategic Plan:** As an important deliverable to contribute to the multi-year evaluation, the IEU submitted a review providing insights on the current status of progress on the USP and projections for the effective delivery of the GCF's USP until the end of the GCF-1 programming period. The report was submitted in time for the thirty-second meeting of the Board. The IEU presented the findings of the assessment report at B.32.
 - (c) **Summary Report of the Second Performance Review:** As requested by the Board, the IEU submitted a summary report of the findings and conclusions of the Second Performance Review. This report also discusses the areas of recommendation that the full report will contain. The report is expected to feed into the updating of the Strategic Plan of the GCF and the GCF-2 replenishment consultations. The report has been submitted to the thirty-fourth meeting of the GCF Board.
4. In addition to the above, the IEU is on track to share reports of the following evaluations towards the end of the year:
 - (a) **Independent evaluation of the relevance and effectiveness of the GCF's investments in the African States:** This evaluation examines the approach of the GCF in engaging in the African States. This evaluation is part of a concerted effort by the IEU to examine the relevance and effectiveness of GCF's strategy and investments in vulnerable countries, including the SIDS, LDCs and African States. The evaluation examines whether the GCF's approaches and investments have been effective in reducing the vulnerability of local communities and their livelihoods to the effects of climate change, and whether these impacts are likely to be sustained. The evaluation will also look at three specific thematic areas of fragility of countries, the Great Green Wall and GCF-eligible countries without a GCF project. All in-person and virtual country missions have been concluded as of end-August 2022. The evaluation report will be submitted in time for the first Board meeting of 2023.

- (b) **Full Report of Second Performance Review:** The full report of SPR will be delivered to the Board in time for the thirty-fifth meeting of the GCF Board. The final SPR report will be the comprehensive and detailed evaluation report that includes findings, recommendations, and an extensive appendix with the data analysis. The SPR assesses the progress made by the GCF in delivering on its mandate as well as in terms of its strategic and operational priorities outlined in the USP. The SPR looks at the GCF's performance in promoting a paradigm shift towards low-emission and climate-resilient development pathways during GCF-1.
- (c) **Synthesis Report on Direct Access Modality in GCF:** The synthesis report will analyze the existing data relevant to the direct access modality and direct access entities of the GCF. The report will also integrate findings from past evaluations of the IEU. The evaluation will look at dimensions of access, positioning and incipient signals of various aspects of performance. The report will contain detailed recommendations on improving the direct access modality in the GCF.
5. Besides evaluations, some salient features in 2022 are listed below. In addition, other activities and achievements of the IEU are described in the IEU activity report submitted at B.32 (GCF/B.32/INF.05) and B.33 (GCF/B.33/INF.04).
- (a) **Staffing:** Since the beginning of 2022, the IEU has recruited three Evaluation Specialists, a Junior Evaluation Researcher, a Communications and Uptake Associate and a Policy and Uptake Associate. The Unit is currently processing the hiring of an Evaluation Associate, an Executive Assistant and an Evaluation Advisor. The IEU has also recruited several interns to work in areas such as evidence reviews, communications, LORTA impact evaluations and the IEU DataLab. The hiring challenges the IEU faced in 2021 are being actively mitigated through recruitment processes, with support by head hunting consultancy services. Furthermore, the three IUs have fully funded a position at the OHR of the GCF Secretariat dedicated to HR matters of the IUs. In addition, measures are being taken to anticipate attrition and undertake hiring from the recommended list of candidates from previous vacancies, wherever feasible.
- (b) **Training and capacity-strengthening within the IEU:** The IEU's weekly team meeting regularly hosts informal training presentations. Topics covered include a presentation on how to conduct informant interviews, effective data communication, and evidence reviews of key subjects such as women's empowerment and behavioural science interventions within the development and environmental fields. In November 2022, IEU team members will undergo a two-day facilitated workshop focused on effective communication and team cohesiveness.
6. An expenditure report for the IEU's budget is presented in Table 3. In August 2022, 60 per cent of the IEU's 2022 approved budget was committed or spent after taking into account the commitments till the end of the year. The IEU expects to spend 70–75 per cent of the 2022 Board approved budget by the end of the year.

II. IEU's 2023 Work plan

7. This section discusses the IEU's work plan for 2023. All activities are consistent with the IEU's approved three-year rolling work plan (see Annex III).

2.1 IEU objective I: Building and strengthening the IEU

8. **Staffing the IEU:** In 2023, the IEU will undertake evaluations, capacity building and learning work. In 2023, the IEU will recruit a Deputy Head¹. If the selection of the Head of IEU is completed in 2022, s/he may initiate the hiring process of the Deputy Head as early as Q2 2023. The IEU is expected to have 26 staff members of varied experience and expertise in 2023. The IEU is also on track to stabilize team strength and reach a plateau in the following year.

9. The IEU will continue to be supported by short-term remote consultants and longer-term HQ-based consultants. Short-term consultants provide thematic and sector expertise to the IEU's evaluations. Longer-term consultants are required to support the IEU's data-related and synthesis-related needs. This has emerged as an essential part of making IEU evaluations robust and cutting edge. In 2023, the IEU will have five HQ-based consultants. This accounts for the increase in workload emanating from serving the secretarial needs of the external peer review planned for 2023. In 2022, the IEU has also been asked to provide secretarial support to the peer review of the IRM. HQ-based consultants will also support the continued data collection, cleaning and management needs, as many data systems at the GCF are yet to be fully linked and operationalized. In addition, the IEU plans to undertake a more intensive engagement in LORTA, as evidenced by the increasing number of projects currently under LORTA (refer to objective II: Evaluations).

10. In addition to HQ-based consultants, the IEU holds lists of rostered consultants who provide ad-hoc services on a call basis, such as data analysts, editors, translators and expert researchers. In particular, IEU will continue to actively disseminate evidence and findings from evaluations in different languages, in particular French, Spanish and Arabic. Those rostered consultants provide the necessary support that staff and HQ-based consultants don't necessarily hold expertise.

11. **Internal capacity development:** According to its mandate, the IEU is expected to push the frontiers of climate evaluation. This requires the IEU to build its own capacities, which in turn equip the team with tools and methods to undertake capacity building externally. In 2023, this will comprise the following key areas. Firstly, the IEU will develop a checklist for evaluations, quality assurance in data management and analysis, evaluation standards and standard operating procedures. As the IEU team continues to mature, these checklists will serve an essential function for institutional memory. Secondly, the IEU will continue to build its own capacities through training in methods, communications, evaluations and science. While some training will be provided to individual members of the IEU, others will be provided to sub-teams or IEU partners, depending on the needs and specialization. The IEU uses a train-the-trainer model for internal learning.

12. **Professional development of staff and staff travel:** All IEU teams will be expected to attend international evaluation meetings where proposed presentations have been accepted. Also, members of the IEU will participate in panels and deliver lectures to international meetings and fora. This is important for the intellectual growth of the team and the dissemination of lessons learned at the GCF in general and the IEU in particular. It allows the team to learn, inform and be informed by global developments in the climate and evaluation space, and interact and provide services to its key partners, including independent evaluation offices of accredited entities and UNEG members. Staff travel is also expected for the evaluations the IEU undertakes (see below), subject to Covid-19-related travel guidance and restrictions. In addition, in 2023, IEU members will be expected to present at a Board meeting which would be

¹ This position are indicated in the IEU's organogram. See Figure 1.

held outside Songdo. Overall, and aligned with current Fund-wide considerations, the IEU expects to resume only 80% of travels compared to before COVID-19 in 2020.

13. **Other costs:** The IEU will be expected to pay third-party costs related to ICT, utilities and supplies, insurance, depreciation and security. It is anticipated that, in the longer term, the IEU and the Secretariat will continue to arrange for service agreement to reflect the costs and services provided to the IEU. With the ICT charge back, it is expected that licenses previously purchased by the IEU directly will no longer be required. These may include statistical, interview and survey software, as well as registration to larger literature repository (e.g. Scopus, Web of Science).

14. **Team culture:** The staff of the IEU is subject to the Code of Conduct of Staff, as stated in the Updated TOR of the IEU.² The IEU will also follow the GCF guidelines, including those on procurement, HR and grievance. The IEU has been careful to continue to support its team members in the development of a culture that supports personal growth and provides a positive work environment. Just as in 2022, facilitated workshops on staff engagement, will also be undertaken in 2023. These may be on the side-lines of divisional retreats. The IEU is currently procuring a facilitator to provide continued team building and team communication support and workshops in 2022. Also as stated in the three-year rolling workplan (Annex III), the IEU is building internal modularity and capacity to deal with routine events such as staff turnover, but also unexpected events such as a pandemic.

15. **External peer-review:** The IEU has become a member of the United Nations Evaluation Group (UNEG) in January 2022. One of the main mechanisms through which UNEG members undertake improvement of their respective evaluation functions is through an external peer review undertaken and overseen by an external panel of experts. The IEU plans to request an external peer review of the evaluation function of the GCF in 2023. The peer review will aim to comprehensively and independently review the evaluation function of the GCF. This will be the first such peer review of the evaluation function of the GCF since its establishment. It is expected to provide the IEU and the Fund at large with inputs to make the office, operations, its evaluations and methodology more robust and rigorous. A strengthened IEU will positively contribute to the results and learning architecture of the GCF. This peer review will also allow any incoming Head to review and adjust the vision and operations of the IEU as part of the evaluation function of the GCF.

2.2 IEU objective II: Evaluations

16. Following its three-year rolling work plan, the IEU will undertake **three evaluations in 2023**, besides the continuation of the LORTA programme and the aforementioned peer review. The Unit will deliver independent evaluations in a phased manner for Board's consideration. The purpose of these evaluations will be to support the Board by providing it with credible evaluation evidence on the performance of the Fund and to ensure that the Fund is learning in real-time. The three evaluations include (i) Independent Evaluation of the GCF's operations in energy sector; (ii) Independent Evaluation of the GCF's Investment Framework; (iii) Independent Evaluation of the GCF's Readiness and Preparatory Support Programme. The IEU is also expected to continue impact evaluations of GCF funded activities under the IEU's LORTA programme. The IEU will deliver these evaluations sequentially to the Board through 2023 and 2024.

17. **Independent Evaluation of GCF's Operations in Energy Sector.** As of the thirty-second meeting of the GCF Board, there were a total of 196 projects approved, 56 of which are

² Decision B.BM-2021/15



known to have energy generation and access as a result area. Within the mitigation theme, the energy result area was the most represented, occurring in 56 projects. With USD 2.6 billion in committed funding being towards generation and access, the energy result area also represents the largest share of the total commitment by the GCF of USD 10.4 billion. Energy accounts for 25 per cent of all committed GCF funding thus far. Of the 56 projects with energy generation and access as a result area, 28 have operations in Africa, 25 in Asia-Pacific, 13 in Latin America and the Caribbean and 4 in Eastern Europe.³ Thus, an evaluation of the energy sector will also cover a wide geographic area of operations of the GCF. More specifically, the following themes are likely to be covered in this evaluation: (a) relevance of GCF's energy sector projects to the mitigation needs of developing countries (additionality of GCF financing, alignment with national priorities, policies, and risk coverage); (b) suitability of support provided by the GCF secretariat in the approval and implementation process of energy sector projects (readiness support, project preparation facility, portfolio management support, sector guidance notes and thematic briefs and secretariat staff support); (c) effectiveness of energy projects in achieving climate goals of countries (reduction in emissions, co-benefits, linkages to adaptation and paradigm shifts); and (d) lessons learned and best practices in energy generation and access projects of the GCF. The evaluation will be completed by the end of December 2023, followed by the submission of the evaluation report in time for the first Board meeting in 2024.

18. **Independent Evaluation of the GCF's Investment Framework:** The GCF's investment framework is composed of policies, strategies, targets, and criteria to inform the design, assessment, and approval of funding decisions within the GCF. It translates the Fund's overall objectives into clear guidelines for investment decisions. The framework is evolving as the Fund matures further and its portfolio grows. That said, the GCF's initial investment framework consists of the following components: (a) investment policies; (b) investment strategy and portfolio targets; and (c) investment guidelines. The initial investment framework was updated by the GCF Board, in decision B.27/06, paragraph (k), to reflect the GCF's first replenishment allocation parameters and portfolio targets. The evaluation will look at the overarching questions of how effective and fit-for-purpose the GCF's investment framework, accompanying tools, criteria and guidelines are in fulfilling the Fund's strategic goals and mandate. The evaluation will be completed by October 2023, followed by the submission of the evaluation report in time for the following Board meeting in 2024.

19. **Independent Evaluation of the GCF's Readiness and Preparatory Support Programme:** The Readiness Programme is mandated by the Governing Instrument (paragraph 40) and as such has been a key part of the GCF in facilitating achieving the mission of the Fund. In 2019, the Independent Evaluation Unit (IEU) of GCF conducted an evaluation of the Readiness Programme, which provided recommendations for strengthening and improving the administration of the delivery of readiness support. In response, the Secretariat developed the "Readiness and Preparatory Support Programme: Strategy for 2019–2021".⁴ The rapid assessment has the following four objectives: (a) assess progress and gains made in the effectiveness of the Readiness and Preparatory Support Programme (RPSP) and the extent to which RPSP processes are fulfilling the intended objectives and targets of the RPSP; (b) assess the extent to which institutional capacities at the country level have been enhanced (including capacities of NDAs and DAEs) to successfully programme and implement climate finance-supported actions; (c) assess the effectiveness and efficiency of the Readiness Programme's operational approach; (d) assess the extent to which the Readiness Programme has led to transformational projects and programmes and key factors driving the impact and sustainability of the Readiness Programme. The evaluation will be completed by October 2023,

³ The total number of projects may exceed the approved energy project count of 56 as there many projects are multi-country and operational in different geographical areas.

⁴ Board decision B22.



followed by the submission of the evaluation report in time for the following Board meeting in 2024.

20. **Learning-Oriented Real-Time Impact Assessment (LORTA) Programme:** The IEU/LORTA programme is currently working with 22 GCF projects (13 projects managed by international accredited entities and 9 by direct access entities), to help them set up impact evaluation designs, data collection and real-time measurement systems. Analyses of these data are being undertaken by project teams along with IEU experts. The IEU provides advisory services and capacity building in respect to independent impact measurement, design and implementation of impact evaluations. In 2023, the IEU will continue to work closely with its partners, accredited entities and the Secretariat. It will also select another group of projects for LORTA based on criteria related to technical assistance and measurement support. In the past, with the selection of projects, LORTA focused on several themes, amongst others, the types of interventions, sectors, private sector and adaptation.

21. LORTA aims to build capacity and mechanisms for measuring causal impacts of GCF investments. These measures should also support the understanding of implementation results and learning on an ongoing basis. This technical advisory work aims to support approved GCF projects build independent, high quality and useful data, which leads to real-time learning and decision making as well as to measure causal impact of GCF investments. LORTA provides the framework for evidence-based learning at the project level and knowledge sharing across projects. Advice is being provided in terms of impact evaluation methodology, indicators, data collection methods and statistical analyses. The IEU has hosted several workshops for the measurement of GCF results and implementation success, and it will continue to do this in 2023. The workshops have taken the form of customized trainings for AEs, project staff, GCF Secretariat and other global experts. The IEU will continue to develop cutting-edge methods and papers to advance the frontiers of measurement of impact and real-time learning. In addition to workshops on design and implementation of impact measurement and assessment, the IEU will also provide learning seminars and workshops for partners, AEs and the Secretariat to disseminate lessons learnt from LORTA projects. In light of COVID-19, the IEU will continue with the development of online training modules that can be used to support capacity building components. Also, the IEU will continue to engage with climate and evaluation communities through meetings, keynote lectures, attendance at workshops and seminars to push for the GCF and IEU agendas.

22. **Management action reports:** In alignment with the Board-approved Evaluation Policy, the IEU will submit management action reports to the Board on the IEU's adaptation and accreditation evaluations for B.35. It will also prepare potential management action reports on the IEU's SIDS and LDCs evaluations for B.35. The IEU also plans to deliver a management action report on the private sector evaluation for B.36, and any additional management action reports that are required for B.37.

23. **IEU DataLab:** Since its establishment, the Science and Data workstream of the Unit, the IEU DataLab, has provided data-related analysis to the IEU's evaluations as well as its learning products. Team members were assigned to provide data analysis support to evaluations and LORTA in the past. This key activity will continue in 2023 to create high quality evaluations. To achieve the Unit's objective, the DataLab will make continuous in-house capacity building efforts which include qualitative data analysis, data management and data security control. In 2023, the DataLab will launch a dashboard of the GCF programming and finances. The dashboard will be a comprehensive overview of available IEU evaluation datasets, including customized features the functions that link related data sets. The dashboard will be rolled out in the pilot module starting with the GCF project portfolio in 2023.

2.3 IEU objective III: Capacity building and advisory services

24. **Evidence reviews, synthesis and learning papers:** The IEU consolidates and summarizes existing knowledge on climate-related topics. These evidence reviews help the IEU to learn from the experience of other institutions and sectors. Such reviews and synthesis products typically include solid and systematic reviews of existing literature. Evidence reviews also contribute to building and delivering evaluation-based learning and capacity strengthening in the GCF by offering state-of-the-art overviews that reflect international best practice. The IEU has completed six evidence reviews to date: forestry conservation interventions, climate change adaptation, private sector instruments in mitigation, results-based payments, transformational change, and women's empowerment. Another evidence review on behavioural science was initiated in 2022, and the forthcoming report will be published later in the year 2022. In 2023, the IEU also plans to undertake evidence reviews, synthesis notes and learning papers on interventions in the water sector, just transition and development pathways. The IEU is also expected to produce three learning papers on i) M&E systems in climate change interventions; ii) enabling environments for mitigation and adaptation; and iii) market-based mechanisms in climate change.

25. **LORTA-based advice is being provided in terms of impact evaluation designs, indicators, baseline data collection methods and analyses:** The IEU has hosted several capacity-building workshops for the measurement of GCF results and will continue to do this in 2023. The workshops have taken the form of customized trainings for AEs, project staff, GCF Secretariat and other global experts. The IEU will continue to develop cutting edge methods and papers to advance the frontiers of measurement of impact. In addition to workshops on design and implementation of impact measurement and assessment, the IEU will also provide learning seminars and workshops for partners, AEs and the Secretariat to disseminate lessons learnt from LORTA projects. In light of continued COVID-19 risks, the IEU will continue to focus on the development of online training modules that can be used to support capacity building while increasingly providing more onsite support.

26. **Capacity building events:** The IEU will organize numerous webinars and talks with external experts on topics of interest for self-evaluation and independent evaluation in the GCF. These talks will be organized with the purpose of focusing on areas where the IEU and the GCF Secretariat are expected to enhance engagement in the future. This will enable knowledge sharing and learning from experiences of other organizations. In 2023, the IEU plans to conduct an evaluation needs assessment, which involves undertaking a diagnostic assessment of the existing evaluation capacities of AEs, in particular DAEs, and identifying gaps that exist in meeting the accountability and learning needs of the AEs vis-à-vis GCF. Based on the assessment, the IEU is expected to develop modules for more focused capacity building work in the future, starting with dedicated capacity building workshops in 2023. The workshops will also target DAEs for enhancing their evaluation capacity. It is expected to dovetail the evaluation capacities development work of LORTA. The capacity building components are likely to include modules on data collection methods, analysis and reporting and quality control of evaluation products, depending on insights from the capacity needs assessment.

2.4 IEU objective IV: Uptake, communications and partnerships

27. The IEU ensures that the high-quality evidence, findings and recommendations from the Unit's independent evaluations are effectively communicated, disseminated, used and incorporated into the GCF's functioning and processes. For this, the IEU focuses on core processes: publications, design, editing and translations; website and social media

management; outreach and event management; and engagement with GCF stakeholders and partner organizations.

28. In 2023, the IEU will further strengthen its strategic outreach and targeted knowledge dissemination and uptake practices. With the IEU's role as an evidence and knowledge broker, firstly, the IEU will aim to produce new content formats for more effective Board engagement and reporting. The IEU will synthesize and disseminate lessons across past evaluations through Board side events and other engagements with the GCF Board and the wider GCF ecosystem. The Unit will continue to produce quarterly e-newsletters (What's New with the IEU?), the IEU's activity reports and annual report. Secondly, the IEU will strengthen efforts to increase the uptake of its evaluations and encourage learning within the GCF ecosystem and in the international space. Thirdly, the IEU will strengthen their strategic outreach to new partners and networks in the climate science and finance arena.

III. IEU's budget for 2023

29. The IEU's overall budget for 2023 is presented in Table 1. Considering the core budget, excluding the Secretariat's charge back, **the modest increase in the IEU budget is 8.78 per cent over 2022**. The IEU's requested budget in 2023 represents a 7.36 per cent increase over its 2022 budget, including the Secretariat's charge back. Most of the overall budget increase is accounted for by an 11.29 per cent increase in the cost of human resources. This increase reflects maturity of the IEU reached in recent years, as hiring processes have improved and advanced drastically. The proposed increase is very modest considering the expansion of IEU's workload with the continued growth of the GCF's portfolio and the inflation rate for 2023. The cost of travel is expected to be increased assuming travel will be fully resumed in 2023. There is a slight increase in professional service from the last year since the IEU will deliver three evaluation products in 2023 from the core budget.⁵ The core budget is USD 6.964 million. The currently proposed budget considers that the IEU may only resume 80% of travel before COVID-19 and limited consultant roster-related cost, in particular printing, translations and editing/formatting. The IEU may submit an additional budgetary request at B.36 in 2023. The timeline for delivering its outputs is indicated in Table 5.

30. **The IEU's overall proposed budget is modest compared to the overall programmatic budget of the GCF.** Assuming that the GCF commits an average of USD 2.5 billion annually, the IEU's budget represents 0.28 per cent of the overall annual programmatic budget of the GCF. It is also important to note that this is well within the proposed percentage that the United Nations Evaluation Group recommends for organizations: namely, that institutions should aim to invest at least 1 or 2 per cent of their committed budgets annually to their evaluation office or function. This is also in line with the evaluation policy of the GCF (decision B.BM-2021/07).

31. Going forward, in 2023 and 2024, it is expected that the IEU's budget will increase. This is warranted due to several reasons. First, the GCF's portfolio is growing. This means that for every evaluation, the IEU's work is growing in a proportionate way (the 'width' of the evaluation is increasing). Indeed, as is best practice globally, evaluation office budgets are linked with the commitment and portfolio size of the organization concerned (see, for example, Table 4). Second, with the Board approval of the evaluation policy and the updated Terms of Reference of the Unit, the Board has strengthened the IEU mandate with respect to capacity building efforts, quality assurance of the Secretariat's self-assessments and implementation of the evaluation standards. The IEU has set itself a growth trajectory of three years, as noted in

⁵ In 2022, IEU will have delivered two evaluations from the core budget while delivering SPR from the separate multi-year budget.

previous plans, and this will represent the mandate related growth. It is assumed that the IEU will stabilize its team size and reach a plateau in 2023 (see the Unit's three-year rolling workplan, Table 6). Third, compared to other similar organizations, the IEU's budget remains the least (see, for example, Table 4), as also laid out in the evaluation policy of the GCF.

32. It is also important to note that the modest increase in staff costs (11.29 per cent) reflects increasing efforts towards building a cohesive team with a well-developed vision of roles and responsibilities, based on a clear structure and organogram (Figure 1) and a strengthened mandate of the IEU as laid out in the Board-approved updated Terms of Reference of the Unit and the evaluation policy of the GCF. The IEU can now deploy its consultancies, to provide the IEU with the necessary flexibility and the opportunity for expert advice, experimentation, and local support during country case studies, in a more structured manner. In 2023, the IEU will aim to have 26 staff members (consisting of professional, research, and administrative staff), interns, and consultants (see Table 6). In 2023, the IEU plans to fill the Deputy Head position, following the selection of the Head of the IEU.⁶

33. **Expenditure as of August 2022:** Table 3 shows, as of 31 August 2022, the IEU committed and expended 60 per cent of its annual budget and expects to spend 70-75 per cent by the end of the year. In terms of the staff budget, delays in the selection process of the Head of IEU, and related underlying staff positions for ad interim arrangements, are key reasons for the restricted execution of the staff budget. In 2022, the IEU has four ad interim arrangements. Most of these underlying positions remain in the workplan and budget. However, the planned budget is unused, thus contributing to the underspending of overall staff budget. Furthermore, delays in hiring, and in particular the onboarding of senior positions have caused the underspending of the staff budget in 2022. Several staff members left the IEU in 2022, with replacements currently being hired. Lastly, the staff budget includes costs for all benefits available to potential staff members, including dependents benefits, schooling benefits, and moving allowance. As benefits depend on personal circumstances, most recently hired staff members were not eligible for all benefits available. In terms of the travel budget, continued COVID-19-related travel restrictions caused delays in staff onboarding and caused delays and cancelation of planned country mission travel in 2022. Therefore, in 2023, it is expected that IEU resumes only 80% of travel compared to before COVID-19 in 2020.

⁶ This position is indicated in the IEU's organogram. See Figure 1.

Table 1. The IEU's proposed budget for 2023 in United States dollars (USD)

Item	2022 budget	2023 budget	Increase (amount)	Increase (%)
Staff costs (1)	4,145,088	4,565,980	420,892	10.15
Full-time staff	3,640,213	4,051,326	411,113	11.29
Consultants	504,875	499,654	(5,221)	(1.03)
Travel (2)	218,915	258,107	39,192	17.9
General	218,915	258,107	39,192	17.9
Contractual services (3)	1,432,500	1,496,499	63,999	4.5
Legal and professional services	1,386,000	1,46,0000	74,000	5.3
Other operating costs	46,500	36,499	(10,001)	(21.5)
Total (4=1+2+3)	5,796,503	6,305,586	509,083	8.78
Shared cost allocation (5)	690,509	658,697	(31,812)	-4.6
Grand total (4+5)	6,487,012	6,964,283	477,271	7.36

Table 2. Secretariat Cost Allocation for 2023 (USD)

Description	Annual charge to the IEU
ICT	401,296
Utilities and supplies	28,950
Depreciation	50,916
International SOS	12,065
Other costs	4,601
HR and Procurement – partial staffing	160,868
Total	658,697

Table 3. IEU's budget and spend for 2022 in United States dollars (USD) (as of 31 August 2022)

Items	2022 budget (a)	Actual spent (b)	Committed amount as of 8/2022 (c)	Sub-total (d)=(b)+(c)	% (4) as a percentage of (a)	Remaining budget (a)-(d)
Staff costs (1)	4,145,088	1,968,631	168,084	2,136,714	52%	2,008,374
Full-time staff	3,640,213	1,726,862	-	1,726,862	47%	1,913,351
Consultants & interns	504,875	241,769	168,084	409,852	81%	95,023
Travel (2)	218,915	25,908	50,216	76,124	35%	142,791
General	218,915	25,908	50,216	76,124	35%	142,791
Professional services (3)	1,432,500	383,598	711,104	1,094,702	76%	337,798
Legal & professional services	1,386,000	368,537	711,104	1,079,641	78%	306,359
Operating costs	46,500	15,061	-	15,061	32%	31,439
Sub-Total (IEU) (4=1+2+3)	5,796,503	2,378,136	929,404	3,307,540	57%	2,488,963
Shared cost allocation (5)	690,509	403,176	201,588	604,764	88%	85,745
Grand Total (6=4+5)	6,487,012	2,781,312	1,130,992	3,912,304	60%	2,574,708



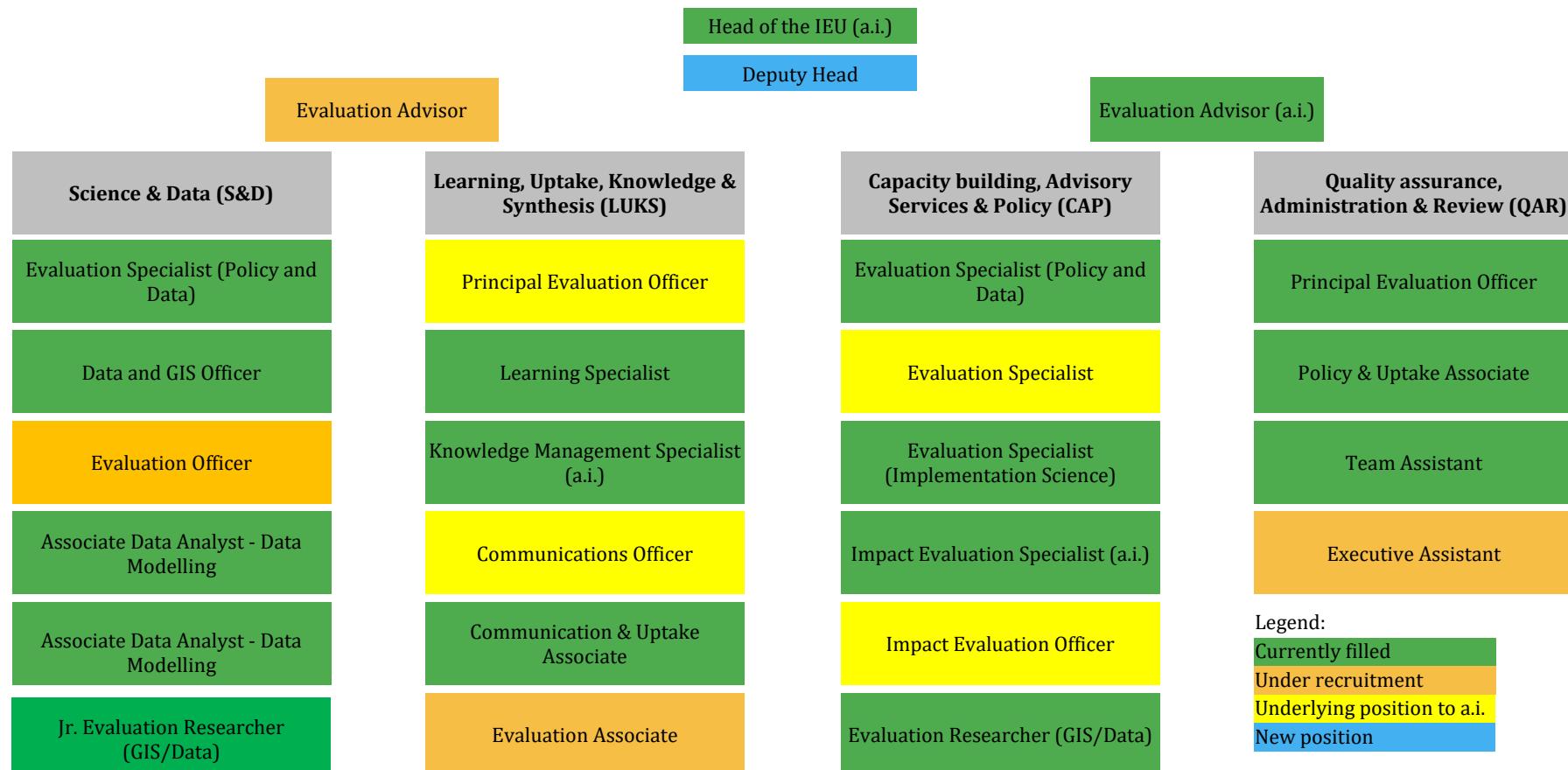
Table 4. Annual budgets of other independent evaluation offices in 2022

	UNDP IEO	AFDB IDEV	WFP IEO	GEF IEO	IFAD IOE	WBG IEG	GCF IEU
Annual Budget (USD)	In 2022, USD 13.01 million	In 2022, UA 7.48 million (which amounts to USD 9.86 million)	In 2022, USD 32.27 million	In 2022, USD 6.05 million	In 2022, USD 5.85 million	In 2022, USD 37.8 million	Proposed USD 6.49 million FY2022 (including secretariat's cost allocation)
Budget related rules	IEO has developed its 2022 work programme based on the funding of \$13.01 million, with anticipated step increases thereafter, to reach the \$16 million target in the fiscal year 2024.	Equivalent to 1.8% of AfDB's 2022 grand total administrative budget of UA 409.9 million (\approx USD 540.6 million).	The evaluation policy for 2022–2030 specifies that from 2023 WFP will allocate at least 0.4 percent of its total contribution income to its evaluation function.	The GEF Council approved a four-year budget for the GEF IEO in the amount of \$24.5 million for the GEF-7 cycle, covering FY20–FY23.	The IOE's budget is expected to be 3.50% of IFAD's proposed administrative budget.	Since FY21, space and IT services provided by the WB are not included in the IEG's budget request in accordance with practices for other units in the Bank.	0.23% of GCF's average programme budget

Table 5. Time plan for deliverables, IEU budget and work plan for 2023



Figure 1. The IEU's structure and organogram (as of 15 September 2022)



Note: This organogram does not include consultant and internship positions.

Annex III: The IEU's three-year rolling workplan and objectives (2021-2024)

1. Following the decision by the Board, this annex presents modifications as necessary, of the IEU's three-year rolling work plan and budget. With the Board decisions on the evaluation policy of the GCF (decision B.BM-2021/07) and the amendment for the evaluation policy: the updated terms of reference of the IEU (decision B.BM-2021/15), several mandates of the IEU strengthened. There are several modifications to the three-year work plan and budget and thus some minor changes in the three-year rolling work plan are noted as follows:

2. Modification: the modifications in this three-year rolling workplan relate to the building of systems for stability. Particularly through the Covid-19 pandemic, the IEU has built 'capacity' and 'modularity' in its structures – developing standard operating procedures, backup capacity amongst personnel and processes for quality assurance of every output. Further, the changes reflect a sense of growing intellectual capital, which will allow the IEU to serve its mandate. As a result, modifications reflect the plans to ossify these institutional measures. New elements in the rolling workplan for 2021-2024 are as follows.

- [Under 1a] *[revised]* The IEU will comprise ~~three four~~ workstreams: Science and data; ~~learning, synthesis and uptake~~ Learning, uptake, knowledge and synthesis; ~~and~~ Capacity building, advisory and policy; *and* Quality assurance, Administration and Review. The workstreams allow for the development of expertise, specialization, and excellence in the respective essential areas. ~~of data/science, learning and uptake, as well as capacity building and advisory~~
- [Under 1c] *[revised]* After sharing the initial guidelines for the effective functioning at B.29, the IEU will further refine and submit these guidelines and procedures to the GCF Board as required. These guidelines to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices. *The guidelines for the effective functioning of the IEU also consider the Board-approved evaluation policy and the updated Terms of References of the Unit.*
- [Under 2a] *[revised]* The IEU will carry out evaluations annually, as determined in the IEU workplan approved by the Board. All IEU evaluations will espouse available best practice and will make use of cutting-edge methodologies. A long list of potential evaluation topics was identified: amongst others, GCF's approach to investment, GCF's approach to risk, GCF trustee function, RPSP, GCF's Learning and knowledge management approach, country portfolio evaluation, *GCF region evaluation, in particular the Latin American and the Caribbean's, and Eastern Europe and Central Asia portfolio, GCF's approach to and portfolio of MDBs, ITAP, GCF governance structure, project-approach evaluations, GCF's approach to and investments in the energy sector, GCF's approach to and investments in the water sector.*
- [Under 3b] *[revised]* The IEU will prepare synthesis notes, to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and other related work. In addition, these synthesis notes will also include further evidence within the climate finance and related development landscape. A long list of potential synthesis notes' topics was identified: amongst others, innovation, country programming, GCF's utility on loss and damage, GCF's approach to technology, *GCF's approach to indigenous peoples, GCF's gender approach, just transition, complexity in climate interventions and evaluation, M&E systems in climate change interventions, enabling environments for mitigation and adaptation, market-based mechanisms in climate change, blockchain and cryptocurrency.*

3. Following decision B.BM-2021/14, the three-year rolling workplan may be revised following the recruitment and employment of the Head of the Unit.
4. To summarize, the overall objectives of the IEU are derived from the Governing Instrument and include:¹
 - (a) Informing the decision-making of the Board, identifying and disseminating lessons learned, contributing to guiding the Fund and stakeholders as a learning institution, and providing strategic guidance.
 - (b) Conducting periodic independent evaluations of the Fund's performance to provide an objective assessment of the Fund's results and the effectiveness and efficiency of its activities.
 - (c) Providing evaluation reports to the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) for purposes of periodic reviews of the financial mechanism of the Convention.
5. The IEU's principal aims for the period 2021-2024 are summarized below. Objectives and activities associated with these aims are summarized in Table 7.
 - (a) **Build the IEU and complete staffing:** An important objective for the IEU is to ensure that the IEU is adequately staffed so that it can deliver its work plan, including its overall learning and accountability objectives. IEU staff will reflect the best standards in evaluative training, practice, theory and ethics. The IEU will also ensure that its vision and practices are adequately shared, internally and externally, and that the evaluation policy and procedures for the functioning of the IEU are properly articulated and operationalized. With the Board approval (decision B.BM-2021/07), the IEU will develop evaluation standards for the GCF, in collaboration with the Secretariat. The IEU will also collaborate with the Secretariat's work on the development of evaluation guidelines.
 - (b) **Undertake and deliver high quality evaluations:** The IEU will undertake strategic high-quality performance, portfolio, thematic, country, programmatic and project evaluations identified by the IEU that are useful to and inform the decision-making of the Board.² They will also serve as building blocks for fund-level evaluations that assess the effectiveness and efficiency of the GCF and are shared with the replenishment process. The IEU will deliver evaluations annually, as determined in the IEU workplan approved by the Board. It will also review the use of the GCF's results-based framework and performance framework and provide recommendations to the Board. Following the evaluation policy, the IEU will also lead a Learning-Oriented Real-Time Impact Assessment (LORTA) programme to support real-time learning within the GCF through real-time assessments.³
 - (c) **Build and deliver an evaluation-based learning, advisory and capacity strengthening programme:**⁴ The IEU's evaluation-based learning and capacity building programme will respond to evaluation-related capacity needs of the GCF Board, Secretariat, Accredited Entities (AEs), Nationally Designated Authorities (NDAs), and other stakeholders in the evaluation and climate change space.⁵ The IEU will work

¹ Also, see Decision GCF/B.06/Annex III.

² Decision B.06/09/Annex III, decision B.BM-2021/15

³ Decision B.06/09/Annex III, decision B.BM-2021/07

⁴ Decision B.06/09/Annex III/23 and Decision B.10/05/Annex V

⁵ Decision B.06/09/Annex III/2 (a), 6, 7, 9, 16, 19, 21, 22, 23 and B.10/05/Annex V/15

towards ensuring that programmes and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations.

- (d) **Engage strategically to learn, share and adopt best practices in the climate change evaluation space:** The IEU will engage with key actors in the evaluation space and be at the forefront of evaluation practice and theory while collaborating with stakeholders of the GCF and involving them in the IEU's activities.⁶ It will adopt high-quality methods and standards for evaluative evidence in the climate change space. Accordingly, it will continue to build and strengthen partnerships, as it has in 2018, to leverage geographic presence, thematic expertise, and capacities to help with the IEU's other objectives in the context of capacity building, particularly with GCF partners, AEs, NDAs and focal points as well as other evaluation-related staff in partner organizations. This will also contribute to building the IEU's niche and its reputation as a leader in evaluation and learning, which is synonymous with quality and credibility.

Table 6. IEU approved and proposed staffing schedule (2022-2025)

IEU	2022	2023* (indicative)	2024* (indicative)	2025* (indicative)
Staff (professional and administrative)	25	26	26	26
HQ Consultants	5	5	5	4
Interns	5	4	4	4

Table 7. Aims, objectives and key outputs of the IEU's three-year rolling work plan (2022-2025)

No.	Aim & objectives	Outputs
1.	Strengthen the IEU and complete staffing⁷	
1a.	Ensure that the IEU is completely staffed to meet its objectives of accountability and learning. ⁸	<ul style="list-style-type: none"> • The IEU will be fully staffed with an emphasis on building high quality evaluation and thematic capacity. • [revised] The IEU will comprise three four workstreams: Science and data; <i>learning, synthesis and uptake</i>; <i>Learning, uptake, knowledge and synthesis</i>; and Capacity building, advisory and policy; and Quality assurance, administration and review. The workstreams allow for the development of expertise, specialisation, and excellence in the respective essential areas. of

⁶ B.06/09/Annex III/10 and 11 and B.10/05/Annex V/ 5, 8, 9, 14, 15, 16

⁷ Decision document GCF/B.06/Annex III "...the evaluation function should be located independently from other management functions" and Annex V to Decision B.10/05/(k) "The Head of the IEU ...is responsible for leadership and management of the unit, including the authority to make appointments and manage staff of the unit."

⁸ Decision B.08/07/Annex IX and Decision B.10/05/(k)/Annex V

No.	Aim & objectives	Outputs
		<p>data/science, learning and uptake, as well as capacity building and advisory.</p> <ul style="list-style-type: none"> • The Updated Terms of Reference for the IEU will be widely disseminated, and high functioning staff will be hired competitively at the IEU.⁹ • The IEU will be well-managed and personal performance and professional development plans for all IEU staff will be articulated. • The IEU will continue to build ‘modularity’ and ‘capacity’ in staffing to account for routine events such as staff turnover, hiring and procurement challenges, but also unexpected events such as a pandemic.
1b.	IEU’s policies and standards are well-articulated and understood.	<ul style="list-style-type: none"> • Following the Board approval of the evaluation policy of the GCF, the IEU will operationalize the policy. As per Board request, the IEU will develop evaluation standards, in collaboration with the Secretariat. The IEU will also collaborate in the Secretariat’s development of monitoring protocols, toolkits and guidelines that take into account the Evaluation Policy and the integrated results management framework. • Guidelines and standards will be developed to reflect the policy. • Awareness will be generated among GCF staff and NDAs, AEs and others to ensure this Policy and set of guidelines and standards are properly applied.
1c.	Procedures and guidelines for the effective operation of the IEU are specified and IEU budgets and work plans are approved in a timely manner.	<ul style="list-style-type: none"> • The IEU’s vision and strategy will be finalized and shared with all IEU staff. • <i>[revised]</i> After sharing the initial guidelines for the effective functioning at B.29, the IEU will further refine and submit these guidelines and procedures to the GCF Board as required. These guidelines to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices.¹⁰ <i>The guidelines for the effective functioning of the IEU also consider the Board-approved evaluation</i>

⁹ Decision B.16/07

¹⁰ GCF/B.06/Annex III

No.	Aim & objectives	Outputs
		<p><i>policy and the updated Terms of References of the Unit.¹¹</i></p> <ul style="list-style-type: none"> • A rolling three-year plan, budget and an annual work plan will be presented every year to ensure certainty in planning and delivering high quality evaluations.¹² • An IEU annual report will be produced and disseminated every year, commencing in 2018.¹³
2. Undertake and deliver high-quality evaluations to the GCF Board		
2a.	Carry out strategic high-quality performance, portfolio, thematic, country, programmatic and project evaluations annually that are useful to the Board, the GCF Secretariat and the Conference of Parties and are able to provide an independent assessment of the Fund's operations. ¹⁴	<ul style="list-style-type: none"> • All IEU evaluations will comprise three streams: data and science, communications, and advisory work. This will allow all IEU evaluations to be utilization focused, and relevant. They will provide credible evidence to the Board of the GCF. • <i>[revised]</i> The IEU will carry out evaluations annually, as determined in the IEU workplan approved by the Board. All IEU evaluations will espouse available best practice and will make use of cutting-edge methodologies. A long list of potential evaluation topics was identified: amongst others, GCF's approach to investment, GCF's approach to risk, GCF trustee function, RPSP, GCF's Learning and knowledge management approach, country portfolio evaluation, <i>GCF region evaluation, in particular the Latin American and the Caribbean's, and Eastern Europe and Central Asia portfolio, GCF's approach to and portfolio of MDBs, ITAP, GCF governance structure, project-approach evaluations, GCF's approach to and investments in the energy sector, GCF's approach to and investments in the water sector.</i> • IEU evaluations will also strive for external validity, identify 'what could work', and assess measures of cost-effectiveness, recalling that climate finance is limited.

¹¹ B.BM-2021/07 and B.BM-2021/15

¹² GCF/B.06/Annex III

¹³ B.06/09/Annex III

¹⁴ Decision B.06/09/Annex III

No.	Aim & objectives	Outputs
2b.	Undertake high quality <i>overall</i> performance evaluations of the GCF including (but not restricted to) an overall assessment of results, efficiency and effectiveness to inform the replenishment process. ¹⁵	<ul style="list-style-type: none"> The IEU will undertake overall performance evaluations as required by its TORs.¹⁶ The IEU will also deliver the following: <ul style="list-style-type: none"> (1) Evaluation reports to the Conference of Parties to the United Nations Framework Convention on Climate Change and the Paris Agreement for the purposes of periodic review of the Financial Mechanism of the Convention.¹⁷ (2) Overall assessment of the Fund's results and the effectiveness and efficiency of its activities.¹⁸ <p>The performance evaluation undertaken by the IEU will inform the replenishment of the GCF.</p>
2c.	Review the results management and performance measurement framework and prepare a real-time learning-oriented impact evaluation project portfolio.	<ul style="list-style-type: none"> The IEU will provide recommendations based on international evidence and best practices for improving the GCF's results management framework and performance measurement framework.¹⁹ The IEU will review the implementation of recommendations made in the independent evaluations. The IEU will provide management action reports to the Board, as per the evaluation policy of the GCF. The IEU will support a real-time impact assessment (LORTA) window that will promote measurement of results and learning in real-time. In the pilot window, the IEU will work with 4-6 projects that can effectively demonstrate this learning which will provide insights to the Secretariat in real time. As per evaluation policy, the IEU will be responsible for guiding, assisting and advising on real-time impact assessments/evaluations, such as learning-oriented real-time impact assessments (LORTA). The IEU will support through additional e-learning training tool designed and executed by the IEU to help project

¹⁵ Decision B.06/09/Annex III

¹⁶ B.06/09/Annex III and B.10/05/Annex V

¹⁷ The Conference of Parties to the UNFCCC provides the following guidance on the function of the IEU: "The reports of the GCF should include any reports of the independent evaluation unit, including for the purposes of the periodic reviews of the financial mechanism of the Convention." (UNFCCC decision 5/CP19, annex, paragraph 20)

¹⁸ B.06/09/Annex III: "Should the COP commission an independent assessment of the overall performance of the Fund, the IEU would support the work involved in such assessment. An overall performance study would become a responsibility of the IEU, as has been the case with the Global Environment Facility (GEF) Evaluation Office since 2007."

¹⁹ GCF/B.06/Annex III

No.	Aim & objectives	Outputs
		teams to build the necessary evaluation capacity to measure their impacts and changes resulting from GCF investments.
3.	Build and deliver an evaluation-based learning, advisory and capacity strengthening programme	
3a.	Ensure programmes and activities funded by the GCF maintain sufficient quality in terms of data, design and information to inform evaluations.	<ul style="list-style-type: none"> • The IEU will build awareness on the uses of evaluations and strengthen appropriate systems/institutional and human capacity for evaluative evidence and evidence-based policies. • The IEU will build and deliver customized workshops upon request and disseminate products to ensure learning and uptake for this objective. • The IEU will provide evidence-based recommendations on projects/programs of activities to improve the ability of the IEU to provide quality evaluations of the Fund's activities. It will also work to ensure that they are reflected in funded activities, agreements and proposals.²⁰ • Through LORTA, the IEU will support high-quality data and assessments which will enable the GCF and its stakeholders to learn about and generate high-quality, credible evaluations that measure attributable change in GCF result areas. • Following the Board approved evaluation policy, the IEU will build its capacity building efforts for evaluations and evaluation standards to help strengthen the understanding, utility and execution of high-quality evaluations at all levels of the GCF, including the implementing entities.
3b.	Synthesize evaluative evidence from international experience and GCF-related evaluations to benchmark and inform evaluations in GCF result areas, inform results and performance frameworks and help prioritize evaluations	<ul style="list-style-type: none"> • The IEU will build a database of evaluative evidence and synthesize learning through evidence gap maps, intervention heat maps and systematic reviews. • The IEU will support systematic reviews and meta-syntheses of evaluative evidence relevant to GCF result areas. • [revised] The IEU will prepare synthesis notes, to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and

²⁰ B.06/09/Annex III

No.	Aim & objectives	Outputs
	and evaluation-related research using state-of-the-art methods. ²¹	other related work. In addition, these synthesis notes will also include further evidence within the climate finance and related development landscape. A long list of potential synthesis notes' topics was identified: amongst others, innovation, country programming, GCF's utility on loss and damage, GCF's approach to technology, <i>GCF's approach to indigenous peoples, GCF's gender approach, just transition, complexity in climate interventions and evaluation, M&E systems in climate change interventions, enabling environments for mitigation and adaptation, market-based mechanisms in climate change, blockchain and cryptocurrency</i> .
3c.	Provide inputs to improve the results-based framework and performance framework of the GCF. ²²	<ul style="list-style-type: none"> The IEU will conduct retrospective theories of change exercises to inform the results framework and performance measurement framework of the GCF as well as the evaluation policy. The IEU will provide evidence-based recommendations by analysing reporting templates and engage with accredited entities and other stakeholders to provide evidence-based recommendations on designs to ensure high quality, credible reporting and evaluations. The IEU will develop state-of-the-art methods to inform and build evaluations led by the IEU. To this end, it will review international best practices in policy evaluation, methods and indicators and use them to attest and benchmark the quality of GCF self-evaluations conducted by the Secretariat and provide recommendations for the results management framework and performance measurement framework.²³
3d.	Build capacity for undertaking evaluations, understanding standards and methods, within the Secretariat and GCF stakeholders, and use	<ul style="list-style-type: none"> Given ongoing COVID-19 risks, the IEU will explore options to create and execute training modules and provide such contents in virtual formats next to traditional person-to-person formats through a variety of platforms. The IEU will build innovative products to ensure learning and the uptake of evaluative evidence. Accordingly, the IEU will train, share and build capacity for undertaking evaluations within the

²¹ Decision B.10/05/Annex V/ 14 and 15

²² Decision B.06/09/Annex III

²³ Annex III to decision B.06/09

No.	Aim & objectives	Outputs
	innovative ways to ensure this. ²⁴	<p>Secretariat and collaborate to build capacity and awareness within AEs and NDAs.</p> <ul style="list-style-type: none"> The IEU will build customized workshops, engage with other agencies and trainers to develop training modules and matchmaking teams for programmatic and project evaluations. The IEU will create training modules and train GCF stakeholder staff including staff from intermediary agencies to bring them up to speed on state-of-the art methods to evaluate the Fund's activities. The IEU will also collaborate with universities and other agencies to develop these customized courses.
3e.	The IEU will be at the forefront of methods and climate science and establish the IEU as a global leader in the field. ²⁵	<ul style="list-style-type: none"> The IEU will support methods-related work relevant to the GCF's result areas and evaluations that harness complexity science and new measurement methods. This includes commissioning methods papers, briefs and reviews, supporting knowledge hubs and supporting relevant conferences, workshops, methods labs and learning clinics.²⁶
4. Engage strategically to learn, share and adopt best practices in the climate change evaluation space		
4a.	The IEU will increase its engagement with key actors in the international evaluation space and collaborate with GCF partners, accredited entities, NDAs and focal points and staff in partner organizations to leverage their presence and capacities to help with the IEU's other objectives.	<ul style="list-style-type: none"> The IEU will use international engagements to deliver customized awareness building workshops on evaluation vision and techniques, showcasing high quality evaluation methods and standards to GCF stakeholders. The IEU will develop communication products conveying the key messages from evaluations. The IEU will establish formal partnership agreements with networks and organizations to leverage their presence for capacity building among GCF stakeholders.

²⁴ Decision B.06/09/Annex III/ 21, 23

²⁵ Decision B.10/05/Annex V/8

²⁶ GCF/B.05/03/ Annex I

