

# TERMS OF REFERENCE – 100010822

Project Title: Mid-term Evaluation of GGGI’s Strategy 2030

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# Introduction

## 1) Objectives

GGGI seeks a firm (hereinafter “Consultant”) to conduct a Mid-Term Evaluation of GGGI’s Strategy 2030 (hereinafter, the “Evaluation”). The Evaluation is intended to support learning and accountability by

- Assessing the continued relevance of the strategic goals and global operational priorities outlined in Strategy 2030, and identifying the critical internal and external factors contributing to, or hindering progress in, the operationalization of these strategic goals and global operational priorities; and
- Assessing progress during the first four years of Strategy 2030’s implementation (i.e., 2021-2024), including progress towards the intended results, including high-level targets, as well as the technical rigor of GGGI’s Corporate Results Framework (CRF).

Recognizing GGGI’s commitment to address growing social and economic inequality, the Evaluation also has a cross-cutting objective to assess the implementation of GGGI’s Gender Equality and Social Inclusion (GESI) Strategy 2021-2025.

The Evaluation’s primary audiences are GGGI’s Council (supported by the Management and Program Sub-Committee, MPSC), the Management Team, headquarters (HQ) Units, Regional Offices, Country Offices, and Communities of Practice (COPs). GGGI’s partners are also key users, including host governments and resource partners. **Appendix II** provides a high-level overview of the intended users of the Evaluation.

The Evaluation is intended to be used by GGGI’s Management Team, the MPSC and the Council to inform whether a revision of Strategy 2030 is necessary. Additionally, the Evaluation will inform the development of a Roadmap for the Implementation of the remaining five-years of Strategy 2030 and several other operational strategies. These other strategies are outlined in **Appendix III** of these terms of reference (TOR).

## 2) Background to the Evaluation

GGGI’s Strategy 2030 sets the organization’s course for the period 2021-2030, outlining the strategic goals, Global Operational Priorities, and approach for GGGI, working in partnership with others, to achieve the vision of “a low-carbon, resilient world of strong, inclusive, and sustainable growth”. Strategy 2030 identifies two closely interlinked, and mutually reinforcing, strategic goals to be achieved by 2030:

- The economies of its Members will have transformed into a low-carbon and resilient economic development model with GGGI’s support to maximize their green growth outcomes, Nationally Determined Contributions and Sustainable Development Goals implementation; and
- GGGI will be well positioned as a world-class, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people.

To achieve these goals, Strategy 2030 focuses on eight Global Operational Priorities:

1. Catalyzing and accelerating access to climate finance/green investments for Members’ public and private sectors;
2. Supporting GGGI Members in strengthening policy planning, regulatory frameworks, and institutional capacity to achieve green growth outcomes;
3. Achieving a sustainable and circular economy while securing healthy natural systems;

4. Making cities and communities sustainable, livable, and resilient through supporting green jobs, services, and green infrastructures;
5. Accelerating progress in eradicating poverty and gender inequality through GGGI's country programs;
6. Developing sustainable, stronger, and more diversified funding for GGGI operations;
7. Driving, growing, and empowering green growth communities through knowledge transfer; and
8. Becoming an efficient, high-performing, and agile organization.

The first five Global Operational Priorities correspond to Strategic Goal 1, and the remaining three Global Operational Priorities correspond with Strategic Goal 2.

Strategy 2030 is complemented by a Strategy 2030 five-year roadmap and several other strategies, at an organizational, regional, and country level. **Appendix IV** provides an overview of the roadmap and other strategies.

## Scope of Work and Proposed Activities

### 1) Scope of work

The scope of the Evaluation will include the first four years of Strategy 2030 implementation, from January 2021 to December 31, 2024. GGGI has developed six indicative key evaluation questions (KEQs) to guide the Evaluation. These KEQs were developed by GGGI's Impact and Evaluation Unit (IEU) in consultations with GGGI's Management Team, the members of the MPSC in April 2024, and the Council in July 2024. The Consultant will be requested to refine these KEQs during the inception phase, drawing upon its expertise and further consultations with the primary users of the Evaluation.

The indicative KEQs are as follows:

1. How has Strategy 2030 driven the design of programs around Global Operational Priorities, including gender equality and social inclusion (GESI)?
2. How has Strategy 2030 enabled GGGI's country and regional offices to adapt to Member and partner's specific contexts and needs, and effectively coordinate and collaborate with other development partners
3. How has Strategy 2030 supported GGGI to respond to the urgency and ambition needed to achieve the ambition of the Paris Agreement and Agenda 2030?
4. How has Strategy 2030 supported GGGI to become a learning organization, to leverage external knowledge and disseminate knowledge generated from its programs?
5. How has Strategy 2030 supported GGGI to build its people capabilities needed for delivering its Global Operational Priorities?
6. How has Strategy 2030 supported GGGI to establish an enabling environment (structures, processes, systems, and culture) for result-based management (RBM)?

The considerations for the articulation of these indicative KEQs are described below to orient the Consultant in preparing its proposal and, subsequently, as input into the Evaluation's inception report.

**KEQ1.** Strategy 2030 commits GGGI to focus on a limited number of programmatic areas as a key strategic choice. These strategic choices are articulated as Global Operational Priorities in Strategy 2030 and, subsequently, Programmatic Solutions in the Strategy 2030 Roadmap. Eleven Programmatic Solutions define operational boundaries for GGGI's interventions as well as cross-cutting commitment to accelerate gender equality and social inclusion through GGGI's operations. To support the implementation of these Programmatic Solutions, GGGI has established COPs as centers of excellence, responsible for developing approaches and guidance, building organizational capacity, and providing quality assurance within their respective solution. The COPs replaced the thematic teams between 2017 and 2020. The main difference is that the COPs comprise staff spanning country programs, thus pooling the collective skills and experience of staff involved in program delivery rather than a specific unit based in GGGI's HQs. In 2023, GGGI conducted an internal review of the continued relevance of the Programmatic Solutions and concluded that they were still relevant. The Evaluation should assess (a) the delivery of these Programmatic Solutions, (b) how gender equality and social inclusion have been integrated into the various Programmatic Solutions, (c) whether the delivery of some Programmatic Solutions and the integration of gender equality and social inclusion is more advanced than others, (d) the factors that have supported and/or impeded the delivery of these Programmatic Solutions, and (e) whether GGGI's reporting on the delivery of the Programmatic Solutions supports effective accountability and decision making.

**KEQ2.** Strategy 2030 articulates a commitment to deliver demand-driven advisory services to partner governments and deliver this support in partnership. Strategy 2030 articulates that a key strength is the embedding of its staff and teams in partner government ministries, departments, and agencies. GGGI has created Country Planning Frameworks (CPFs) as an instrument to ensure that interventions are aligned with Strategy 2030 and partner government's national development, mitigation, and adaptation priorities. Moreover, since 2017, GGGI's operational model has changed. Previously, country programs implemented projects that were designed and funded by GGGI's HQ. Now country programs are the "front line", managing government relations, developing and implementing both the CPF and individual projects, with quality assurance from communities of practice and resource partner/donor account teams. Since 2020, GGGI has moved to strengthen its regional offices for Africa (in Abidjan), Asia (Seoul), Latin America and Caribbean (Mexico City), Middle East (Doha), and the Pacific (Suva). This strengthening includes deploying technical staff from HQ to the regional offices, recruiting new technical expertise in the regional offices, creating regional COP leads, and the introduction of regional strategies. Therefore, the Evaluation should assess (a) the purpose of the CPFs and regional strategies, (b) the coherence between Strategy 2030 with CPF and regional strategies, (c) partner government's views about the relevance of GGGI's support, and (d) how GGGI coordinates and collaborates with development partners at a country, regional, and global level.

**KEQ3.** GGGI Strategy 2030 recognizes the urgency for action and programmatic interventions to support transformational change. This is aligned with the international community's recognition of the urgency for action required to keep warming to 1.5°C and to mitigate the adverse impacts of human-caused climate change that will continue to intensify. Strategy 2030 articulates Strategic Outcomes that will measure its contribution to this transformation, and GGGI's operational model is premised on demand-driven advisory work. Strategic Outcomes include reduced GHG emissions, enhanced adaptation to climate change, increased access to sustainable energy, improved sanitation, and sustainably managed natural capital and ecosystem service. In 2023, GGGI conducted an internal review to measure progress against its targets and, once again, raised the level of its targets. While adhering to its demand-driven approach, GGGI can strategically target its interventions to respond to the urgency of action.

In this regard, the Evaluation should assess (a) how GGGI targets its programmatic interventions to accelerate global and (b) national progress towards GGGI's Strategic Outcomes and the Sustainable Development Goals. At a global level, this could include

- How does GGGI target its adaptation interventions to those Member and Partner countries assessed as most vulnerable to climate change? Based on the Notre Dame Global Adaptation Index, 13 of GGGI's Member and Partner countries are considered among those most vulnerable to climate change impacts.
- How does GGGI focus its interventions on increasing access to sustainable energy in those countries that have the largest deficit in access to sustainable energy? According to World Bank data, 20 countries account for 76% of the global population living without electricity in 2020, 7 of which are GGGI Member and Partner countries.

At a country level, this could include

- How does GGGI support partner governments to increase the level of their ambition in national goals and the speed in which these goals are achieved?
- How do GGGI's program and project targets, as well as results reporting, frame these targets and/or results to support accountability and decision-making about the strategic nature of its support?

**KEQ4.** Strategy 2030 identifies “Driving, growing, and empowering green growth communities through knowledge transfer” as a Global Operational Priority that supports GGGI to be a “world-leading, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people”. Strategy 2030 also defines GGGI as a learning organization, which aims to broaden its global outreach and deepen its understanding of the concept of green growth internally within GGGI. Additionally, the Strategy Roadmap articulates that “the relevance and effectiveness of GGGI's work in the international green growth space will depend on its internal capacity as a knowledge-driven institution and the sharing of this knowledge with Member and partner countries and development partners”. Therefore, the Evaluation should assess (a) how GGGI leverages the knowledge and lessons from other organizations supporting Members in the Programmatic Solutions; (b) how GGGI utilizes knowledge and lessons from its projects internally, in the design and implementation of projects and programs; (c) the dissemination, reach, and use of GGGI's knowledge and lessons derived from its projects and programs; and (d) the factors that have supported and/or impeded GGGI to be a learning organization.

**KEQ5.** Strategy 2030 outlines quality employees as a key driver for GGGI's success but also the need to engage partners with complementary expertise. Staff expenditure is one of GGGI's main cost drivers. Approximately 54% of GGGI's expenditure in 2023 was related to GGGI's staff, with a further 31% for consultants (both individuals and firms). GGGI's reached almost 500 staff in 2023, with 79% located in countries of operations (i.e., country programs and project countries). The Strategy Roadmap states “GGGI will aim to employ the right people in the organization who are ‘fit for purpose’ to take charge of taking the organization forward. GGGI will undertake a capabilities assessment to identify its human resources gaps, and seek to expand its talent pool, hire experts in new priority areas and retrain and reassign staff into areas where they are best suited”. In 2023, GGGI launched its first People Strategy, spanning 2023-2025, supplementing GGGI's Staff Regulations and Staff Rules that provides the framework for human resources management and administration. The People Strategy identifies six key people issues, including competitive rewards, nurturing learning and development, work environment, work force diversity, and performance management. Given the importance of GGGI's people capabilities, the Evaluation shall assess (a) GGGI's approach to identify and build the necessary capacity to deliver on its Programmatic Solutions and achieve its Strategic Outcomes; (b) how GGGI identifies and utilizes networks and partnerships to bring in complementary expertise; (c) the factors that have supported and/or impeded the engagement of the high-quality expertise and capabilities.

**KEQ6.** Strategy 2030 articulates effective leadership and managing for RBM as drivers of GGGI's success and that “becoming an efficient, high-performing, and agile organization” as a Global Operational Priority. As mentioned in the discussion on KEQ2, GGGI has sought to decentralize operations over the last several years. Additionally, communities of Practices serve as centers of excellence and provide quality assurance of project design and delivery. GGGI's has a series of Project Cycle Management (PCM) manuals outlining the roles, responsibilities, and processes for project management and RBM. These manuals were put in place in 2015 and are supported by GGGI's project management system (GGGI Online) and ERP system. An inter-divisional task force, IGROW, leads the review and update manuals and supporting systems. In 2023, GGGI articulated quality of delivery as a key focus, to mitigate risk that the organization is not able to meet the expectations of its project stakeholders, including government and resource partners. The quality of delivery includes a focus on improving project design, project management capabilities, and reporting of issues. The Evaluation shall assess the adequacy and effectiveness of GGGI's structures, processes, systems, and culture for RBM across the organization.

## 2) Phases of the evaluation and proposed activities

The Consultant is expected to carry out the following activities during the different phases of the Evaluation:

## Inception phase

- Conduct a desk review of background documents and corporate data. **Appendix V** provides an indicative list of the key documents. Additionally, as part of the preparation of the Evaluation, IEU is preparing a portfolio analysis drawing upon data available in GGGI's project management system (GGGI Online). IEU will also share previous evaluation reports spanning the period 2020-2024. **Appendix VI** provides a list of evaluations completed since 2020 and those evaluations expected to be completed before the end of 2024.
- Participate in a kickoff meeting with GGGI Management Team and have consultations with primary audiences of the Evaluation. It is proposed that the Consultant attend Global Green Growth Week (GGGWeek), that will take place between October 14 and October 18, 2024, in Seoul, Republic of Korea. GGGWeek is GGGI's global flagship event and provides a platform for GGGI's Members and Partners to share their successes and challenges regarding the green growth agenda. GGGWeek brings together policymakers, investors, innovators, thought leaders, and delivery agents from public and private sector to offer insights and learnings about solutions, innovations that can achieve the needed green growth transformation especially in times of uncertainty. The Twelfth Session of the Assembly and Sixteen Session of the Council will take place on Thursday October 17 as part of GGGWeek.
- Refine the KEQ, and a limited number of sub-questions for each KEQ, based on the review of Strategy 2030 and consultations with the primary audiences of the Evaluation.
- Develop an evaluation matrix addressing each KEQs and sub-questions, proposed indicators, data sources, methods for data collection and analysis. This matrix acts as a planning instrument for the evaluation process, indicating the use of secondary data and need for gathering primary data, as well as capturing the limitations and risks of the proposed methods.
- Design the data collection tools and interview protocols with specific attention to ethical considerations when involving human participants (e.g., interviews, focus group discussions, surveys, etc.).
- Develop a detailed work plan, in a matrix, presenting the evaluation phases (data collection, data analysis, and reporting), key activities and deliverables, and factoring in time for review and discussion with GGGI.
- Prepare and submit a draft Inception Report capturing the project background, evaluation matrix, methodology, and work plan for the evaluation for discussion with GGGI (**Deliverable 1**). IEU will provide a template for the inception report.
- Prepare and submit a final Inception Report addressing comments raised by GGGI and (**Deliverable 2**). The inception report must be approved by IEU before the data collection phase commences.

## Data collection and analysis phase

These activities will be determined based on the approved inception report. It is expected that this phase will include the following activities:

- Conduct online surveys of GGGI's Assembly and Council, partner governments, resource partners, and GGGI staff, as considered appropriate.
- Conduct virtual interviews with select senior officials from GGGI's Members, experts/non-state actors, partner governments, resource partners.
- Conduct mission to select GGGI countries of operations, for in-depth interviews with GGGI and key Project stakeholders through a mix of virtual and in-person interviews.
- Develop background papers to support the Evaluation (**Deliverables 3 and 4**). Evidence will be generated during the Evaluation through a set of analytical papers, which will be produced sequentially. These will feed into ongoing institutional processes and provide a basis for reflection and learning. The proposed themes,

identified through a process of evidence gap mapping and consultation with selected management representatives, are program integration and innovation.

- Develop case studies structured around 4-5 programmatic solutions, e.g., sustainable energy, sustainable forestry, adaptation and resilience, carbon pricing, etc.
- Arrange a debriefing session with GGGI via MS Teams (or other alternative mode) to present the initial findings from the surveys, interviews, focus group discussions, and other data collection methods (**Deliverable 5**).

### Reporting phase

- Prepare and submit a draft evaluation report (**Deliverable 6**) that addresses KEQs with robust evidence – and discusses the strength of the evidence and implications of key findings; describes the circumstances in which learnings may be transferable, and provides a limited number of feasible recommendations, with individual positions allocated responsibility.
- Prepare and submit a revised evaluation report and comments matrix, signaling how GGGI's comments have been addressed in the final report.
- Prepare and submit a final evaluation report and comments matrix, signaling how GGGI's comments have been addressed in the final report (**Deliverable 7**).

## Approach and Suggested Methodology

### 1) Approach

The Consultant shall ensure the evaluation approach will be participatory, learning focused, iterative, and flexible. To support this approach, the evaluation will need to ensure:

- The inclusion of mixed methods that leverage quantitative and qualitative evidence that support triangulation of evidence to strengthen confidence in evaluation findings in response to the KEQs.
- An open and collaborative approach in developing the evaluation methodology, involving regular discussions and open communications, to harness collective expertise and experience of both the Consultant and IEU.
- Creating adequate opportunities for GGGI and key stakeholders to comment and discuss the content of draft evaluation outputs, including opportunities to present initial evidence and findings.

### 2) Suggested methodology

The Consultant shall develop evaluation methodology – in brief in the bid/proposal and further refined in the inception phase. The Consultant shall elaborate an evaluation matrix that illustrates the evidence being sought, the data sources, how data will be collected and analyzed, as well as the risks and limitations. **Table 3** presents an example of a matrix structure. The Consultant shall draw on a range of information sources, using a mixed methods approach (qualitative and quantitative) to allow triangulation of information.

Table 3. Evaluation matrix template

Key Evaluation Question	Sub-questions	Evidence sought	Data sources	How data will be collected	How data will be analyzed	Risks and limitations
1	1.1	1.1.1				

		1.1.2				
	1.2					
	1.3					
	1.4					
2.						
3.						
4.						
5.						

The methodology will incorporate a strong learning dimension. It will use mixed methods, applying qualitative and quantitative data. Data collection methods may include:

- Desk review of background documents and existing evaluative evidence;
- Analysis of GGGI's project portfolio, drawing upon project meta data from GGGI's project management system (GGGI Online) mapped against external data sources;
- Online surveys of GGGI's Assembly and Council, partner governments, resource partners, and GGGI staff;
- Interviews with select senior officials from GGGI's Members, experts/non-state actors, partner governments, resource partners;
- Focus group discussions with GGGI's Management Team, directors, and deputy directors;
- Case studies structured around 4-5 programmatic solutions, e.g., sustainable energy, sustainable forestry, adaptation and resilience, carbon pricing, etc.
- Data collection field missions to one program country in each of GGGI's five regional portfolios (i.e., Africa, Asia, Latin America and the Caribbean, Middle East, and the Pacific).

The Evaluation conforms to UNEG 2020 ethical guidelines. These include but are not limited to, ensuring informed consent, protecting the privacy, confidentiality, and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups), and ensuring that the evaluation results do no harm to participants or their communities.

## Deliverables and Payment Schedule

Table 1 summarizes the expected outputs of the selected firm under this evaluation and the associated payments. GGGI encourages Consultants to consider additional outputs that help communicate information on the project and the evaluation's findings.

Table 1. Expected evaluation outputs and payment schedule

No.	Deliverable	Payment value
1	Draft inception report and presentation that,	No associated payment



	<ul style="list-style-type: none"> <li>Clearly describes the subject of the Evaluation and its evaluability;</li> <li>Refines the KEQs and sub-questions, based on the consultations with GGGI and key stakeholders;</li> <li>Presents the evaluation matrix, and describes the methods to collect and analyze quantitative and qualitative data for each KEQ ;</li> <li>Summarizes the methods and how they support confidence in evaluation findings;</li> <li>Presents the data collection tools, including surveys, semi structured interview questions, etc;</li> <li>Identifies ethical issues associated with data collection and how they will be addressed;</li> <li>Describes the limitations or constraints for the Evaluation and what efforts are taken to address them;</li> <li>Describes how the outputs will be quality assured by the Consultant;</li> <li>Provides a clear work plan, including adequate time for GGGI and the internal reference group to review and comment on outputs;</li> <li>Presents a risk matrix for the Evaluation and the mitigating measures to manage the identified risks;</li> <li>Presents the table of contents for the evaluation report; and</li> <li>Identifies the logistical support requested from GGGI.</li> </ul>	
2	Final inception report & Presentation that addresses GGGI and Council comments regarding the understanding of Strategy 2030, scope, and methodology.	20% of the total contract price upon approval of the inception report
3	Background paper on organizational learning	20% of the total contract price
4	Background paper on organizational capacity	20% of the total contract price
5	Presentation on initial findings to GGGI and MSPC	No associated payment
6	<p>Draft evaluation report and presentation that,</p> <ul style="list-style-type: none"> <li>Contains an executive summary that captures all the necessary information for the primary audiences;</li> <li>Clearly describes the subject of the Evaluation;</li> <li>Provides a summary of the methods;</li> <li>Describes the key limitations of the methods and guidance to enable appropriate interpretation of the findings;</li> <li>Addresses all KEQs with robust evidence – and discusses the strength of the evidence and implications of key findings;</li> <li>Describes the circumstances in which learnings may be transferable;</li> </ul>	No associated payment

	<ul style="list-style-type: none"> <li>Provides a limited number of feasible recommendations, with responsibility for the implementation identified.</li> </ul>	
7	Final evaluation report and presentation that addresses GGGI and MPSC comments regarding factual errors and/or omissions that could invalidate the findings and change the conclusions, issues of political sensitivity that need to be refined in the way they are addressed or in the language used, and the recommendations.	40% of the total contract price upon approval of the final evaluation report
	<b>TOTAL</b>	<b>100% of the total contract price</b>

All reports and outputs must be in English, in accordance with GGGI's formatting requirements, and submitted in electronic formats along with background documents, as well as data collected and interview notes that have removed information capturing the identity of the informants.

The Consultant is responsible systematically applying quality assurance through the evaluation and relevant documents. The Consultant will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis/analysis/drafting, and reporting phases. GGGI expects that all deliverables from the Consultant are subject to its own thorough quality assurance prior to submission.

IEU will also quality assure the Consultants deliverables. This quality assurance process does not interfere with the views or independence of the Consultant but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

## Timetable and Reporting

### 1) Timetable

GGGI intends that the Consultant commence work in September 2024 and submit the final evaluation report before the end of April 2025. GGGI intends that the final evaluation report and management response will be presented to the Council for approval by written procedure in May 2015, with a decision on whether to revise Strategy 2030 and a timeline for doing so. **Table 2** presents a tentative timetable. The dates shall be confirmed as part of the approval of the Inception Report (Deliverable 2).

**Table 2. Tentative schedule for deliverables**

Timing	Deliverables
September 2024	Deliverable 1: Draft inception report and presentation
October 2024	Deliverable 2: Final inception report and presentation that addresses comments from IEU, GGGI Management, and the Council
December 2024	Deliverable 3: Background paper on organizational learning
January 2025	Deliverable 4: Background paper on organizational capacity
March 2025	Deliverable 5: Draft Evaluation Report and Presentation to IRG
April 2025	Deliverable 6: Summary Evaluation Report and Presentation to the MPSC Deliverable 7: Final evaluation report.

## 2) Management and Steering of the Evaluation

**Consultant.** The Consultant team leader shall bear responsibility for all outputs, overall team functioning, and stakeholder relations. This includes, but is not limited to, (1) Fine tuning the KEQs, approach, and methods; (2) Guiding and managing the experts during the evaluation phases and activities; (3) Consolidating experts inputs to the evaluation outputs; (4) Representing the Consultant in meetings with the Evaluation Manager and other key stakeholders; (5) Delivering the outputs in line with agreed quality assurance standards and timelines; and (6) Presenting evidence during the data collection debriefings and stakeholder workshops.

**GGGI's Evaluation Manager.** The Evaluation Manager shall be responsible for (1) Leading the background portfolio analysis as preparation for the Evaluation; (2) Selecting and contracting the Consultant (in coordination with GGGI's Procurement Unit); (3) Acting as the main focal point for the Consultant; (4) Coordinating the IRG and external advisory group; (5) Participating in the inception briefings/mission and supporting the preparation of the data collection; (6) Conducting the first-level quality assurance of the evaluation products (inception report, evaluation report, summary reports); and (6) Soliciting GGGI stakeholders' feedback on draft deliverables. The Head of IEU will approve the final deliverables and present the Evaluation Report to the MPSC and Council.

IEU will consolidate and share consolidated comments on the deliverables with the Consultant. GGGI commits to share consolidated comments within 10 working days of the receipt of the outputs.

**Internal Reference Group.** The IRG is an advisory group providing advice and feedback to the Evaluation Manager and the Consultant at key moments during the evaluation process. The IRG will be established during the preparatory stage of the Evaluation. The purpose of the IRG is to contribute to the credibility and utility of the Evaluation. The IRG membership will be capped at no more than 11 people, and its composition will consider not only staff positions, but duty station and gender. The IRG's main roles are (1) Participate in briefings with the Consultant on the approach during the inception phase; (2) Suggest key references, relevant contacts, and data sources in their area of responsibility; (3) Review and consolidate comments from their respective teams on key evaluation outputs; (4) Participate in the debriefing to discuss preliminary findings; (5) Participate in the stakeholder workshops to validate findings and discuss recommendations; (6) Provide guidance on suggested communications products to disseminate learning from the Evaluation. **Appendix VII** provides information on the IRG.

**Evaluation Advisory Group.** The Evaluation Advisory Group is to provide substantive feedback to increase the credibility and utility of the Evaluation for GGGI's Council. Members are expected to review and comment on Evaluation deliverables, including TOR, inception report, and draft evaluation report. It is estimated that the level of effort required to engage as External Advisory Group members in the evaluation is between 3 and 5 days spread over the course of the full duration of the evaluation. It is proposed that the External Advisory Group be fulfilled by the MPSC. Additionally, IEU proposes that the Evaluation Advisory Group also include one external expert from a multilateral agency with experience designing and implementing strategic evaluation processes, will provide advice and feedback.

## Expertise required

The Consultant shall have at least 5 years of experience conducting evaluations for international organizations, related to economic development, low-carbon development and resilience; and social inclusion. The Consultant shall have experience conducting at least 3 strategic level evaluations.

The Consultant shall propose a multidisciplinary team of experts with proven capacity to conduct multilayered, global evaluations. The team itself should have a balance of men and women of mixed cultural backgrounds. Team members should be able to commit intensively from the period inception through to reporting phases of the evaluation. No GGGI staff, including those from the IEU, will be part of the multidisciplinary team of experts.

The multidisciplinary team of experts should have the following complementary experience:

- Evaluation experience. Experience conducting strategic-level organizational evaluations that place significant on learning, for international organizations working in the global development space.
- Methodological expertise. Experience in partnership mapping, survey design, and qualitative and quantitative data analysis and information, including qualitative data coding.
- Expertise and technical knowledge related to the following GGGI programmatic solutions: (1) sustainable energy; (2) agriculture, forestry, and other land use; (3) climate adaptation and resilience; (4) climate and green finance; (5) gender equality and social inclusion. All experts should have at least awareness level knowledge of gender equality and social.
- Experience in human resource management or reviews at senior level in comparable organizations in the development and private sector, and expertise in the assessment of change management.
- Thematic knowledge and experience in conducting RBM and organizational development related evaluations
- Group working and facilitation skills: Abilities to facilitate learning workshops.
- Communication skills: Team members should be able to communicate clearly both verbally and in writing in English and should have the capacity to read, analyze and speak in French and Spanish (at minimum).

The Consultant shall propose a team leader that has the following experience and expertise:

- At least 15 years of experience leading formative/ learning-focused evaluations at a global level;
- Experience leading diverse expert teams and quality assuring evaluation outputs;
- Excellent analytical and communication skills (written and verbal) and diplomacy.
- Fluency in English and working level knowledge of French, Spanish, and Arabic is advantageous.

## Environmental and Social Considerations

There are no substantial environmental or social considerations directly arising from the undertaking of this assignment. However, the scope of the evaluation may include consideration and assessment of environmental and social issues related to GGGI's program in Vanuatu.

## Evaluation Criteria and Method

From the last time and date of submission of the Quotations to the time the Contract is awarded, if any Tenderer wishes to contact the GGGI on any matter related to its Proposal, it should do so via the GGGI e-Green Procurement Portal (<https://in-tendhost.co.uk/gggi>).

Tenders will not be opened by GGGI until after the deadline for submission of Proposals. The Technical Component will be opened at one opening event, soon after the submission date, be listed in an opening protocol, submitted to, and thereafter be evaluated by the Procurement Committee, without unnecessary delay. The Procurement Committee, which has been appointed in accordance with GGGI's Procurement Rules, will first perform a Technical Evaluation. The Tenders that have passed the Technical Evaluation will thereafter be subject to a Financial Evaluation, which includes a calculation of the total scoring for both the Technical and the Financial Evaluation, in accordance with the formula presented below. The Financial Component will not be opened until after the Technical Evaluation is finalized, and then by a corresponding procedure.

Selection will be based on the following process. The total possible score for the technical component is maximum 100 points. 70 % of the score received in the technical evaluation will be added to the obtained financial score, which is maximum 30 points, and calculated as described below.

Consultant bids shall include a detailed budget, including the Consultant's fees, travel costs, and other costs. The budget should include costs foreseen for workshop facilitation.

Noe: Technical Component shall not include any information related to the Financial Component.

The Consultant fees shall cover the proposed time for all phases of the Evaluation. Beyond the evaluation team leader and team members, the budget shall cover any administrative support for scheduling virtual interviews and missions to Seoul, Republic of Korea, and GGGI program countries.

Beyond expert fees, the Consultant shall include its financial proposal,

- Any subscription services to conduct online surveys of GGGI's Assembly and Council, partner governments, resource partners, and GGGI staff.
- Any subscription services to virtual interviews with select senior officials from GGGI's Members, experts/non-state actors, partner governments, resource partners.
- Week-long missions for the Consultant's team leader and one senior evaluation/technical expert to travel to Seoul, Republic of Korea, for discussions with GGGI during the inception phase during 2024.
- Field missions to five (5) GGGI programs or partner countries to conduct in person interviews and focus group discussions.
- Week-long mission for the Consultant's team leader to travel to Seoul, Republic of Korea, for discussions with GGGI during the reporting phase in 2025.
- Professional editing, formatting of deliverables, development of info graphics, etc.

The Consultant's budget for all flights should be limited to economy class travel.

## 1) Evaluation of Technical Component

A Proposal will be rejected at this stage if it fails to respond to important aspects of the Terms of Reference or to achieve a minimum technical score of 70. Only technically compliant proposals shall be considered for financial evaluation. The detailed technical evaluation criteria and possible scores for each are as in **Table 4**.

Table 4. **Technical evaluation criteria**

Major criteria	Details and sub-criteria	Maximum score
Proposed core team's qualifications and experience	The proposed core experts will collectively be assessed for their suitability against the following technical competence requirements:	30

Major criteria	Details and sub-criteria	Maximum score
	<ul style="list-style-type: none"> <li>• Evaluation experience. Experience conducting strategic-level organizational evaluations that place significant on learning, for international organizations working in the global development space.</li> <li>• Methodological expertise. Experience in partnership mapping, survey design, and qualitative and quantitative data analysis and information, including qualitative data coding.</li> <li>• Expertise and technical knowledge related to the following GGGI programmatic solutions: (1) sustainable energy; (2) agriculture, forestry, and other land use; (3) climate adaptation and resilience; (4) climate and green finance; (5) gender equality and social inclusion. All experts should have at least awareness level knowledge of gender equality and social.</li> <li>• Experience in human resource management or reviews at senior level in comparable organizations in the development and private sector, and expertise in the assessment of change management.</li> <li>• Thematic knowledge and experience in conducting RBM and organizational development related evaluations</li> <li>• Group working and facilitation skills: Abilities to facilitate learning workshops.</li> <li>• Communication skills: Team members should be able to communicate clearly both verbally and in writing in English and should have the capacity to read, analyze and speak in French and Spanish (at minimum).</li> </ul>	
Evaluation team leader	<p>The proposed evaluation team leader will be assessed against the following criteria:</p> <ul style="list-style-type: none"> <li>• Evaluation expertise At least 15 years' experience conducting and leading complex global evaluations, and particularly strategic corporate exercises including expertise in formative/ learning-focused evaluations.</li> <li>• Facilitation skills: Excellent facilitation skills and the ability to synthesize complex ideas into clear, concise presentations.</li> <li>• Core capabilities: Experience in leading teams, excellent analytical and communication skills (written and verbal) and diplomacy.</li> </ul>	20
Methodology and work plan	<p>This criterion shall be assessed based on:</p> <ul style="list-style-type: none"> <li>• Demonstrated understanding of the nature and scope of this assignment.</li> <li>• Any key issues to consider in ensuring successful delivery of the assignment, and suggested actions to address these.</li> <li>• Clearly defined roles, responsibility, and level of input for each team member for each deliverable.</li> </ul>	30
Consultant's experience	<p>This criterion shall be assessed based on demonstrated relevant experience of the Consultant in delivering similar services including:</p>	10

Major criteria	Details and sub-criteria	Maximum score
	<ul style="list-style-type: none"> <li>At least 3 examples of delivering similar evaluation or advisory services.</li> <li>At least 5 years of experience conducting evaluations for international organizations.</li> </ul>	
	The firm will be assessed on their ability to produce clear, well-structured, and concise reports for senior audiences. To inform this assessment, the firm is required to submit 2 samples/extracts from relevant evaluation.	10
<b>Total Possible Technical Score</b>		<b>100</b>

## 2) Evaluation of Financial Component

The maximum score for the financial component is 30 points. The maximum score shall be allocated to the lowest priced Proposal. All other Proposals shall receive points in inverse proportion according to the following formula:

$$p = y * (x / z)$$

where:

p = points for the financial Proposal being evaluated.

y = maximum number of points for the financial Proposal.

x = price of the lowest priced Proposal.

z = price of the Proposal being evaluated.

## 3) Evaluation of Financial Soundness

The tenderer must demonstrate that its financial resources, less its financial obligations for its current contract commitments, meet or exceed the total required estimated value, which is calculated based on the formula (3 x your bid price) / (duration of services: 8 months] . Information will be verified from Annual Financial Statements and any other documents that verify the availability of financial resources submitted by the tenderer.

### Special notes on financial proposal

#### Financial Compliance Check:

Following things will be checked:

1. The quantities and items are consistency with technical proposal;
2. Prices offered are fair and in line with current market or industry trends;
3. Reasonable to the GGGI; and
4. Rates are balanced.

Compare technical and finance offers line by line and item by item before submission.

**Financial Soundness Check:**

Following will also be checked for financial soundness:

1. Current Ratio = (Current assets/Current liabilities). The ideal current ratio is sometimes said to be 2 or minimum cash in hand as requested in TOR.
2. Quick Ratio also referred as acid test; the quick ratio tests an organization's true liquidity by assuming that stock is not immediately saleable. Quick ratio = (Current assets – stock) /current liabilities. The ideal quick ratio is sometimes said to be 1.
3. Historical performance of the firm from financial statements to ensure that firm is not facing insolvency during contract duration.

If financial statements are in local languages, please submit all documents in English translation.

**Direct and Indirect Tax:**

Any liability of direct or indirect tax will remain with the consultant as per local /national applicable laws, for example if tax (direct or indirect) is applicable on payments from outside the country of the firm ( where firm is based) as per local laws , the consultant is liable to pay; or in case tax law in countries of assignment impose taxes on offshore services on foreign non-registered firms, the consultant is liable to pay their liabilities in accordance with national laws. It is the duty of the firm to conduct its own due diligence on tax liabilities before submission of proposals.

#### 4) Evaluation of Technical and Financial components for total scoring

The score for the technical component is added to the score for the financial component to arrive at the total score for a Proposal. The Proposal with the overall highest score after this is the best Proposal. The other Proposals will be ranked in descending numerical order based on the total score.



## Appendix I. Acronyms

COP	Community of Practice
CPF	Country Planning Frameworks
CRF	Corporate Results Framework
ERP	Enterprise Resource Planning
GESI	Gender equality and social inclusion
GGGI	Global Green Growth Institute
GGGWeek	Global Green Growth Week
HQ	Headquarters
IEU	Impact and Evaluation Unit
IRG	Internal Reference Group
KEQ	Key Evaluation Questions
MPSC	Management and Program Sub-Committee
RBM	Results based management
PCM	Project Cycle Management
TOR	Terms of Reference
WPB	Work Program and Budget

## Appendix II. Primary audiences of the Evaluation

The following is a brief description of the primary audiences of the Evaluation:

- The Management Team is responsible for leading the implementation of Strategy 2030 and is expected to use the evaluation findings to guide the revision of Strategy 2030, Strategy Roadmap, and regional strategies. The Management Team is comprised of the Director-General, Deputy Director-General and Head of Green Growth Planning and Implementation Division, Assistant Director-General and Head of Investment and Policy Solutions Division, Assistant Director-General and Head of Operations Enabling Division, as well as the Managing Director of the Office of the Director-General, the Management Director of Green Investment Services, as well as the Managing Director and Head of Programs for Asia. A new Director-General is expected to be appointed in late 2024 and take office at the beginning of 2025. The position of Managing Director of the Office of the Director-General is currently vacant and is expected to be filled in 2025 following the appointment of the new Director-General.
- The Strategy and Results Unit within the Office of the Director-General is responsible for supporting the Management Team in the implementation of Strategy 2030. This includes the articulation of GGGI's CRF, coordinating the development of Strategy Roadmap, and the preparation of GGGI's biennial Work Program and Budget (WPB). The Unit's responsibilities also include the consolidation of annual results against GGGI's CRF. The Strategy and Results Unit is expected to use the evaluation findings to revise Strategy 2030 and Strategy Roadmap, as well as launching new initiatives to support Strategy 2030 implementation.
- The Regional Offices (Africa, Asia, Latin America and the Caribbean, Middle East, Pacific) support the implementation of Strategy 2030 through their respective regional strategies and country programs. GGGI's has progressively decentralized management of its operations to keep GGGI agile. This has included deploying regional directors and technical expertise to regional offices from HQ. GGGI's Management Team has communicated in early 2024 its intent to increase the autonomy of regional offices, including for resource mobilization, human resources, procurement, monitoring, evaluation, and learning, as well as communications. The Regional Offices are expected to use the evaluation findings in the further development and implementation of their programs and revision of their respective regional strategies.
- The Communities of Practices are centers of excellence or knowledge hub, and develop approaches and guidance to guide GGGI's programs, think ahead and build organizational capacity, and provide quality assurance of project and program design and delivery. GGGI has established 11 communities of practice: Green Investment Services, Climate Action and Inclusive Development, Carbon Pricing, Sustainable Energy, Sustainable Transport, Sustainable Waste Management and Circular Economy, Green Buildings and Industry, Agriculture, Forestry and Other Land Use, Adaptation and Resilience, and GESI.
- The Council of GGGI, as per its functions outlined in the Agreement on the Establishment of GGGI, has a key accountability role in the Evaluation. The Council may consider the use of the evidence generated by the evaluation evidence in its decision making and may encourage GGGI's Management to integrate lessons from the Evaluation into GGGI's practices. The Council is comprised of no more than 17 members, of which five are contributing members of GGGI and elected by the Assembly, five are from participating members of GGGI and elected by the Assembly, five are experts or non-state actors appointed by the Council, the host country (i.e., the Republic of Korea) which holds a permanent seat, and the Director-General without voting right.<sup>1</sup> The current chair of the Council is H.E. Ban Ki-Moon.
- The MPSC is an advisory body to the Council and it supports the Council in approving GGGI's strategy, reviewing GGGI's results, monitoring, and evaluation framework, and approving the WPB.<sup>2</sup> The MPSC is comprised of Members of the Council who express their interest in serving on the MPSC, and it shall be comprised of at least one contributing, one participating, and one expert/non-state actor Member of the Council. Members of the MPSC have a term of two years. The MPSC is currently comprised of the Republic

<sup>1</sup> See Article 8, GGGI (2011), Agreement on the Establishment of the Global Green Growth Institute, <https://gggi.org/wp-content/uploads/2017/10/Agreement-on-the-Establishment-of-the-GGGI.pdf>, accessed March 19, 2024.

<sup>2</sup> See GGGI (2021), Decision on the Revision of the Terms of Reference for the Management and Program Sub-Committee, C/2021/DC/6, July 16, 2021, [https://gggi.org/wp-content/uploads/2021/08/C2021DC6-Council-Decision-on-Revising-MPSC-TOR\\_16-July-2021.pdf](https://gggi.org/wp-content/uploads/2021/08/C2021DC6-Council-Decision-on-Revising-MPSC-TOR_16-July-2021.pdf), accessed March 19, 2024.

of Korea (co-chair), Cote d'Ivoire (co-chair), Norway, and H.E. Bambang Brodjonegoro (expert/non-state actor).

- GGGI resource partners include international organizations, bilaterally government entities, and not-for-profit organizations. Resource partners provide core (unrestricted) funding that GGGI may use its own procedures to allocate across programs and earmarked (restricted) funding allocated to specific projects and/or programs. GGGI's programmatic expansion since 2021 has been supported by an increase in restricted funding. Whereas GGGI's annual core expenditure has averaged US\$16.9 million between 2021 and 2023, annual earmarked expenditure has increased from 36.7 million to US\$ 65.0 million over the same period. GGGI's largest resource partners providing core funding are the Governments of the Republic of Korea, Denmark, Norway, and the United Kingdom. GGGI's largest resource partners providing earmarked funding include Australian Aid Program, European Union, Global Affairs Canada, Germany's International Climate Finance Initiative, Grand Duchy of Luxembourg, Green Climate Fund, Korea International Cooperation Agency, Korea Ministry of Economy and Finance, New Zealand Aid, and United Kingdom Foreign, Commonwealth and Development Office. GGGI's resource partners may use the Mid-term Evaluation findings to inform discussions of potential future core and earmarked funding contributions.

### Appendix III. Intended use of the Evaluation findings, lessons, and recommendations

The Evaluation's findings, lessons learned, and recommendations are intended to inform the following decisions,

- The development and approval of the refreshed Strategy 2030 and accompanying CRF. GGGI's Director-General is responsible for the development of the refreshed Strategy 2030 and CRF, which is approved by the Council of GGGI. The refresh of Strategy 2030 shall commence in Q1 2025, led by GGGI's new Director-General, and presented to the Council in October 2025. The Evaluation will also guide the development of the Roadmap to Implement Strategy 2030 ("Strategy Roadmap"). This Roadmap is to be approved by the Director-General.
- The development and approval of a new GGGI GESI Strategy. The current version of this Strategy spans 2021-2025. GGGI's GESI Community of Practice is responsible for the development of this Strategy, under the supervision of GGGI's Management. The GESI Strategy is approved by the Director-General. (The new GESI Strategy shall also be informed by an independent assessment of GGGI's Sustainability and Safeguard Rules, being conducted in 2024.)
- The development and approval of GGGI's new regional strategies for Africa, Asia, Latin America and the Caribbean. These regional strategies currently span 2021-2025. The respective GGGI regional office is responsible for the development of the strategies, under the supervision of GGGI's Management. The regional strategies are approved by the Director-General.

The Evaluation is also intended to inform the development and approval of GGGI's People Strategy. GGGI's Strategy Roadmap identified a capabilities assessment as a key workstream for Strategy 2030, which became GGGI's People Strategy 2023-2025. GGGI's Human Resources Unit is responsible for the development of the People Strategy, under the supervision of GGGI's Management. The People Strategy is approved by the Director-General.

Additionally, the Evaluation will also inform the development of future GGGI biennial WPB. However, this is expected to happen in early 2026. In 2024, GGGI is developing the WPB for 2025-2026.

## Appendix IV. Roadmaps and Supplementary Strategies Supporting Strategy 2030

GGGI's 2030 was approved by GGGI's Council at the Twelfth Session of the Council on October 24, 2019. It sets the organization's course, over the period 2021-2030, for GGGI's efforts to respond effectively to the changing environment and its members' needs and growing ambitions. To achieve this, Strategy 2030 focuses GGGI's operations around two strategic goals. These programmatic strategic goals are supported by Global Operational Priorities and priority programs, supported by a Theory of Change linking GGGI's outputs, intermediate outcomes, and strategic outcomes. **Table AIII.1** presents the strategic goals and the corresponding global operational priorities from Strategy 2030. Moreover, Strategy 2030 defines annual operational and cumulative impact targets, supported by assumptions for GGGI's phased programmatic expansion.

Table AIII.1. GGGI's Strategic Goals and Global Operational Priorities Outlined in Strategy 2030

Goal	Global Operational Priority	Programmatic Solutions (in the Strategy Roadmap)
Goal 1. To support the transformation of Members toward low-carbon and resilient economies to maximize their green growth outcomes, Nationally Determined Contribution implementation and Sustainable Development Goals (SDG) commitments	GOP1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sectors.	PS01. Green investment
	GOP2. Supporting GGGI members in strengthening policy planning, regulatory frameworks, and institutional capacity to achieve green growth outcomes	PS02. Climate action
	GOP3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems.	PS03. Climate-resilient agriculture
		PS04. Sustainable forest
		PS05. Coastal resilience and blue economy
	GOP4. Making cities and communities sustainable, livable, and resilient through supporting green jobs, services, and green infrastructure.	PS06. Circular economy and sustainable waste management
		PS07. Sustainable mobility
		PS08. Green buildings
		PS09. Sustainable energy
	GOP5. Accelerating progress in GGGI's country programs for poverty eradication and gender equality through the organization's operations.	PS10. Green industries
Goal 2. To ensure that GGGI is well positioned as a sustainable and world class intergovernmental organization that is strong in delivering quality services and products	GOP6. Developing sustainable, stronger, and more diversified funding for GGGI operations.	
	GOP7. Driving, growing, and empowering green growth communities through knowledge transfer.	
	GOP8. Becoming an efficient, high-performing, and agile organization.	

Adapted from GGGI (2019), *GGGI Strategy 2030: A Low-Carbon, Resilient World of Strong, Inclusive, and Sustainable Growth*, [https://gggi.org/wp-content/uploads/2019/12/Strategy-2030-EXTERNAL-191212\\_FINAL.pdf](https://gggi.org/wp-content/uploads/2019/12/Strategy-2030-EXTERNAL-191212_FINAL.pdf), accessed March 19, 2024; GGGI (2020), *Roadmap to Implement Strategy 2030, Five-Year Roadmap 2021-2025*, P. 30, [https://gggi.org/wp-content/uploads/2020/05/GGGI-Strategy-2030-5-Year-Roadmap-2021-2025\\_for-MPSC\\_0618.pdf](https://gggi.org/wp-content/uploads/2020/05/GGGI-Strategy-2030-5-Year-Roadmap-2021-2025_for-MPSC_0618.pdf), accessed March 19, 2024; GGGI (2023), *Mid-Term Review of Roadmap 2021-2025, Final Addendum to Roadmap 2021-2025*, internal document, accessed March 18, 2024.

The development of Strategy 2030 was the responsibility of the Strategy and Results Unit, under the guidance of the Director of the Office of the Director General, the Management Team, and MPSC. Strategy 2030 was developed between October 2018 and October 2019. The process involved a desk review, external assessment, and extensive consultations with GGGI's divisions and external key stakeholders—including partner governments, the MPSC, the Council, and the Assembly, to provide input in shaping the future strategic direction

of the organization. The process was design to ensure a high-quality outcome as well as buy in and collective ownership in the strategic direction of the organization by all stakeholders, including staff.<sup>3</sup>

Several additional documents are closely linked to the implementation of Strategy 2030, as touched upon in the section “Purpose of the Evaluation”. These documents are as follows:

- CRF;
- Strategy Roadmap;
- GESI Strategy 2021-2025;
- Regional Strategies; and
- People Strategy 2023-2025.

**CRF.** Strategy 2030 is supported by an accompanying CRF, spanning 2021-2025. The CRF supports monitoring of GGGI’s performance and accountability, and is comprised of impact, intermediate outcome, and outputs statements, and accompanying indicators, and targets. The CRF is developed and periodically reviewed by the Strategy and Results Unit, reviewed by GGGI’s Management Team, endorsed by the MSPC, and approved by the Council. The CRF was approved in 2020 and updated in parallel with GGGI’s WPB. The CRF was most recently revised in September 2023, following the internal mid-term review of the Strategy Roadmap.

**Strategy Roadmap.** GGGI’s Management Team adopted the Strategy Roadmap as a high-level planning and communication tool for the implementation of Strategy 2030 for the period 2021-2025. Specifically, the Roadmap defined (1) the pathway for programmatic expansion to ensure organizational resources are not spread too thin; (2) impact targets for the five-year period, based on investment mobilization targets and investment multipliers; (3) the specific programmatic solutions to be delivered under Strategy 2030’s Global Operational Priorities; and (4) the key steps, milestones, and timelines for 10 workstreams to transition to, and deliver on, Strategy 2030.

The Strategy Roadmap was updated in September 2023, following an internal mid-term review of its implementation. The focus of the mid-term review was to assess the progress over assumptions and targets in the Strategy Roadmap and recommend possible updates. The mid-term review was informed by a desk review comparing 2021-2022 results against the 2025 targets, forecasting progress against the targets for 2023-2025, as well as internal stakeholder interviews with 12 GGGI Member countries. The mid-term review results in the updating of GGGI’s programmatic solutions, investment targets, and impact targets.

**GESI Strategy.** The GESI Strategy’s purpose is to affirm and operationalize GGGI’s Strategy 2030 commitment, particularly “Accelerating progress in GGGI’s country programs for poverty eradication and gender equality through the organization’s operations”. The GESI Strategy outlines the strategic entry points for integrating GESI into the programmatic solutions, across the entirety of GGGI’s project cycle, as well as integration of GESI into internal operations. The latter includes human resource management and procurement.

**Regional Strategies.** The regional strategies cascade down the strategic direction, program orientation, ambitions, and growth targets from Strategy 2030 and the Strategy Roadmap to GGGI’s respective regional portfolios. GGGI launched its first regional strategies in 2021, with regional strategies for Africa, Asia, as well as Latin America and the Caribbean. These three regional strategies span 2021-2025. GGGI launched its Pacific regional strategies in 2023, spanning 2023-2027. GGGI is currently in the process of developing a regional strategy for the Middle East.

**People Strategy.** The People Strategy’s purpose is to support the implementation of Strategy 2030’s Strategic Goal Two and, specifically, Global Operational Priority 8, “Becoming an efficient, high-performing, and agile organization”. Moreover, the People Strategy recognizes that two of the five key drivers for operational results

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<sup>3</sup> The process for developing Strategy 2030 is explained in GGGI (2021), GGGI Project Cycle Management (PCM) Manual Part 1 Strategic Framework, Version 1.0, approved May 4, 2021, internal document.

in Strategy 2030 relate to GGGI's staff and consultants. These two key drivers are the visionary and effective leadership and quality employees. The People Strategy was developed following a series of internal consultations to (1) understand the workplace and culture issues that are important to GGGI and its staff; (2) examine the existing strengths and weaknesses in people management; (3) consider potential solutions to enable GGGI to maintain identified strengths and address identified weaknesses; and, following these discussions, (4) identify priority actions for action over the short-, medium-, and long-term.

## Appendix V. Indicative list of key documents

### Agreement on the Establishment of GGGI

GGGI (2011), Agreement on the Establishment of the Global Green Growth Institute, <https://gggi.org/wp-content/uploads/2017/10/Agreement-on-the-Establishment-of-the-GGGI.pdf>

### Strategy 2030, Corporate Results Framework, Strategy Roadmaps

GGGI (2019), GGGI Strategy 2030, A Low-Carbon, Resilient World of Strong, Inclusive, and Sustainable Growth, Approved in the 8th Session of the Assembly and 12th Session of the Council (October 2019), [https://gggi.org/wp-content/uploads/2019/12/Strategy-2030-EXTERNAL-191212\\_FINAL.pdf](https://gggi.org/wp-content/uploads/2019/12/Strategy-2030-EXTERNAL-191212_FINAL.pdf)

GGGI (2021), GGGI Strategy 2030 & COVID-19 Recovery Memo Addendum to Strategy 2030: GGGI's work alignment with COVID-19 Recovery? A/2021/5-C/2021/5, <https://gggi.org/wp-content/uploads/2021/09/Item-5.-Strategy-2030-Review-Memo-Addendum.pdf>

For reference, GGGI's previous Strategy is available here: GGGI (2017), GGGI Refreshed Strategic Plan 2015-2020, Accelerating the Transition to a New Model of Growth, [https://gggi.org/wp-content/uploads/2018/02/17078\\_GGGI\\_Strategic\\_Plan-2015\\_v13\\_JM\\_HOMEPRINT.pdf](https://gggi.org/wp-content/uploads/2018/02/17078_GGGI_Strategic_Plan-2015_v13_JM_HOMEPRINT.pdf)

### GGGI Strategic Outcome Methodologies

GGGI (2019), GGGI Strategic Outcomes Guideline, Frameworks and Methodologies for Development Impact Estimation, December 2019, <https://gggi.org/wp-content/uploads/2020/02/GGGI-Technical-Guideline-No.-6-1.pdf>

GGGI (2023), GGGI's Updated Strategic Outcome (SO) Guideline, Frameworks and Methodologies for Development Project Outcome Estimation, December 2023, GGGI Technical Guideline No. 8, [https://gggi.org/wp-content/uploads/2024/02/GGGI\\_Tech-Guideline\\_8.pdf](https://gggi.org/wp-content/uploads/2024/02/GGGI_Tech-Guideline_8.pdf), accessed March 19, 2024

### GGGI Work Program and Budgets

GGGI (2020), Draft Work Program and Budget 2021-2022, MPSC/2020/16, <https://gggi.org/wp-content/uploads/2020/05/Draft-WPB-2021-2022.pdf>

GGGI (2022), Work Program and Budget 2023-2024, A/2022/1-C/2022/1, <https://gggi.org/wp-content/uploads/2022/09/Agenda-8.-Work-Program-and-Budget-2023-2024-1.pdf> and [https://gggi.org/wp-content/uploads/2022/09/Agenda-8.-Work-Program-and-Budget-2023-2024\\_Compedium-of-Business-Plans.pdf](https://gggi.org/wp-content/uploads/2022/09/Agenda-8.-Work-Program-and-Budget-2023-2024_Compedium-of-Business-Plans.pdf)

### GGGI Director-General Progress Reports

GGGI (2020), Can GGGI Weather the COVID-19 Storm and Support its Members in Greening Recovery? DG Progress Report to MPSC, April 2020, [https://gggi.org/wp-content/uploads/2020/04/DG-Progress-Report\\_FINAL-V1.pdf](https://gggi.org/wp-content/uploads/2020/04/DG-Progress-Report_FINAL-V1.pdf)

GGGI (2020), DG Progress Report to GGGI Council and Assembly October 6, 2020, A/2020/2-C/2020/2, <https://gggi.org/wp-content/uploads/2020/11/A20202-C20202-DG-Progress-Report.pdf>

GGGI (2021), DG Progress Report, September 2021, [https://www.gggi.org/wp-content/uploads/2021/09/DG-Progress-Report\\_September\\_2021\\_FINAL.pdf](https://www.gggi.org/wp-content/uploads/2021/09/DG-Progress-Report_September_2021_FINAL.pdf)

GGGI (2022), DG Progress Report to GGGI Council and Assembly September 28, 2022, <https://gggi.org/wp-content/uploads/2022/09/Agenda-2.-DG-Progress-Report.pdf>



GGGI (2023), DG Progress Report to GGGI Council and Assembly October, A/2023/1-C/2023/1, <https://gggi.org/wp-content/uploads/2023/09/Item-1.-DG-Progress-Report.pdf>

### **GGGI Annual Reports and Mid-year Results Reports**

GGGI (2021), Annual Report 2020, Accelerating Climate Ambition and Building Back Better, [https://gggi.org/wp-content/uploads/2021/06/GGGI-Annual-Report-2020-WEB-doublespreads\\_210531-2.pdf](https://gggi.org/wp-content/uploads/2021/06/GGGI-Annual-Report-2020-WEB-doublespreads_210531-2.pdf)

GGGI (2021), 2021 Mid-Year Corporate Results Progress Report, A/2021/3-C/2021/3, <https://gggi.org/wp-content/uploads/2021/09/Item-3.-2021-Mid-Year-Corporate-Results-Progress-Report-1.pdf>

GGGI (2022), 2022 GGGI Mid-Year Results Report ,Performance against the Corporate Results Framework (CRF), <https://gggi.org/wp-content/uploads/2022/09/Agenda-6.-2022-Program-Progress-Overview-and-Results-2.pdf>

GGGI (2022), Annual Report 2021, Green Bonds, [https://gggi.org/wp-content/uploads/2022/06/GGGI\\_AnnualReport2021\\_FIN.pdf](https://gggi.org/wp-content/uploads/2022/06/GGGI_AnnualReport2021_FIN.pdf)

GGGI (2023), 2022 Annual Report, Accelerating Green Growth: Gratitude, Resilience, Impact and Opportunity, [https://gggi.org/wp-content/uploads/2023/06/GGGI\\_AnnualReport2022.pdf](https://gggi.org/wp-content/uploads/2023/06/GGGI_AnnualReport2022.pdf)

GGGI (2023), 2023 Program Progress Overview and Mid-Year Results, <https://gggi.org/wp-content/uploads/2023/09/Item-2.-2023-Program-Progress-Overview-and-Mid-Year-Results-1.pdf>

GGGI (2024), 2023 Annual Report, Scaling Up: Balancing Growth, Sustainability, and Quality Delivery, <https://gggi.org/wp-content/uploads/2024/05/GGGI-Annual-Report-Summary-2023.pdf>

### **Supporting Strategies**

GGGI (2020), Corporate Results Framework 2021-2025, <https://gggi.org/wp-content/uploads/2020/11/A20207-C20207-Corporate-Results-Framework-2021-2025.pdf>

GGGI (2020), Roadmap to Implement Strategy 2030, 5-year Roadmap, 2021-2025, June 2020, [https://gggi.org/wp-content/uploads/2020/05/GGGI-Strategy-2030-5-Year-Roadmap-2021-2025\\_for-MPSC\\_0618.pdf](https://gggi.org/wp-content/uploads/2020/05/GGGI-Strategy-2030-5-Year-Roadmap-2021-2025_for-MPSC_0618.pdf)

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## Appendix VI. Previous and ongoing evaluations and reviews

	Global	Region				
		Africa	Asia	LAC	Middle East	Pacific
Completed						
LTS International (2020), Appraisal of the Global Green Growth Institute (GGGI), Final Report, 3 December 2020	X					
GGGI (2020), Impact Pathway Review: Viet Nam Program			X			
Germany IKI (2021), Project Evaluation, National Green Growth Plan for Ethiopia and Three Other Countries		X				
GGGI (2021), Evaluation of Rwanda Country Program 2015-2020		X				
GGGI (2021), Special Review Report, Review of Strategic Plan 2015-2020: Commitments Delivered and Key Results, April 2021	X					
GGGI (2021), Mid-Term Review of the MRV Project in Burkina Faso, January 2020 - August 2021, Evaluation Report, Final version, October 2021		X				
Norwegian Agency for Development Cooperation (2021), Final Evaluation of the GOI-GGGI Green Growth Program			X			
Danish Ministry of Foreign Affairs (2022), Danish support for the Global Green Growth Institute (GGGI), Review Report.	X					
United Kingdom DFID (2022), Programme Completion Review, Global Green Growth Institute	X					
GGGI (2022), Mid-Term Evaluation of Norway-Colombia-GGGI Green Growth Programme 2020-2023				X		
GGGI (2023), Final evaluation of "Development of Measurement, reporting and verification (MRV) system in Burkina Faso"		X				
Baastel (2023), Final Evaluation of GOI-GGGI Green Growth Program Phase 3 Sustainable Landscape Project in Indonesia			X			
EU (2023), ROM Report, Promotion of Sustainable Energy Practices in the Garment Sector in Cambodia			X			
New Zealand MFAT (2024), Internal Review: Low Emission Climate Resilient Activity Phase 1						X
Sisteme (2022), Mid-Term Evaluation Report Agrofor (Agroforestry Concessions Scheme: Enabling Multi-Level Implementation of an Innovative, Transformative Policy)				X		
Artemis (2023), Final Project Evaluation: "Management of Solid Waste, Wastewater, Waste Electrical and Electronic Equipment (WEEE) in Three Secondary Cities, Through Innovative Business Models for the Recycling and Recovery in Senegal "		X				

	Global	Region				
		Africa	Asia	LAC	Middle East	Pacific
<b>Active and to be completed in 2024</b>						
End project evaluation of Second phase of GGGI/Norway's joint green growth program with the Government of Colombia, due Q2 2024				X		
End project evaluation of Towards a Long-Term Low Emission Development Strategy for Ethiopia, due Q2 2024		X				
End project evaluation of Solar Grandmothers in Burkina Faso, due Q2 2024		X				
End project evaluation of Promotion of Sustainable Energy Practices in the Garment Sector in Cambodia, due Q4 2024			X			
End project evaluation of Climate Resilient and Inclusive Green Growth for Poor Rural Communities: Accelerating Implementation in the Agriculture Value Chain, due Q4 2024			X			
<b>Planned, to be completed in 2024</b>						
End project evaluation of Management Support to Norway under the Guyana-Norway Climate and Forest Partnership, due Q3 2024				X		
End project evaluation of Scaling-up Climate Resilience through Solar Power-Driven Access to Water, due Q3 2024						X
Mid project evaluation of RE-ACT: Renewable Energy - Accelerated Transition in Indonesia, due Q3 2024			X			
End project evaluation of Green Rehabilitation Investment Project for Karakalpakstan Republic to address impacts of the Aral Sea Crisis, due Q3 2024			X			
End project evaluation of Agroforestry for People, Peace and Prosperity in Southern Ethiopia's Coffee Growing Region, due Q4 2024		X				
Real time evaluation of Strengthening youth Economic, Social Conditions & Political Rights Awareness in Cote d'Ivoire, due Q3 2024		X				
Real time evaluation of Nature-based Solutions for Climate-smart Livelihoods in Mangrove Landscapes (NASCLIM), Indonesia, due Q3 2024			X			
Real time evaluation of Enabling Blue Carbon in Indonesia, due Q3 2024			X			
End project evaluation of Waste to Resources: Improving Municipal Solid Waste (MSW) and Hazardous Waste Management in Rwanda, due Q4 2024		X				
Evaluation of Uganda Country Program, due Q4 2024		X				

## Appendix VII. Role and Composition of the Internal Reference Group

### Background

The IRG is an advisory group providing advice and feedback to the Evaluation Manager and the Consultant at key moments during the evaluation process. It is established during the preparatory stage of the Evaluation.

### Purpose and Guiding Principles of the IRG

The overall purpose of the IRG is to contribute to the credibility and utility of the Evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process;
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use.
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

### Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRGs main role is as follows:

- Participate in face-to-face or virtual briefings with the evaluation team during the inception phase and/or evaluation data collection phase.
- Suggest key references, relevant contacts, and data sources in their area of responsibility.
- Review and consolidate comments from their respective units, departments, and divisions regarding:
  - The draft TOR with particular attention to the key evaluation questions, data availability and quality, as well as the criteria and long list of countries for case studies;
  - The draft inception report and related annexes with a particular focus on the data collection methods and selection criteria for country missions; and
  - The draft evaluation report and related annexes, with a particular focus on factual errors and/or omissions that could invalidate the findings and change the conclusions, issues of political sensitivity that need to be refined in the way they are addressed or in the language used, and the recommendations.
- Participate in the debriefing to discuss preliminary findings;
- Participate in the stakeholder workshops to validate findings and discuss the draft recommendations;
- Support the preparation of the management response to the evaluation recommendations;
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

## Membership

The IRG is composed of selected GGGI stakeholders from various units, departments, and Communities of Practice. The IRG should not exceed 11 members including representatives from the Strategy and Results Unit, Communications and Knowledge Sharing Unit, the regional offices, and communities of practice.

- The Strategy and Results Unit led the development of Strategy 2030 and the five-year implementation roadmap and will be responsible for any revisions to Strategy 2030. The Strategy and Results Unit also coordinates the preparation of GGGI's WPB and annual results reporting. It is expected that the Strategy and Results Unit will use the evaluation findings to guide the formulation of the Refreshed Strategy, strengthen the CRF and results reporting.
- The Communications and Knowledge Sharing Unit aims to strategically position GGGI as a world-leading, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people. It is expected that the Communications and Knowledge Sharing Unit will play a role in disseminating the evaluation findings and use the evaluation findings to support GGGI's communication and knowledge sharing strategy.

The IEU proposes that among the programmatic teams, a greater weighting is provided to the Communities of Practice over the regional offices. GGGI's Management articulates the role of the Communities of Practice to serve as centers of excellence, to guide the development of effective GGGI programs, and to provide quality assurance of GGGI projects. It is expected that the communities of practice and regional offices will use the evaluation findings to guide the formulation of the Regional Strategies and CPFs, as well as project development.

The following table presents the proposed membership of the IRG.

Position	Duty Station	Gender	Division
Managing Director and Head of Programs, Africa	Abidjan	M	GGPI
Managing Director and Head of Programs, Latin America and the Caribbean	Mexico City	M	GGPI
Global Practice Lead, Green Investment Services, & COP Lead, Sustainable Energy	Seoul HQ	M	IPSD
Global Practice Lead, Climate Action and Inclusive Development	Luxembourg	W	IPSD
Global Practice Lead, Carbon Pricing	Luxembourg	W	IPSD
COP Lead, Adaptation and Resilience	Seoul HQ	M	IPSD
COP Lead, Agriculture, Forestry, and Land Use (AFOLU)	Ouagadougou	M	IPSD
COP Lead, Gender Equality and Social Inclusion	Seoul HQ	W	IPSD
Head of Strategy and Results	Seoul HQ	M	ODG
Head of Communications and Knowledge Sharing	Seoul HQ	W	ODG
Head of Human Resources	Seoul HQ	W	OED