



GREEN
CLIMATE
FUND

Independent
Evaluation
Unit

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 adaptive 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.





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Thank you

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