

## Annex VII: The IEU’s three-year rolling objectives (2025–2027)

1. The three-year rolling objectives of the IEU presents a medium-term strategic planning framework with a three-year rolling cycle, based on the Unit’s capacity, the Fund’s needs and continuous learning from the independent evaluation function of the GCF. The three-year rolling objectives are based on the Unit’s four key aims, objectives and measurable outputs. The IEU’s four key aims are:

- (i) Undertake and deliver high-quality evaluations;
- (ii) Build and deliver an evaluation-based learning, advisory and capacity strengthening;
- (iii) Engage strategically to learn, share and adopt best practices; and
- (iv) Strengthen and position the IEU.

2. Following this practice, this annex presents modifications as necessary, of the IEU’s three-year rolling work plan. With the Board decisions on the evaluation policy of the GCF (decision B.BM-2021/07) and the amendment for the evaluation policy (hereafter, ‘Evaluation Policy’), the updated terms of reference of the IEU (decision B.BM-2021/15), the IEU’s position within the Unit, and ultimately its several mandates, were further clarified and strengthened. The three-year rolling objectives of the IEU were adjusted accordingly. With the ongoing implementation of the Evaluation Policy, several modifications to the three-year objectives were made to reflect the current strategic direction of the independent evaluation function of the GCF. In 2024, the three-year rolling objectives, aims, and outputs are being reorganized and revised to better reflect the Unit’s mandate and priorities. While all substantive revisions are reflected in Table 1, several structural changes were not reflected in such a manner. Structural changes were made to ensure the closer alignment of the Unit’s workplan with these three-year rolling objectives.

3. The three-year rolling objectives are updated to respond to several contextual changes, as well. Firstly, the increasing maturity of the GCF and the evaluation function therein, require less focus on policy-formulation and more on dissemination and capacity. Secondly, the IEU is expected to focus on the capacity building dimensions to harness the opportunity and responsibility of promoting strong evaluations of the GCF and the climate finance space. Finally, and importantly, with the IEU firmly placed within the GCF and evaluation community, there is increased focus on serving the mandates related to capacity building, field building, and learning.

**Table 1. Aims, objectives and key outputs of the IEU’s three-year rolling objectives (2025–2027)**

No.	Aim and objectives	Outputs
<b>1.</b>	<b>Undertake and deliver high-quality evaluations</b>	
1a.	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	<ul style="list-style-type: none"> <li>• 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.</li> <li>• [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</li> </ul>

No.	Aim and objectives	Outputs
	independent assessment of the Fund's operations. <sup>1</sup>	<p>topics was identified: amongst others, GCF's approach to investment, GCF's approach to risk, the GCF trustee function, <del>RPSP</del>, GCF's learning and knowledge management approach, country portfolio evaluation, GCF region evaluation, in particular the <del>Latin American and the Caribbean (LAC) States, and Eastern Europe and Central Asia portfolio, Asia-Pacific portfolio</del>, GCF's approach to and portfolio of multi-lateral development banks, <i>private sector evaluation with focus on MSMEs, adaptive management and restructuring, cross-cutting projects, innovation</i>, the independent Technical Advisory Panel, GCF governance structure, project-approach evaluations, <del>GCF's approach to and investments in the water sector</del>, GCF's approach to whistleblowers and witnesses, GCF's approach to Indigenous Peoples, <i>gender evaluation, evaluation of climate information and early warning system</i>, evaluation of result areas, <i>result area transport, result area ecosystems and ecosystem services</i>, country programming with the GCF, just transition, evaluation of forests, land use and REDD+, greening financial systems, <del>the use of traditional knowledge</del>, debt instruments and debt relief, coherence and complementarity, <i>implementation of adaptation projects, locally-led adaptation actions, and mitigation portfolio</i>.</p> <ul style="list-style-type: none"> <li>• [new] The IEU will undertake an independent evaluation of the GCF's approach to gender in 2026, subject to approval by the Board. A synthesis note on gender prepared in 2025 will inform the prospective independent evaluation of the GCF's approach to gender, subject to approval by the Board.</li> <li>• IEU evaluations will also strive for external validity, identify "what could work", and assess measures of cost-effectiveness, recalling that climate finance is limited.</li> </ul>
1b.	Undertake high quality overall performance evaluations of the GCF including (but not restricted to) an overall assessment of results, efficiency and effectiveness to inform the replenishment process. <sup>2</sup>	<ul style="list-style-type: none"> <li>• [revised] The IEU will undertake overall performance evaluations as required by its terms of reference, and in accordance with the Guidelines for the Effective Functioning of the IEU.<sup>3</sup> During 2025–2027, the IEU will undertake the Third Performance Review of the GCF. The performance evaluation undertaken by the IEU to examine the relevance, effectiveness, efficiency, impact and the performance of the Fund, will inform the replenishment of the GCF. The performance evaluation will take into account the Evaluation Policy and standards.</li> <li>• The IEU will also deliver the following:</li> </ul>

<sup>1</sup> Board decision B.BM-2021/15, annex I.

<sup>2</sup> Board decision B.BM-2021/15, annex I, paragraph 8.

<sup>3</sup> Board document GCF/B.36/Inf.09, annex IV.

No.	Aim and objectives	Outputs
1c.	Review the results management and performance measurement framework and prepare a real-time learning-oriented impact evaluation project portfolio.	<p>(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.<sup>4</sup></p> <p>[deleted] <del>(2) As a member of the United Nations Evaluation Group (UNEG), the IEU will actively participate in UNEG meetings and evaluation groups.</del></p> <p>(2) Overall assessment of the Fund’s results and the effectiveness and efficiency of its activities.<sup>5</sup></p> <ul style="list-style-type: none"> <li>• The IEU will provide recommendations based on international evidence and best practices for improving the GCF’s results management framework and performance measurement framework.<sup>6</sup></li> <li>• Since 2018, the IEU has undertaken periodic evaluability assessment of GCF’s Funding Proposals and their ability to credibly measure impact. The evaluability assessment is based on a set of criteria, including but not limited to, theory of change, causal pathways, potential for measurement of causal change, implementation fidelity and performance against investment criteria, data collection and reporting credibility, M&amp;E plan and budget. The evaluability assessment will include a spotlight analysis to disseminate portfolio and sub-portfolio results.</li> <li>• 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.<sup>7</sup></li> <li>• The IEU will be responsible for guiding, assisting, managing and advising on real-time impact assessments/evaluations, such as learning-oriented real-time impact assessments (LORTA). Since COVID-19, the IEU supports project teams’ capacity building through an additional e-learning training tool. Alongside the direct engagement in the region and country, this tool is designed and executed by the IEU to help project teams build the necessary evaluation capacity, understanding of M&amp;E tools, and capacity to measure their impacts and changes resulting from GCF investments.</li> <li>• Aligned with the GCF Evaluation Policy, the long-term aim is that approximately 30 per cent of the Fund’s projects and programmes approved annually by the</li> </ul>

<sup>4</sup> UNFCCC decision 5/CP.19, annex, paragraph 20: “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.”

<sup>5</sup> Board decision B.BM-2021/15, annex I, paragraph 3(b).

<sup>6</sup> Board decision B.BM-2021/15, annex I, paragraph 10.

<sup>7</sup> Board document GCF/BM-2021/09, paragraph 64(b).

No.	Aim and objectives	Outputs
		<p>Board will include real-time impact assessments as part of their evaluation plans.<sup>8</sup> These impact assessments will be used to inform the GCF portfolio and its strategic choices. Their standards will be set by the IEU and informed by Board-mandated IEU functions. The IEU's LORTA programme will make efforts to contribute directly to this long-term aim.</p> <ul style="list-style-type: none"> <li>• [moved] 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.<sup>9</sup></li> <li>• [moved] The IEU will undertake quality assurance of Secretariat-led evaluations and AE-led evaluations, in accordance with the Evaluation Policy.<sup>10</sup></li> </ul>
<b>2.</b>	<b>Build and deliver an evaluation-based learning, advisory and capacity strengthening</b>	
2a.	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"> <li>• 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.</li> <li>• The IEU will build and deliver customized workshops upon request and disseminate products to ensure learning and uptake for this objective.</li> <li>• The IEU will provide evidence-based recommendations on projects/programmes 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>

<sup>8</sup> Board document GCF/BM-2021/09, paragraph 58(e).

<sup>9</sup> Board decision B.BM-2021/15, annex I.

<sup>10</sup> Board document GCF/BM-2021/09, paragraph 52.

No.	Aim and objectives	Outputs
2b.	Synthesize evaluative evidence from international experience and GCF-related evaluations to benchmark and inform evaluations in GCF result areas and help prioritize evaluations and <i>evidence reviews</i> using state-of-the-art methods. <sup>11</sup>	<ul style="list-style-type: none"> <li>• The IEU will build a database of evaluative evidence and synthesize learning through evidence gap maps, intervention heat maps and systematic reviews.</li> <li>• The IEU will support systematic reviews and meta-syntheses of evaluative evidence relevant to GCF result areas.</li> <li>• [revised] The IEU will prepare synthesis notes <i>for the Board and the Secretariat</i> to provide a summary of evaluative evidence on a particular topic across all IEU evaluations and other related work. <i>These notes will also inform future evaluations.</i></li> <li>• [revised] 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, <del>GCF's approach to indigenous peoples</del>, GCF's gender approach, <del>just transition</del>, complexity in climate interventions and evaluation, M&amp;E systems in climate change interventions, enabling environments for mitigation and adaptation, <del>market-based mechanisms in climate change</del>, forest conservation, climate change adaptation and blockchain and cryptocurrency.</li> </ul>
2c.	Provide inputs to improve the results-based framework and performance framework of the GCF. <sup>12</sup>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The IEU will provide evidence-based recommendations by analysing reporting templates, and will engage with AEs and other stakeholders to provide evidence-based recommendations on designs to ensure high quality, credible reporting and evaluations.</li> <li>• [moved] <del>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.</del><sup>13</sup></li> </ul>

<sup>11</sup> Board document GCF/B.31/14, annex I.

<sup>12</sup> Board decision B.BM-2021/15, annex I, paragraph 10.

<sup>13</sup> Board decision B.BM-2021/15, annex I.

No.	Aim and objectives	Outputs
2d.	Build capacity for undertaking evaluations, understanding standards and methods, within the Secretariat and GCF stakeholders, and use innovative ways to ensure this. <sup>15</sup>	<ul style="list-style-type: none"> <li>• [moved] <del>The IEU will undertake quality assurance of Secretariat led evaluations and AE led evaluations, in accordance with the Evaluation Policy<sup>14</sup>.</del></li> <li>• [revised] To maximize cost effectiveness, 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. Capacity building efforts of the IEU will be tailored to the needs of the AEs, NDAs, implementing entities and others. These efforts will also be based on periodic capacity needs assessments. <i>The IEU will also provide capacity building to the Secretariat, subject to capacity availability at the Unit.</i> While only limited opportunities exist, some of the IEU capacity building efforts may be executed in coordination with relevant M&amp;E stakeholders of the Secretariat.</li> <li>• [revised] 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 Secretariat and collaborate to build awareness within AEs, NDAs, implementing entities and others. The IEU will continue to support GCF events and dialogues (e.g. <i>GCF</i> structured and regional dialogues).</li> <li>• The IEU will build customized workshops, engage with other agencies and trainers to develop training modules and matchmake teams for programmatic and project evaluations.</li> <li>• 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.</li> <li>• [revised] The IEU will also collaborate with universities and other agencies to develop these customized courses. <i>The IEU will also seek new collaboration with global evaluation and evidence initiatives, where possible.</i></li> </ul>
<b>3. Engage strategically to learn, share and adopt best practices</b>		
3a.	The IEU will increase its engagement with key actors in the international evaluation space and collaborate with GCF partners, AEs, NDAs and focal points and staff in partner organizations to	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The IEU will develop communication products conveying the key messages from evaluations.</li> </ul>

<sup>14</sup> Board document GCF/BM-2021/09, paragraph 52.

<sup>15</sup> Board decision B.BM-2021/15, annex I, paragraph 27.

No.	Aim and objectives	Outputs
3b.	<p>leverage their presence and capacities to help with the IEU's other objectives.</p> <p>The IEU will be at the forefront of methods and climate science and establish the IEU as a global leader in the field.<sup>17</sup></p>	<ul style="list-style-type: none"> <li>• [revised] The IEU will establish formal partnership agreements with evaluation, climate and finance networks and organizations to leverage their presence for <i>joint evaluation and evidence work</i>, capacity building, learning and knowledge management efforts among stakeholders of the GCF ecosystem and beyond.</li> <li>• For knowledge management, the IEU will ensure that evaluation results inform the development, update and design of strategies, policies, and operations of the GCF and its ecosystem. To facilitate this process, the IEU continues to periodically prepare brief notes synthesizing lessons learned from evaluations, in accordance with the Updated TOR of the IEU.<sup>16</sup> The IEU will also build new tools to improve knowledge management and sharing of the evidence base produced by the IEU to the GCF ecosystem.</li> <li>• [new] <i>The IEU will continue to establish communication and dissemination channels with the Board (e.g. IEU side events during Board meetings), to provide trusted evidence, impact evaluations, and lessons learnt from independent evaluations directly to the Board.</i></li> <li>• 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.</li> <li>• As a member of UNEG, the IEU will actively participate in UNEG meetings and evaluation groups.</li> <li>• [revised] With the active UNEG membership, the IEU has commenced evaluation and learning work on the SDGs. The IEU will continue to support the SDG <i>Synthesis</i> Coalition work, in particular for the SDGs related to climate, environment and biodiversity, with the aim to build a rigorous evidence base.</li> <li>• [revised] The IEU will lead the field of climate evaluations. The IEU will convene the evaluation and learning functions of the four climate funds, including the Global Environment Facility (GEF), Climate Investment Funds (CIF), and Adaptation Fund. <i>Such engagement will also be elevated through a joint work plan of the four climate funds' evaluation functions.</i></li> </ul>
<p><b>4. Strengthen and position the IEU</b> <sup>18</sup></p>		

<sup>16</sup> Board decision B.BM-2021/15, annex I.

<sup>17</sup> Board document GCF/B.31/14, annex I.

<sup>18</sup> Board decision B.BM-2021/15, annex I, paragraph 4.

No.	Aim and objectives	Outputs
4a.	Ensure that the IEU is completely staffed to meet its objectives of accountability and learning. <sup>19</sup>	<ul style="list-style-type: none"> <li>• [revised] The IEU will be fully staffed (26 staff by 2027) with an emphasis on building high quality evaluation and thematic capacity.</li> <li>• The IEU will comprise four workstreams: science and data; learning, uptake, knowledge and synthesis; 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.</li> <li>• The IEU will perform its function of acting as the third line of defence in ensuring effective internal control of the Fund, in accordance with the Compliance Risk Policy (component VIII) and the administrative guidelines on internal control. Thus, the IEU will further define the mandate of quality assurance through evaluations.</li> <li>• The Updated Terms of Reference for the IEU will be widely disseminated, and high functioning staff will be hired competitively at the IEU.</li> <li>• The IEU will be well-managed and personal performance and professional development plans for all IEU staff will be articulated.</li> <li>• 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.</li> </ul>
4b.	IEU’s policies and standards are well-articulated and understood.	<ul style="list-style-type: none"> <li>• [revised] <del>Following the Board approval of the evaluation policy of the GCF, the</del> The IEU will continue operationalize the <i>Evaluation Policy</i>, including through dedicated capacity building and learning events on the <i>Evaluation Policy of the GCF</i>, and the <i>Evaluation Standards which take into account the norms and standards of the UNEG</i>. <del>and evaluation guidance provided by the IEU. Following the Board request, the IEU developed evaluation standards, in collaboration with the Secretariat. While not being limited to these, the evaluations standards of the GCF also take into account the norms and standards of the UNEG. The IEU will also provide evaluation standards</del> <i>In addition to the operationalization of the Evaluation Policy, the IEU will further develop and provide evaluation standards for particular contexts and types of evaluations, (e.g. impact evaluations).</i> The IEU <del>also</del> will <i>continue to</i> collaborate with the Secretariat in the development of <i>their</i> monitoring protocols, toolkits and guidelines that take into account the <i>Evaluation Policy, the integrated results management</i></li> </ul>

<sup>19</sup> Board document GCF/B.31/14, annex I.



No.	Aim and objectives	Outputs
4c.	Procedures and guidelines for the effective operation of the IEU are specified and IEU budgets and work plans are approved in a timely manner.	<p>framework, and any lessons learned from the Unit's evaluation function.</p> <ul style="list-style-type: none"> <li>• Awareness will be generated among GCF staff and NDAs, AEs, implementing entities, and others to ensure uptake and implementation of the Evaluation Policy and standards.</li> <li>• <del>[deleted] The IEU's vision and strategy will be finalized and shared with all IEU staff</del></li> <li>• <i>[new] The IEU's vision and strategic plan is defined by the three-year rolling objectives of the Unit. In order to provide transparency, predictability, and accountability of the operation of the Unit. The objectives will be updated annually in response to contextual changes, policy development, and maturity of the Unit.</i></li> <li>• <i>[revised] After sharing the initial guidelines for the effective functioning at B.29 and B.36, the IEU will further refine and submit these guidelines and procedures to the Board as required. These guidelines are developed to ensure the independence and effective functioning and operation of the IEU, in keeping with international best practices.<sup>20</sup> The guidelines for the effective functioning of the IEU also consider the Board-approved revised terms of reference of the Head of the IEU, the Evaluation Policy, and the updated Terms of Reference of the Unit.<sup>21, 22, 23</sup></i></li> <li>• <i>[revised] A rolling three-year plan objectives, budget and an annual work plan will be presented every year to ensure transparency, certainty and foresight in planning and delivering high quality evaluations and reviews.<sup>24</sup></i></li> <li>• <i>[revised] An IEU annual report will be produced and disseminated every year, commencing in 2018.<sup>25</sup> The annual report will be produced in time for every first Board meeting of a year, for the previous calendar year. For every other Board meeting, the IEU will present on the activities of the Unit through an activity report.</i></li> </ul>

<sup>20</sup> Board document GCF/B.36/Inf.09, annex IV.

<sup>21</sup> Board decision B.BM-2021/15, annex I.

<sup>22</sup> Board document GCF/B.31/14, annex I.

<sup>23</sup> Board document GCF/BM-2021/09.

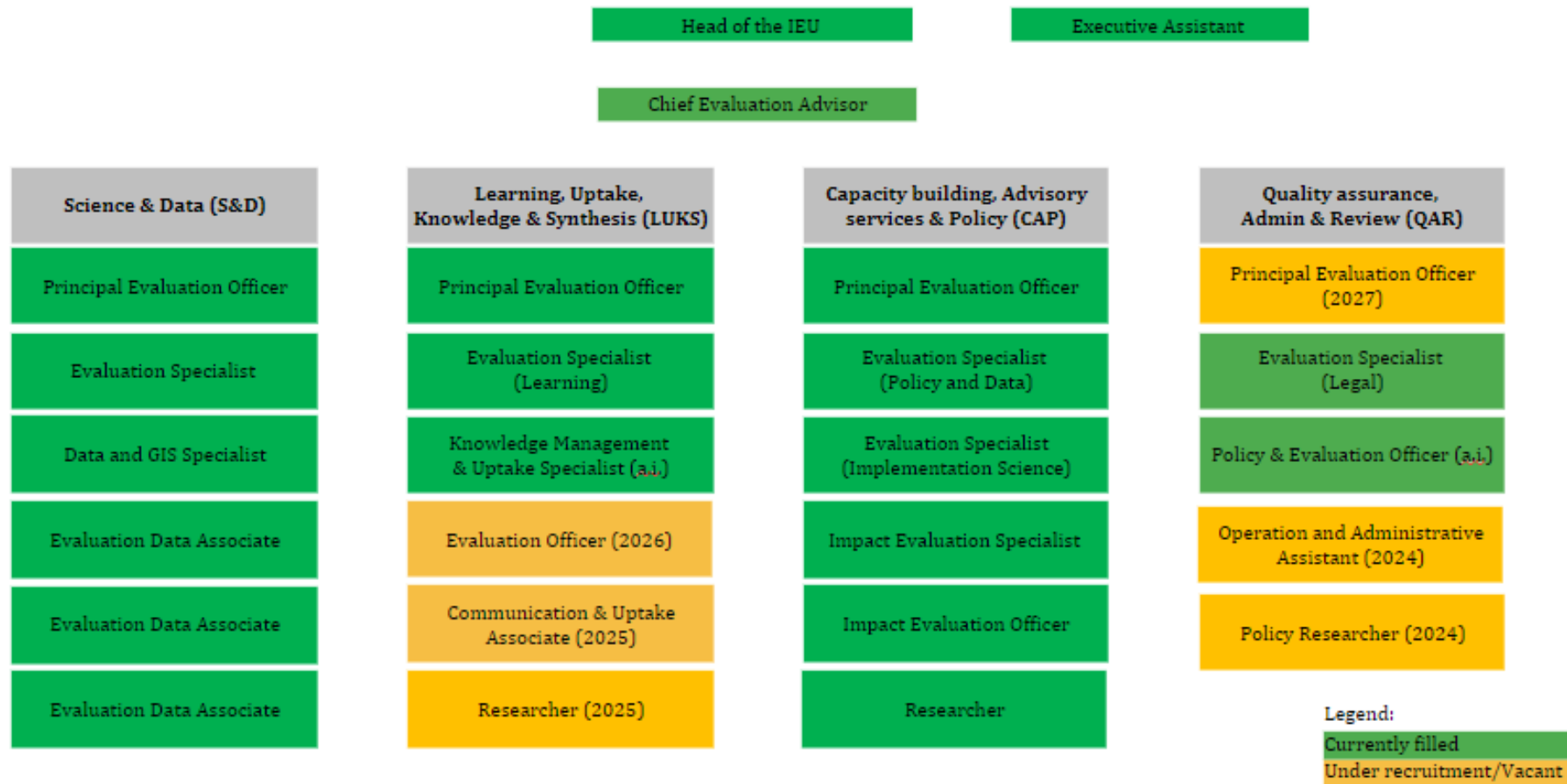
<sup>24</sup> Board decision B.BM-2021/15, annex I, paragraph 21.

<sup>25</sup> Board document GCF/B.31/14, annex I.

**Table 2. IEU's proposed staffing schedule (2024–2027)**

<b>IEU</b>	<b>2024</b>	<b>2025</b>	<b>2026 (indicative)</b>	<b>2027 (indicative)</b>
<b>Staff (professional and administrative)</b>	22	24	25	26
<b>HQ consultants</b>	5	2	1	0
<b>Interns</b>	4	4	4	4

Figure 1. The IEU's structure and organogram (as of 20 September 2024)



**Table 3. Annual budgets of other independent evaluation offices in 2023**

	UNDP IEO	AFDB IDEV	WFP IEO	GEF IEO	IFAD IOE	WBG IEG	GCF IEU
<b>Annual Budget (USD)</b>	\$14.42 million	UA 7.48 million (which amounts to \$10.14 million)	\$30.61 million	\$5.48 million	\$6.11 million	\$39.6 million	\$6.93 million
<b>Budget related rules</b>	<p>\$1.41 million increase from FY22.</p> <p>The IEO aims to reach the anticipated \$16 million target in fiscal year 2024.</p>	<p>In the approved 2022–2024 work programme, it was agreed that in 2022, the IDEV budget would receive a one-off increase of 2% as compared to its 2021 budget, to compensate for inflation, and that it would remain constant in nominal terms in 2023 and 2024.</p>	<p>A slight dip in 2023 reflects a drop in the number of decentralized evaluations planned and the reduced level of confirmed contributions to the multi-donor trust fund for impact evaluation.</p>	<p>Execution of the GEF-7 total budget was lower than expected primarily because of lower travel costs due to the COVID-19 pandemic and the departure of three Evaluation Analysts.</p>	<p>\$0.26 million increase from FY22.</p>	<p>IEG’s budget request for FY23 represents a small decrease in real terms for efficiency savings (0.4%) compared to FY22 and a net nominal increase of 5% for price factor.</p>	<p>The IEU’s requested budget in 2023 represents a 6.89% increase over its 2022 budget, including the Secretariat’s charge back. Most of the overall budget increase is accounted for by a 10.47% increase in the cost of human resources.</p>

*Note:* UNDP IEO = Independent Evaluation Office of the United Nations Development Programme; AFDB IDEV = Independent Development Evaluation at the African Development Bank; WFP IEO = Independent Evaluation Office of the World Food Programme; GEF IEO = Independent Evaluation Office of the Global Environment Facility; IFAD IOE = Independent Office of Evaluation of the International Fund for Agricultural Development; WBG IEG = Independent Evaluation Group of the World Bank Group.