

# Evaluations: Lessons learnt from the GCF

Based on the Evaluation Synthesis and Second Performance Review

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#### **GCF** AND **EVALUATIONS**

- GCF's journey: IRM period, GCF-1 period and GCF-2 (2024-27)
- To date, 18 evaluations undertaken by the IEU on the effectiveness, efficiency, relevance, sustainability, impact, coherence and complementarity, innovation [...] of the Fund.
- Periodic performance reviews undertaken to assess:
  - **Progress** made by the GCF in delivering on its mandate.
  - The **performance** of the GCF in promoting the paradigm shift.
- Evaluation synthesis on past evidence and findings, recognizing the GCF's journey



## LESSON 1: INSTITUTIONAL ARCHITECTURE AND PERFORMANCE

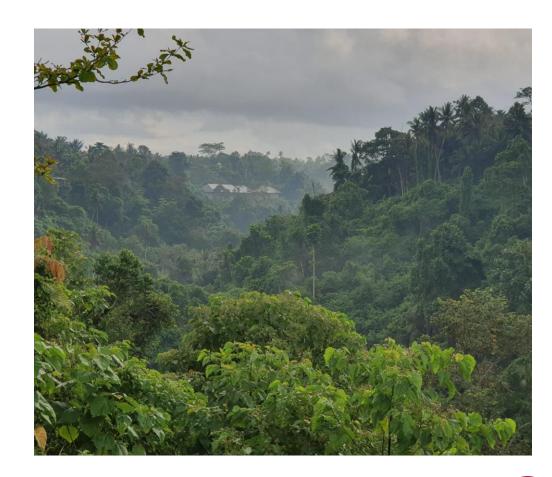
- Governance: no insurmountable challenges; comparable to other institutions, culture resembles UNFCCC
- Remaining challenges: slow policy work, identifying trade-offs, and differences in strategic vision
- Governance design brings legitimacy but compromises efficiency
- Learning opportunities at institutional level: accountability, observer input, blurred lines of responsibilities between governance and management functions
- Role in country: GCF has a position of privilege, but strategic approach to partnership is not yet developed
- Need for clarity in role(s) the GCF may wish to play at the country level





#### LESSON 2: ACCESS TO THE GCF

- Who is your partner?
- Network of diverse AE partners: Need for a vision and strategy for a manageable AE network of capable and diverse entities
- Accreditation function has multiple goals; alternates are underexplored, capacity challenges remain
- How to partner?
- Direct access growing but limited:
  - Countries struggle to identify entities, entities struggle with accreditation
  - Secretariat capacity support and IAE support needs to be targeted
- Who should partner in the future?
- Protracted, inefficient accreditation needs to be tackled:
  - Not sufficiently differentiated by entity characteristics
  - Not yet optimized for direct access





### LESSON 3: PROGRAMMING IN RESPONSE TO COUNTRY NEEDS

- Upstream programming is critical; best pathways are still being established
- Planning tools sufficiently focused will help achieve full potential of country programming
- Proposal & approval processes:
  - With growing volumes, process improvements and increasing quality at entry; transparency, predictability and consistent approaches become key to success
- Results & risk management is key:
  - Undeveloped management strategies hinder responsiveness and performance
  - Delegations of risk, reconciliation with scale and diversity needs addressing
  - Risk culture needs to be nurtured
- Knowledge management should be institutionalized for thought leadership
- Results/Impact: Implementation tracking is a must to help adaptative management but so are impact evaluations for learning





### THE RECIPE: SEVEN RECOMMENDATIONS FROM CLIMATE FINANCE LANDSCAPE

- 1. A strategic plan should clarify the Fund's strategic positioning, articulate programming and operational priorities, and address long-term and short-term trade-offs. The ambition and strategic direction should align with available resources.
- 2. At the country level, the Fund should clarify its intended approach and possible roles, aligning with the available resources.
- 3. Know your partners and future partners: Review and adjust accreditation priorities. Continuously enhance accreditation process' efficiency and transparency. Support and explore other access mechanisms beyond accreditation. Build capacities for better access and country-owned processes.
- 4. Operationally, continually improve the efficiency, predictability and relevance of operational systems, ensuring they reflect policy priorities, strategic objectives and climate urgency, especially targeting the delays within the GCF's control.
- 5. Pivot from an approval orientation towards one that emphasizes results and learning, with a coherent results architecture.
- 6. Establish the Fund's approach to managing entity and project risks.
- **7. Strengthen governance processes,** providing clear lines of roles & responsibilities and efficient leadership for the Fund.





### Thank you

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