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Evaluation of the UN Environment Project
"Green Growth Knowledge Platform"

July 2017

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ABOUT THE EVALUATION[1]

Joint Evaluation: No

Report Language(s): English

Evaluation Type: Terminal

Brief Description: The aim of the GGKP is to identify major knowledge gaps in green growth theory and practice and to facilitate the creation of a dynamic green growth community of practice by facilitating interaction between its partners, scholars, practitioners, policymakers, and the private sector. The evaluation was undertaken at the end of the project as defined in the project document to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. It should however be noted that GGKP has already been successful in raising funds for a follow up phase. The evaluation therefore contains elements of both a Terminal Evaluation and a Mid-term Evaluation.

Key words: green growth, green economy, knowledge platform, knowledge management

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[1] This data is used to aid the internet search of this report on the Evaluation Office of UN Environment Website –

Project Identification Table

UNEP PIMS ID:	1646		
Sub-programme:	Resource Efficiency	Expected Accomplishment(s):	2012-13: EA (b) Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream sustainable development aspects in their development planning and implementation and adopt policies and tools for resource efficiency 2014-15: EA (a) – Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including in urban practices 2016-17: EA (a) – Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including in urban practices
UNEP approval date:	01/10/2013	PoW Output(s):	2012-13: Output 621 : Authoritative policy assessments, cost-benefit analyses and sectoral examples of the economic, environmental and social – including poverty reduction – gains from applying policies and economic instruments for resource efficiency are developed with a global perspective and used in governmental decision-making 2014-15: Output 612 – Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support Governments and other stakeholders in developing and implementing green economy policies in the context of sustainable development and poverty eradication. 2016-2017: Output 612 – Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support Governments and other stakeholders in developing and implementing green economy policies in the context of sustainable development and poverty eradication.
Coverage - Country(ies):	Global – map available at http://www.greengrowthknowledge.org/map	Coverage - Region(s):	N/A
Expected Start Date:	10/10/2013	Actual start date:	10/10/2013
Planned completion date:	09/09/2016 (36 months)	Actual completion date:	31/12/2017 (51 months according to project revision 3)
Planned project budget at	7,324,475 USD	Total expenditures reported as of 27	USD 1,807,533

approval:		April 2017:	
Planned Environment Fund (EF) allocation:	1,215,000 USD (staff posts)	Actual EF expenditures reported as of [date]:	555,529 USD
Planned Extra-budgetary financing (XBF):	6,109,475 USD	Actual XBF expenditures reported as of 27 April 2017:	USD 1,807,533
XBF secured:	2,210,098 USD	Leveraged financing:	USD 2,210,099
First Disbursement:	N/A	Date of financial closure:	N/A
No. of revisions:	3	Date of last revision:	14 September 2016
Mid-term review/ evaluation (planned date):	N/A	Mid-term review/ evaluation (actual date):	N/A
Date of last Steering Committee meeting:	15/06/2017	Terminal Evaluation (actual date): *(where applicable)*	February - June 2017

Executive summary

Introduction

1.   The aim of the GGKP is to identify major knowledge gaps in green growth theory and practice and to facilitate the creation of a dynamic green growth community of practice by facilitating interaction between its partners, scholars, practitioners, policymakers, and the private sector. The GGKP intends also to share knowledge, tools, data, and good practices through a dedicated web-based platform. The overall goal of the GGKP is to support policymakers and other relevant actors in developing, adopting, and implementing green growth policies and practices.

2.   The Green Growth Knowledge Platform (GGKP) was established in January 2012 by the Global Green Growth Institute (GGGI), the Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UN Environment) and the World Bank. The project was incubated during 2 years and had its official launch event in Geneva in January 2014.

3.   Under the strategic guidance and direction of a Steering Committee, the project is implemented by a Secretariat based in Geneva and supported by GGKP Coordinators from the founding institutions. An Advisory Committee provides strategic advice and guidance to the GGKP Steering Committee and the GGKP management team. Research Committees have been established as the main mechanism through which the project aims to promote and execute the GGKP research activities. Over the course of its implementation, the GGKP has grown a network of 55 Knowledge Partners that contribute knowledge to the GGKP and engage in periodic exchanges about their respective work programmes in the green growth space and, when mutually beneficial, collaborate on initiatives of common interest.

Evaluation objectives and scope

4.   The evaluation was undertaken at the end of the project as defined in the project document to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. It should however be noted that GGKP has already been successful in raising funds for a follow up phase. The evaluation therefore contains elements of both a Terminal Evaluation and a Mid-term Evaluation.

5.   The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and

knowledge sharing through results and lessons learned among UN Environment and the main project partners. The main evaluation questions to address were:

- To what extent are green growth knowledge products delivered by GGKP being used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition?

- To what extent is the GGKP leading to the development of other green growth research initiatives as a result of knowledge gaps it has identified? To what extent was GGKP effective in stimulating a community of practice that would disseminate and make available the latest knowledge on green growth?

- To what extent should the GGKP consider expanding its partnership to other stakeholder groups, such as private sector actors?

- To what extent should the GGKP consider expanding its focus to supporting collaboration in the delivery of national level work (policy cycle, indicators at country level – experts)?

- Is the current structure, including the co-hosting agreement, fit to support the changing environment in which GGKP is operating?

Main findings

6.   The strategic relevance of the project was found to be "Highly Satisfactory". The project is well anchored in the Rio+20 Conference outcome document that acknowledged the importance of promoting green economy in the context of sustainable development and poverty eradication and called for the development of platforms to contribute to coordinating and providing information on green economy tools, best practices, models and methodologies. Since the Rio+20 Conference the concepts of green growth and green economy have gained traction in national-level projects, policies, and global initiatives. The SDGs have set the goal (8) to "*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*." The Paris Agreement provides the world with increased thrust to achieve low carbon, climate-resilient and sustainable development while recognizing the need to enhance capacity-building worldwide and support collaborative research and development, and technology transfer to developing countries.

7.   The evaluation rated the effectiveness of the project as "Satisfactory". The GGKP has been particularly effective at delivering expected outputs in a short timeframe despite limited financial resources.

Assessment of project outputs was rated "Satisfactory"

- The GGKP Research Committees have published 9 scoping analyses. Founding members and knowledge partners have produced or commissioned 24 working papers for the GGKP to help identify and prioritize complementary knowledge gaps. The project has also harnessed and enabled the sharing of 98 research papers and 29 slide presentations through the GGKP Annual Conferences. However, the contribution of the Research Committees to, and their influence on, knowledge generation was found to be uneven due to a range of factors including limited financial capacities available to support their functioning.

- The GGKP website has become a visible platform that has received on average close to 10.000 visits per month during the third quarter of 2016[2]. In 2016, a total of 14,735 publications were downloaded from the GGKP Resource Library. Users of the web platform positively assess the relevance of the content provided as well as the

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[2] To put this figure into perspective, early 2017 the 10YFP SCP Clearinghouse received on average 4.000 visits per month.

navigation metaphor and presentation. From the onset of the project, the website was envisioned as a repository of codified knowledge. The web platform was not set up to enable members of the community of practice to interact, post questions and have online discussions. Online exchanges and knowledge networking have not been priority areas of work and therefore moderate achievements were found on building and facilitating a dynamic green growth community of practice.

Assessment of project outcomes was rated "Moderately satisfactory"

- The project has, to a limited extent, attracted research donors besides the founding members to finance knowledge generation as a direct result of gaps identified by GGKP research committees. The initial expectation that Research Committees would design or lead other actors to develop research programmes based on identified knowledge gaps and attract funding to generate new knowledge has not been completely fulfilled, which was due in part to over-ambitious expectations on the time it takes to facilitate and generate results from the collaborative research committee process. Nevertheless, the project was able to attract experts producing "insight" blogs discussing and describing relevant green growth research and activities for the GGKP web platform.

- Policymakers and other actors were found to use green growth knowledge and data resources relevant to policy and provided by the GGKP in their promotion of policies and actions that support a green economy transition. Reference to the use of GGKP assessment and reports were found through the evaluation survey and online search. Google Scholar returned 385 articles on "Green Growth Knowledge Platform".

Assessment of the likelihood of project impact was rated "Moderately likely"

- Evidence was found of the GGKP having supported policymakers and other relevant actors to develop, adopt, and implement green growth policies and practices. According to the GGKP Users survey conducted by the evaluation, more than 70% of respondents indicated either a high or significant contribution of the GGKP to *informing programmes, projects, publications, research, monitoring systems, or training and education activities* and 55% to *developing and/or adopting, and implementing green growth practices*. About 46% of the users reported a high or significant contribution of the GGKP to *Improving national policies, strategies, or legislative frameworks*. Anecdotal evidence was collected about adoption of the GGKP transacted knowledge in research programmes and national strategies. Salient factors limiting uptake of the knowledge provided by the GGKP were lack of financial resources and lack of partnerships.

8.   The efficiency of the project was rated as "Highly satisfactory", primarily due to the level of achievement of the project compared to the financial resources that were made available for its implementation. The initial budget plan was for the GGKP to raise USD7,324,475 while the project secured USD3,425,098 in cash and in-kind.

9.   The evaluation rated the sustainability of the project "Moderately unsatisfactory" due to the moderate level of institutionalization of the GGKP among the founding members and limited institutional mainstreaming of the GGKP in most of the Knowledge Partners. Nevertheless, in terms of financial sustainability the GGKP has recently benefited from a commitment of funding for six-years, which secures a sound financial foundation together with GGGI's core financing and the annual contributions of Switzerland and the Netherlands, in addition to the funding provided by the Norway, Sweden, and Germany.

Ratings table (summary)

Criterion[3]	Rating
A. Strategic Relevance	**HS**
1. Alignment to MTS and POW	HS
2. Alignment to UNEP/GEF/Donor strategic priorities	S
3. Relevance to regional, sub-regional and national environmental priorities	MS
4. Complementarity with existing interventions	S
B. Quality of Project Design	**S**
C. Nature of External Context	**HF**
D. Effectiveness	**S**
1. Achievement of outputs	**S**
2. Achievement of direct outcomes	MS
3. Likelihood of impact	ML
E. Financial Management	**S**
1.Completeness of project financial information	MS
2.Communication between finance and project management staff	S
3.Compliance with UNEP standards and procedures	S
F. Efficiency	**HS**
G. Monitoring and Reporting	**S**
1.Project reporting	S
2. Monitoring design and budgeting	MS
3. Monitoring implementation	MS
H. Sustainability[4]	**MU**
1. Socio-political sustainability	S
2. Financial sustainability	MS
3. Institutional sustainability	MU
I. Factors Affecting Performance	**MS**
1. Preparation and readiness	S
2. Quality of project management and supervision	S
3. Stakeholders participation and cooperation	MS
4. Responsiveness to human rights and gender equity	MS
5. Country ownership and driven-ness	MS
6. Communication and public awareness	S
7. Catalytic role, replication and scaling up	MS
Overall project rating	**S**

Main lessons learned

- Highlighting the contribution of knowledge generation, management and sharing activities to the achievement of specific SDG targets facilitates translation into national development plans, policies and practices.

- Assessing knowledge gaps can contribute to more effective knowledge dissemination strategies. Knowledge needs assessment should be regarded as action research and involve consultations with all segments of prospective knowledge users.

- Projects aiming for knowledge uptake in heterogeneous and fluid environments should assess what proportion of their knowledge management activities and resources should go respectively to knowledge codification and knowledge networking.

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[3] Section ratings are formed by aggregating the ratings of their respective sub-categories, unless otherwise marked
[4] According to UN Environment guidance, the overall rating for Sustainability is not an average but is based on the lowest rating among the three sub-categories

- Knowledge uptake is conditioned by a range of environmental factors. Brokering information on, and facilitating access to, financial resources and partnerships are priority criteria to foster knowledge adoption at country level.
- Projects aiming for a transition to a green economy should be provided with adequate financial resources and a reasonable timeframe to accompany the change.

Main Recommendations

The GGKP project should revisit its Theory of Change with a view to sharpening the causal pathways and formulate project outcomes that account for results of the current process of widening the range of project stakeholders. Specifically, the project should:

  o Spell out outcomes for various types of stakeholders that highlight the short to medium term benefits of their involvement in the GGKP.

  o Focus its activities and maximize its network to reflect limited human capacities and the need to continually delivering high quality products and services as a component of a strategic differentiation with other knowledge providers.

  o Move up on the value chain and leverage its mandate and structure to create increased added-value for its partners, end-users, and stakeholders.

  o Explore the mechanisms of knowledge translation at country level and support its Knowledge Partners and national end-users in developing and adopting knowledge on green growth.

- **The GGKP should review the functioning of its constituencies and partnership and seek to generate higher added-value from its mandate and structure**.

  o The Steering Committee should remain flexible and open to project innovations.

  o The project should make additional efforts to support the functioning and delivery of the Research Committees.

  o The Advisory Committee should have stronger oversight over, and contribution to, the activities of the Research Committees.

  o The role of the GGKP coordinators should be aligned with the original intent set forth in the project document.

  o Knowledge Partners should strive to mainstream and institutionalize the GGKP in their organization.

- **The GGKP should continue improving its products and services with close involvement from their end-users.**

  o The project should continue improving the functional and content management capabilities of the GGKP website.

  o The project should consider installing mechanisms that facilitate networking and exchange of tacit knowledge between members of the green growth community of practice.

  o The project should improve the consistency in the organization of the GGKP Annual Conferences.

- **The financial and staffing capacities of the project should be increased.**

  o The Secretariat of the GGKP should remain innovative while staying conscious about the volume of work entailed by the need to continuously improve the quality of existing products and services and the resources required for any new activities.

- o Resource mobilization efforts should be strengthened.
- **The sustainability of the project should be strengthened.**
  - o The project should increasingly codify its internal processes and knowledge.
  - o The exit strategy of the GGKP should be clarified.

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Abbreviations

10YFP	10 Year Framework of Programmes for sustainable development
2iE	International Institute for Water and Environmental Engineering
ACTS	African Centre for Technology Studies
AfDB	African Development Bank
AFED	Arab Forum for Environment and Development
BNU	Beijing Normal University
CMM	Mario Molina Center
CSTEP	Center for Study of Science, Technology and Policy
DA	Development Alternatives
DCED	Donor Committee for Enterprise Development
EA	Expected Accomplishment
EC	European Commission
DG DEVCO	Directorate-General for International Cooperation and Development
ECA	United Nations Economic Commission for Africa
EDRI	Ethiopian Development Research Institute
EfD	Environment for Development initiative
EO	Evaluation Office (of UNEP)
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
ESPA	Ecosystem-based Services for Poverty Alleviation
EU	European Union
ERC	European Research Council
FI	UNEP Finance Initiative
FOEN	Swiss Federal Office for the Environment
FTE	Full Time Employee
G20	Group of Twenty
GEC	Green Economy Coalition
GEI	Green Economy Initiative
GGGI	Global Green Growth Institute
GGKP	Green Growth Knowledge Platform
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICCA	Institute for Climate Change and Adaptation
IIED	International Institute for Environment and Development
IISD	International Institute for Sustainable Development
ILO	International Labour Organisation (UN)
IMF	International Monetary Fund
INECC	National Institute of Ecology and Climate Change
InforMEA	United Nations Information Portal on Multilateral Environmental Agreements
INGO	International Non-Governmental Organization
IPCC	Intergovernmental Panel on Climate Change
IPSAS	International Public Sector Accounting Standards
JIU	United Nations Joint Inspection Unit (JIU)
LEDS GP	Low Emission Development Strategies Global Partnership
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PAGE	Partnership for Action on Green Economy
PIMS	Programme Information and Management System
PoW	Programme of Work
PRCEE	Policy Research Center for Environment and Economy
REEEP	Renewable Energy and Energy Efficiency Partnership
SCP	Sustainable Consumption and Production Clearinghouse
SDG	Sustainable Development Goals
SMART	Specific Measurable Achievable Relevant Time-bound

TERI	Energy and Resources Institute
TIPS	Trade & Industrial Policy Strategies
ToC	Theory of Change
TORs	Terms of Reference
GCRF	Global Challenges Research Fund
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment (UNEP)
UNEP-WCMC	United Nations Environment Programme's World Conservation Monitoring Centre
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organisation
UNITAR	United Nations Institute for Training and Research
UN-REDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation
US	United States
WBCSD	World Business Council for Sustainable Development
WWF	World Wide Fund

I. Introduction

10.   The aim of the GGKP is to identify major knowledge gaps in green growth theory and practice and to facilitate the creation of a dynamic green growth community of practice by facilitating interaction between its partners, scholars, practitioners, policymakers, and the private sector. The GGKP intends also to share knowledge, tools, data, and good practices through a dedicated web-based platform. The overall goal of the GGKP is to support policymakers and other relevant actors in developing, adopting, and implementing green growth policies and practices.

11.   The GGKP was established in January 2012 by the Global Green Growth Institute (GGGI), the Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UN Environment) and the World Bank. During 2012-2013 the project was incubated at the World Bank where the GGKP architecture, strategy, work programme, and project documents were drafted. The project document was signed in October 2013 and the GGKP Secretariat transferred to Geneva in September 2013. According to the guiding project document, the completion date initially planned for the project was September 2016. In August 2016, the GGKP Steering Committee agreed to extend the project until 31 December 2017.

12.   The GGKP is a project anchored in the Economy Division of UN Environment. It belongs to the UN Environment sub-programme on Resource Efficiency, which pursues the objective "to promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being." More specifically, the GGKP is linked to the first Expected Accomplishments (EA) of the sub-programme: "Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and green economy are developed, shared and applied by policymakers, including in urban practices in the context of sustainable development and poverty eradication".

13.   The GGKP's four founding organizations have formed a governance structure composed of the *GGKP Steering Committee*, the main organ for decision-making and strategic direction setting. The *Advisory Committee* is an expert body that provides strategic advice to the *Steering Committee* especially about research topics, potential sources of funding, and relevant institutions and researchers. *Research Committees* include representatives from academic, practitioner, policymaking and donor communities, who jointly devise, develop, and ensure delivery on research programs. The *GGKP Management Team* is a joint UN Environment and GGGI setup in charge of the coordination, knowledge management, communications and outreach, budget and operations management. The *Management Team* is composed of the *GGKP Secretariat* and involves four *GGKP Coordinators* who are staff from the founding organizations. The *Secretariat* is based in Geneva with UN Environment but has included staff dedicated to the initiative working from other locations (e.g. Washington DC).

14.   Implementation of the GGKP has benefited from a network of knowledge partners expected to collaborate in the generation, management and sharing of green growth knowledge. This network has grown from 16 partners in 2013 to 55 in 2017.

15.   The budget planned for the implementation of the GGKP project over 36-months was USD7,324,475. As of September 2016, the total secured funds were USD2,210,099 complemented by an in-kind contribution of UN Environment of USD1,215,000.

16.   This report presents the first evaluation of the GGKP. The purpose of this assessment is to respond to UN Environment's accountability requirements and for learning by UN Environment and the main project partners, including to promote operational improvements. While all GGKP stakeholders in principle are considered as having an interest in the outcome

of the Evaluation, the primary target audience for the Evaluation are the GGKP founding partners. GGKP knowledge partners are the secondary users of the evaluation. Users of the GGKP are the main beneficiaries.

II. Evaluation Methods

17. The evaluation of the GGKP was commissioned by UN Environment in line with UN Environment Evaluation Policy[5] and the Programme Manual[6] for Project Level Evaluations. Terminal Evaluations (TE) are expected to be undertaken at project completion to assess project relevance and performance (in terms of relevance, effectiveness, and efficiency), and determine the outcomes (actual and potential) from the project, including their sustainability. In the current context, the evaluation was also approached as a Mid-term Evaluation, as the GGKP has secured funding for a follow-up phase and the project is expected to continue. Accordingly, the assessment was forward looking and analysed problems and challenges the project is facing and proposed corrective actions. The main evaluation questions to address were:

- To what extent are green growth knowledge products delivered by GGKP being used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition (as per key outcome and impact indicator presented in the impact report, p. 8[7])?

- To what extent is the GGKP leading to the development of other green growth research initiatives as a result of knowledge gaps it has identified? To what extent was GGKP effective in stimulating a community of practice that would disseminate and make available the latest knowledge on green growth?

- To what extent should the GGKP consider expanding its partnership to other stakeholder groups, such as private sector actors?

- To what extent should the GGKP consider expanding its focus to supporting collaboration in the delivery of national level work (policy cycle, indicators at country level – experts)?

- Is the current structure, including the co-hosting agreement, fit to support the changing environment in which GGKP is operating?

18. These research questions have informed the data collection and analysis. However, the structure of the report presents findings in line with the evaluation questions of relevance, efficiency, effectiveness and sustainability of the GGKP project.

19. The evaluation focused on the period from 2014 to 2017 but it was recognized that several ongoing initiatives predate the current project document. Accordingly, the evaluation addressed resources relevant during this period, regardless of the initial roll-out/start date.

20. Information to answer the evaluation questions was collected through complementary methods, mostly driven by a practical approach to reach out to most of the GGKP constituencies:

- A desk review of 500+ secondary resources was carried out to analyse the project framework, internal information and reports, project outputs, external publications

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[5]http://www.unep.org/eou/StandardsPolicyandPractices/UN EnvironmentEvaluationPolicy/tabid/3050/language/en-US/Default.aspx

[6] http://www.unep.org/QAS/Documents/UN Environment_Programme_Manual_May_2013.pdf

[7] A key impact indicator for which the evaluation should present any emerging evidence is the following « Practitioners and policymakers utilising GGKP knowledge products to develop and implement on the ground policy change »

as well as previous findings and recommendations from past evaluations (annex 8).

- Discussions with and feedback from GGKP Secretariat staff, Knowledge Partners, known users and partners in the generation and sharing of GGKP knowledge. The evaluation consulted with informants both face-to-face during the inception meetings in Geneva in February 2017 and during the PAGE Ministerial Conference in Berlin in March 2017 and remotely through phone/Skype calls in March-April-May 2017. In total 41 informants were consulted from the Steering Committee, the GGKP Secretariat, Research Committees, the Advisory Committee, Knowledge Partners, and GGKP users (annex 2).

- An online survey was disseminated to subscribers of the GGKP Newsletter to invite them to provide their views and feedback on their use of the GGKP. In order to ensure strong visibility and authority to the survey, the questionnaire was sent by the GGKP Secretariat. Two personalized reminders were addressed to survey recipients. A popup invitation to take the survey was also displayed on the GGKP Website. The survey was anonymous. In total, 450 respondents took the GGKP users survey, which represents a significant panel of informants (annex 4).

- An online survey was administered to the GGKP Knowledge Partners to gather their assessment on the functioning and intermediate outcomes of the GGKP. The questionnaire was launched by the GGKP Secretariat and followed by two reminders. The survey was anonymous. The GGKP Knowledge Partners survey was taken by 19 respondents (annex 5).

- A brief case study was developed on the Low Emission Development Strategies Global Partnership (LEDS GP), a platform selected with the GGKP Secretariat as an initiative the GGKP could compare with and learn from (annex 6).

21. Information was triangulated by leveraging and validating inputs and data from different sources (e.g. surveys, interviews, and secondary data). Data analysis has been both qualitative and quantitative. Qualitative analysis has led to identifying the contribution of the GGKP products and services to the GGKP functions and effectiveness. A stakeholder analysis was conducted to identify if the stakeholders were involved in an optimal way. The Theory of Change (Project ToC) presented in the project document was further explored by identifying assumptions of major stakeholders, including an analysis of the evolution of the underlying assumptions. Quantitative analysis included a review of the metrics and quantitative achievements of the GGKP. Statistical analysis of the GGKP users and Knowledge Partners survey results was complemented with the formulation of indices to compare assessments. Cross-tabulations were used to segment opinions according to the profile of respondents.

22. The evaluation faced several constraints that influenced the design and findings of the assessment. The short time frame availed for the research itself did not allow for a more comprehensive collection of survey responses. Furthermore, the GGKP Users survey questionnaire was made available only in English, which may have prevented some recipients from participating when lacking adequate English language skills. The methodology used for the surveys did not allow for installing a protocol that would ensure that results can be generalized[8]. Accordingly, the surveys represent the perspectives of the

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[8] The GGKP Users survey was disseminated to the 4900 recipients of the newsletter. This convenient sampling cannot ascertain that the members of this list were statistically representative of the entire community of GGKP users, such as the monthly average 6900 unique visitors of the GGKP website by the end of 2016. Furthermore, a random sample representative of the list of survey recipients with a confidence level of 95% and confidence interval of 5% would have required to collect responses from 356 respondents while preventing any non-response

sample of respondents. Due to the global scale of the project, lack of monitoring instruments at country level, and limited financial resources, the evaluation did not rely on any country visits and face-to-face consultations with governments and practitioners. This is likely to have reduced opportunities for collecting evidence of impact at national level. The lack of solid outcome indicators in the GGKP logframe has somewhat limited a more robust contribution analysis. No strategies were used to include the views of marginalised or potentially disadvantaged groups. Project financial data could not be accessed with the level of disaggregation required for a detailed analysis of the project allocations and expenses.

III. The Project

A. Context

23.   According to UN Environment, the world economy has quadrupled during the past 25 years, benefiting hundreds of millions of people but degrading 60% of the world's major ecosystem goods and services that underpin livelihoods (UNEP, 2011). Several concurrent crises have struck or increased during the past decade -e.g. climate, biodiversity, fuel, food, water, financial system and economy as a whole. Although the origin of these crises vary, they are commonly grounded in a gross misallocation of capital with limited financial assets invested in renewable energy, energy efficiency, public transportation, sustainable agriculture, ecosystem and biodiversity protection, and land and water conservation.

24.   The Paris Agreement and the adoption of the Sustainable Development Goals in 2015 show increased understanding among decision makers that making a transition to an inclusive green economy is necessary. Such transition requires resources, appropriate domestic fiscal measures and policy reforms, international collaboration through trade, aid, market infrastructure. Shifting paradigms and fostering green growth needs also capacity-building, experience sharing, and the diffusion and adaptation of existing knowledge to new local contexts (World Bank, 2012).

B. Milestones/key dates

25.   The initial concept for the Green Growth Knowledge Platform was borne out of a World Bank initiative to support the creation of knowledge platforms dedicated to key global themes. In March 2011, the World Bank called on governments and development agencies to join a new global knowledge platform on green growth bringing together proponents of sustainable development to promote and implement green growth policies by exchanging knowledge, information and experience (OECD, 2011). The World Bank reached out to the OECD, UN Environment, and the Global Green Growth Institute (GGGI) to explore the idea of joining their efforts to create a knowledge platform dedicated to increasing information exchange on green growth and green economy. These organizations were already pursuing green economy and green growth initiatives. In 2008, UN Environment had launched the "Green Economy Initiative" (GEI) consisting of global research and country-level assistance aiming at motivating policymakers to support environmental investments as a way of achieving sustainable development. In 2010, the Republic of Korea had launched the GGGI, a think tank that would be converted later into an international treaty-based organization. In 2011, OECD published "Towards Green Growth", a strategy with concrete recommendations and measurement tools to support countries' efforts to achieve economic growth and development.

26.   In January 2012, the World Bank organized the GGKP inaugural conference "Green Growth: Addressing the Knowledge Gaps" in Mexico City. The GGKP was established during

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bias. In practice, this cannot be arranged with the usual response rates of external email surveys (10-20%). The survey collected inputs from 450 individuals who were self-selected participants.

the conference through a Memorandum of Understanding by GGGI, OECD, UN Environment and the World Bank. In May 2012, the World Bank published the report on "Inclusive Green Growth: The Pathway to Sustainable Development". In June 2012, the Rio+20 Conference highlighted the importance of promoting green economy in the context of sustainable development and poverty eradication and called for the development of platforms to contribute to coordinating and providing information on green economy tools, best practices, models and methodologies. The first strategic plans and work programmes of the GGKP were drafted after Rio+20. In April 2013, OECD organized the second GGKP Annual Conference. The GGKP Project Document was signed in November 2013 under the management of the UN Environment DTIE (now Economy Division). In September 2013, the GGKP Management Team was moved from Washington to Geneva and in January 2014 the GGKP office was officially inaugurated in Geneva and the website officially launched.

27. Key dates in the GGKP implementation:
- Formal starting date: 10 October 2013
- Planned completion date: 09 September 2016
- Formal completion date: 31 December 2017

GGKP Project Outcome level milestones	Planned Delivery Date
Outcome: Green growth knowledge products are used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition	
M1 New web platform launched to provide access to Green Growth knowledge products by practitioners and policymakers.	31 December 2013
M2 Three green growth knowledge products developed by knowledge partners uploaded and made available on web platform	30 June 2014
M3 2014 Annual conference convened to share experiences and good practices among practitioners and policy makers.	31 December 2014
M4 Three new green growth knowledge products developed by knowledge partners uploaded and made available on web platform	30 June 2015
M5 Three hundred practitioners and policymakers acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition	31 December 2015
M6 One hundred "insight" blogs produced and uploaded to the GGKP web platform by the green growth community of practice	30 June 2016
M7 Four research donors commit to financing knowledge generation focused on addressing gaps identified by GGKP research committees	30 September 2016
M8 Four hundred practitioners and policymakers acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition	31 December 2016
M9 Comprehensive knowledge platform user survey completed by at least 500 users	30 June 2017
M10 Five hundred practitioners and policymakers acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition	31 December 2017
GGKP Output level milestones	**Planned Delivery Date**
Output 1: Knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda	

A1 Three pilot GGKP research committees convened	31 December 2013
A2 Three research papers for 2014 Annual Conference circulated to Advisory Committee for comment	30 June 2014
A3 Three research papers for 2014 Annual Conference launched	31 December 2014
A4 Three research papers for 2015 Annual Conference circulated to Advisory Committee for comment	30 June 2015
A5 Three research papers for 2015 Annual Conference launched	31 December 3016
A6 Three research papers for 2016 Annual Conference circulated to Advisory Committee for comment	30 June 2016
A7 Three research papers for 2016 Annual Conference launched	30 September 2016
A8 Three new GGKP research committees launched and gap analyses developed	31 December 2016
A9 In-person workshops organized to discuss gap analyses for three new research committees	30 June 2017
A10 Gap analyses for three new research committees finalized and roadmap for catalysing research developed	31 December 2017
Output 2: Web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice	
A1 GGKP regional workshop in Africa convened and beta version of GGKP web platform launched	31 December 2013
A2 GGKP indicators and data sets incorporated into the web platform	30 June 2014
A3 Knowledge partners workshop and GGKP 2014 annual conference convened	31 December 2014
A4 Map interface tool launched on web platform	30 June 2015
A5 Knowledge partner workshop and GGKP 2015 Annual Conference convened	31 December 2015
A6 Green growth project database fully functional and represented through map interface tool on platform	30 June 2016
A7 Knowledge partners workshop and GGKP 2016 Annual Conference convened	30 September 2016
A8 Webpage highlighting Pan-European commitments to green economy launched and commitments reflected on relevant country pages	31 December 2016
A9 Green growth "best practice" database launched and maintained with up-to-date analysis	30 June 2017
A10 Fifteen webinars highlighting new knowledge products organized	31 December 2017

Table 1: Milestones and intended delivery dates of project outcomes and outputs
Source: GGKP Project Document and Revisions, 2017

C. Objectives and components

28. As referred in the project document, the mission of the Green Growth Knowledge Platform was to identify major knowledge gaps in green growth theory and practice and to address these gaps through policy-oriented research by stimulating collaboration and knowledge sharing between its partners, scholars, practitioners, policymakers, and the

private sector. The GGKP aimed to deliver state-of-the-art knowledge management that would provide this community with the policy guidance, good practices, tools, and data necessary to support a green economy transition. The GGKP intended to emphasize a practical orientation for research that was grounded in the belief that good policy can only emerge from close collaboration among researchers, practitioners, policymakers, and the private sector. Furthermore, the GGKP expected to enable the creation of a dynamic green growth community of practice by facilitating interaction through a global Advisory Committee and thematic Research Committees and by organizing Annual Conferences and technical workshops. The GGKP planned also to create a dedicated web-based platform for sharing knowledge, tools, data and good practices. The platform would include, among other things, a database of green growth projects, a global library of technical and policy resources, and a repository of green growth tools and data.

29.   Specifically, the GGKP project document (November, 2013) anticipated the achievement of one outcome: "**Green growth knowledge products are used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition**". The *underlying assumption* was that the application and sharing of green growth knowledge would lead to policy change that would create an *intermediate state* where goods and services are increasingly being produced, processed and consumed in a sustainable way.

30.   To achieve the above outcome, the GGKP Project was structured around two outputs:

- *Knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda*: the principal objective of the GGKP research activities was to identify major knowledge gaps in green growth theory and practice and to address these gaps by catalysing an international green growth research agenda among GGKP knowledge partners and other interested international organizations, research institutes, experts, and donors. Delivery of this output was through two main mechanisms, (a) Research committees convened to promote and execute GGKP research activities, and (b) Annual conferences focusing on specific green growth themes while leaving room for discussions around updates on GGKP's ongoing research programs and latest trends/issues.

- *Web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice*: the main objective was to develop a green growth community of practice, including practitioners, policymakers, researchers, and the private sector, and to provide this community with easy access to the knowledge products required to support a green economy transition. This output would be delivered through the development of a website that would collate selected knowledge products from partner institutions and by organizing outreach activities such as the above mentioned annual conferences and other ad-hoc meetings and workshops.

31.   In August 2016 the GGKP Steering Committee decided to extend the project until December 2017. New targets were formulated for the outcome and two outputs described above, accounting for the extension of the implementation period from 36 to 51 months (table 2, below).

Expected Results	Indicators	Baseline 10/2013	Targets 09/2016	Targets 31/2017
Outcome				
Green growth knowledge products are used and applied by practitioners	Number of references to GGKP assessments and reports in relevant government and company documents,	0	6	20

and policymakers in the promotion of policies and actions that support a green economy transition	organizational reports, and in academic publications (EA2014-2015 Expected Accomplishment Indicator)			
	Number of practitioners and policymakers surveyed that acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition	0	400	500
	Number of research donors that commit to financing knowledge generation as a direct result of gaps identified by GGKP research committees	0	4	6
	Number of experts producing "insight" blogs discussing and describing relevant green growth research and activities for the GGKP web platform	20	100	175
Outputs				
a) Knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda	Number of research papers developed, released and available for download	0	9	12
	Number of developing country experts participating on the GGKP research committees	0	25	60
b) Web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice	Number of unique quarterly visitors to the web platform	8,800	30,000	25,000
	Dedicated webpage on gender and green growth developed and maintained with up-to-date analysis	0	1	1

Table 2: Expected GGKP Outcome and Outputs as per the Project Document and revisions
Source: Signed GGKP Project Document, 2013, and Revision 3, 2016

32.   From the onset, the robustness of some indicators was not very strong. Chosen because it mirrored the indicator in UN Environment PoW, the outcome indicator on the "Number of references to GGKP assessments and reports in relevant government and company documents, organizational reports, and in academic publications" was likely to lack specificity and measurability. References in policies or company documents may not have the same reach for instance. Scientific journals have also different impact factors. Furthermore, academics may be more systematic at referencing sources than companies or governments' official documents.

33.   The framework illustrated in table 2 is the one found in UN Environment's Programme Information Management System (PIMS) to monitor the achievements of the GGKP Project. However, during consultations with the GGKP Team during the inception meetings, it became evident that in 2015 the GGKP Secretariat in consultation with the Steering Committee, Advisory Committee and partner institutions developed a three-year strategy and work programme which included a new Theory of Change and results framework that was used to drive the project. This results framework, illustrated in table 3 below, includes two outcomes and four outputs. The GGKP Secretariat shared the new Theory of Change with the UN Environment project review committee but it was not incorporated into PIMS. The existence of two differing frameworks created challenges for this evaluation. For the reconstructed Theory of Change at Evaluation, the results framework that has largely informed project implementation was used (ie. table 3). In this ToC at Evaluation activities and outputs that have not yet been initiated were not included. However, evidence of the achievements of the project was also derived from the PIMS system.

34.   In addition, the GGKP team indicated that a first draft version of the project document, prior to 2013, had referred to three pillars of activities covering respectively (i) Knowledge generation, (ii) Knowledge management, and (iii) Knowledge sharing. Even though this three-pillar approach was ultimately not included in the UN Environment project document, which combines the three activity areas into two, the GGKP has continued to make reference to the three-pillar structure. For example, this structure appears in annual reports, financial breakdowns, or outreach materials. In 2016, the GGKP published its new Strategic Plan and Work Programme for the period 2016-2018 that articulates activities around the three above pillars and leads to four outputs, two outcomes, and one impact (table 3).

Impact	Outcomes	Outputs
Policymakers and other relevant actors develop, adopt, and implement green growth policies and practices	1) Practitioners, academics and other relevant actors identify, prioritise, and address gaps in green growth knowledge and data	a) Knowledge gap analyses and research products produced collaboratively through the GGKP research committees and made widely accessible on the GGKP web platform b) GGKP web platform updated and populated with relevant green growth research, data, projects, learning resources, news, and events
	2) Policymakers and other actors use policy relevant green growth knowledge and data resources	c) Green growth research and data are synthesised and developed into targeted knowledge and capacity building products d) Knowledge exchange and interaction among green growth community of practice is facilitated through in-person events and web-based engagement

Table 3: Revised GGKP Impact, Outcomes and Outputs
Source: GGKP Strategic Plan and Work Programme 2016-2018, 2016

D. Target area/groups

35.   The GGKP's main target audiences referred to in the project document are international institutions, practitioners and government staff focused on working towards a green economy transition. The GGKP was expected to catalyse the development of policy-oriented research for use by this community and to ensure these professionals have access to the latest policy guidance, good practices, tools and data to support their efforts. A more detailed description of these groups follows:

- *International institutions*: international organizations and research institutes active in areas related to green growth and green economy at the local, national, regional, and/or international level.
- *Academics, researchers and civil society experts*: experts from academia, independent researchers, and civil society experts focused on areas related to green growth theory and practice.
- *Government leaders and experts*: government representatives in both cross-cutting agencies (e.g. Finance, Planning, Environment, etc.) and sector agencies (e.g. Energy, Forestry, Water, Transport, Agriculture, etc.) focused on designing and implementing policies that support green growth and green economy.
- *Businesses*: professionals from trade unions, business-oriented civil society groups (e.g. WBCSD), financial institutions, and private companies interested in pursuing green growth and green economy policies and activities.

E. Project partners

36.   The GGKP's four founding organisations -GGGI, OECD, UN Environment, World Bank- form the **GGKP Steering Committee**, which is the principal governing and decision-making body of the GGKP. As funding partners, the Governments of Switzerland and the Netherlands are invited to contribute to Steering Committee meetings as observers. The Steering Committee is responsible for approving the GGKP strategy and overall work programme. Decisions by the Steering Committee are taken by consensus with each of the four members sharing equal rights and obligations.

37.   The GGKP project has set up an **Advisory Committee** to provide strategic advice and guidance to the GGKP Steering Committee and the GGKP management team. Composed of a panel of advisers, the Advisory Committee was formed to assist the Steering Committee in shaping new research programs including by recommending key topics and relevant institutions and researchers, and by suggesting potential sources of research funding. The Advisory Committee is currently composed of 14 global experts with technical and/or policy experience relevant to green growth, and representing primarily the academic and policy-making communities. As per the project document, the Advisory Committee would meet in person once a year at the GGKP Annual Conference. In addition, a technical workshop was also envisioned for the committee members to meet every year.

38.   The **Research Committees** are the main mechanism through which the project envisaged promoting and executing the GGKP research activities. The Research Committees are formed to design and develop the research programme associated more specifically with the key topic of the GGKP Annual Conference and to develop additional research. The committees are informal groups of GGKP partners, Advisory Committee members and outside experts. From the onset, the project had planned a concerted effort to engage developing country experts. The expected main deliverable for each research committee was a *scoping study* that would identify and prioritize gaps in knowledge on the particular theme and would identify the means and group of actors (e.g. international institutions; research institutes; academics) required to address the gaps. As a second deliverable, the Research Committees were intended to foster networking and collaboration between GGKP partners and experts. Pending adequate interest to pursue their efforts, the committees were envisioned to respond to the knowledge gaps they had identified by delivering: a) working papers; b) policy tools; and c) data repositories.

39.   Adding to the four founding partners, the launch of the GGKP Project has benefited from the involvement of 16 institutions or organizations active in areas related to green growth/green economy at the local, national, regional, and/or international level. These **Knowledge Partners** were sought to grow the GGKP's body of research and knowledge through multiple channels but principally the GGKP website. They were also expected to form a network interested in periodic exchanges about their respective work programmes in the green growth space and, when mutually beneficial, collaboration. Over time this network has grown to 55 institutions with a prevalence of organizations headquartered in developed countries and to a smaller extent (30%) in developing countries[9]. It should be noted though that several institutions with their main office in a developed country operate mostly or largely in developing countries (e.g. EfD, UNDP, WWF, etc.).

40.   The GGKP Management Team is formed by the **GGKP Secretariat** and the **GGKP Coordinators**. According to the project document, the Secretariat would be staffed with one Head (P4/P5), one Research Officer (P4), one Knowledge Management Officer (P3), and one Communications/Outreach Officer (consultant). Since end of 2013 the Secretariat is based in

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[9] Eight partner institutions in Africa (ACTS, AfDB, EDRI, ICCA, 2iE, TIPS, ECA, UN Environment), one in the MENA region (AFED), six in Asia (BNU, CSTEP, DA, PRCEE, TERI, ESCAP) and two in Latin America (CMM, INECC).

Geneva but the Knowledge Management Officer remained located at the World Bank in Washington DC until December 2016. The Knowledge Management Officer position is currently under recruitment and will be based in the GGGI offices in Seoul. The Research Officer position was also expected to be based in Seoul with the GGGI, and a staff member was initially recruited to this post, but this post has since been transferred back to GGGI and a consultant working from Geneva has taken over the role. Except for the Head of the Secretariat, who is a UN Environment staff, all posts in the Secretariat are currently filled by consultants getting further support from interns. This will change with the recruitment of the Seoul-based Knowledge Management Officer, which will be a GGGI staff member. The four GGKP Coordinators are staff from the four founding partners and are expected to devote 50% of their time to the GGKP as per a signed Memorandum of Understanding.
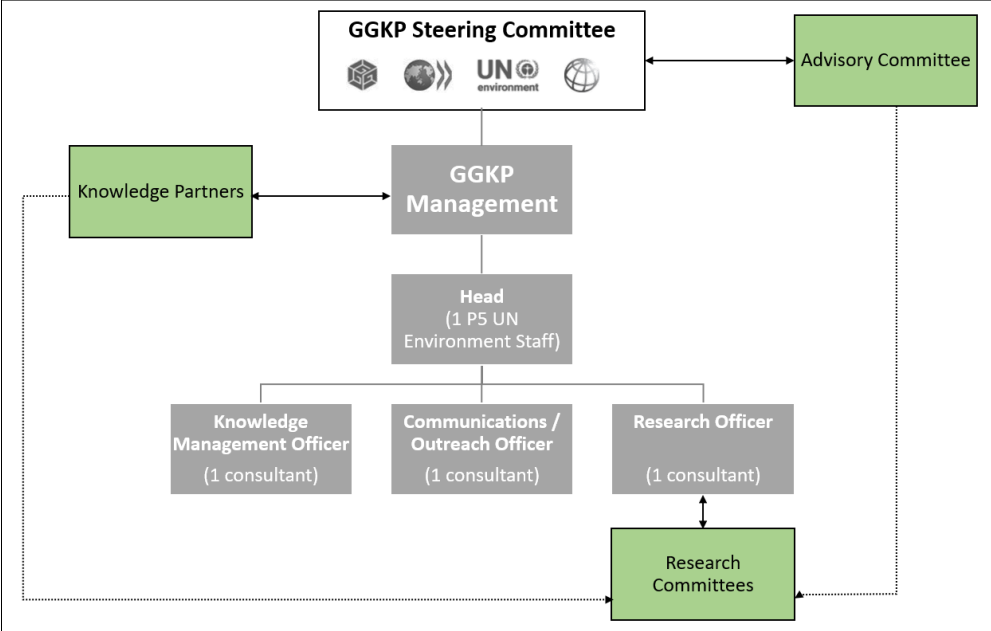
Figure 1: GGKP Organogram
Source: GGKP Secretariat, June 2017

41.   The GGKP project document stated the inclusion of **Affiliated Programmes** in the governance of the GGKP. Such programmes were described as discrete, autonomous initiatives whose principal purpose was knowledge generation and whose objectives, approach and philosophy were closely related to the GGKP. These programmes are still referred in the draft Strategic Plan and Work Programme for the period 2016-2018 but as potential partners in joint fundraising efforts rather than Knowledge Partners.

42.   With a view to expanding the partnership, the GGKP is currently exploring the option to link to similar knowledge platforms and networks for two other critical communities: finance and industry. UNIDO has approached GGKP to integrate the Green Industry Platform, an initiative that has federated a community of more than 300 businesses, industry associations, and intergovernmental organizations. This merger was approved by the GGKP Steering Committee in March 2017 but remains to be formalized by an agreement and operationalized. The GGKP, working closely with the UN Environment Finance Initiative, has explored the opportunity to create a Green Finance Platform that would expand the current partnership to the finance community (e.g. private financial institutions, development banks, INGOs). This initiative is still at a concept stage.

F. Project financing

43.   The total budget that UNEP had planned to manage for the execution of the GGKP project until September 2016 was USD7,324,475 (table 4). This amount would include an in-

kind contribution from UN Environment (USD1,215,000) provided through posts costs over the project cycle and cash funding (USD6,109,475). About 43% of the cash budget was expected to be channelled to project output 1 (USD2,655,184) and 57% to output 2 (USD3,454,291). Project personnel formed the main source of project costs (55%). Budget allocations planned over the project cycle intended to support activities such as research initiatives with partner organizations (USD206,250), regional training workshops (USD275,000), Advisory Committee travel (USD144,000), or side events and research meetings (USD270,000).

Costs to:	2013	2014	2015	2016	Total
Cash Budget Secured Funds	268,315	663,495	547,800	79,223	1,558,833
Unsecured Funds	34,203	1,323,782	1,467,668	1,724,989	4,550,642
Total Cash Budget	302,518	1,987,277	2,015,468	1,804,212	6,109,475
UNEP In-Kind Contribution	101,250	405,000	405,000	303,750	1,215,000
Total UNEP Managed Project Budget	403,768	2,392,277	2,420,468	2,107,962	7,324,475
Partner's Co-Financing Cash Contribution	125,000	500,000	500,000	37,500	1,215,000
Partner's Co-Financing In-Kind Contribution	n.a.	n.a.	n.a.	n.a.	n.a.

Table 4: Summary of UNEP Managed Budget at Inception of the GGKP Project
Source: GGKP Project Document, 2013

44.   Secured funds at project inception were reported at USD1,558,833 (25%) and unsecured funds over the planned budget at USD4,550,642 (75%). Secured funding was provided by the Swiss Federal Office for the Environment (FOEN) to UN Environment to support GGKP operational costs (CHF 1.4 million). Furthermore, the Swiss Federal Department of Foreign Affairs pledged to provide equipment for the GGKP workplaces (estimated value of CHF50,000) and rental for the GGKP offices for three years (estimated value of CHF151,898).

45.   Prior to, and during, the execution of the project the GGKP engaged with programmatic funding partners to support specific GGKP activities. The GGKP received programmatic funding from Germany-Federal Ministry for Economic Cooperation and Development (USD790,011), the Netherlands - Ministry of Infrastructure and the Environment (USD248,356), Norway - Ministry of Environment (USD60,131), and OCED (USD16,950).

46.   Project revisions 1 (March 2014), 2 (October 2014) and 3 (August 2016) have successively amended the project budget to reflect incoming contributions. In August 2016, project revision 3 was also used to reduce and revise the planned budget from USD7,324,475 down to USD3,425,098 (table 5).

Overall Budget	Amount in USD
A: Previously approved planned budget (from the last revision)	**7,324,475**
B: Previously secured budget (from IMIS)	**1,803,081**
C: Total change of secured budget	**407,017**
D: Total revised secured budget (B+C)	**2,210,098**
E: Unsecured budget (F-D)	**0**
F: New total for proposed planned budget	**2,210,098**
G: In Kind contributions- Previously Secured	**1,215,000**
H: Revised total in kind secured contributions	**0**
I: Total revised planned budget: Planned + In Kind (F+H)	**3,425,098**

Table 5. Key Elements of GGKP Budget Revision 3
Source: UN Environment, 2016

47.   Founding partners had committed to support the GGKP's fundraising efforts and to provide in-kind contributions. According to the project document, the GGKP founding

members -GGGI, OECD, UNEP, and the World Bank- would provide ongoing in-kind contributions from their respective organisations through 50 per cent -at least- of a full-time staff member's time to participate in the coordination of the GGKP's activities. Founding partners would also identify technical experts in their organisation to actively participate in one or more research committees. Founding partners had also committed to financing and hosting the GGKP annual conferences on a rotating basis.

48.   According to the GGKP Project Document (p.11), "as co-host of the GGKP, GGGI has made a verbal pledge to provide on average US$500,000 a year to GGKP operational costs". These funds were expected to be managed directly by GGGI and not flow through the GGKP project document. However, to date, GGGI's average annual contribution, while significant, has not reached the amount of this pledge.

49.   The GGKP Secretariat has successfully conducted several scoping exercises to identify additional programmatic funding opportunities as considered in the project document. For instance, the GGKP is currently hosting a green growth Pan-European database and tool on the GGKP website for the United Nations Economic Commission for Europe. The GGKP has also secured funding from a private foundation for linking the GGKP's work on green growth with natural capital.

IV. Reconstructed Theory of Change of the project

50.   The evaluation reviewed the results frameworks developed successively by the GGKP in 2013 and in 2016 (see tables 2 and 3). These frameworks (represented as project ToCs) are commented on in this section and were both used to reconstruct the ToC at Evaluation provided below.

51.   The first Project ToC developed in 2013 was annexed to the GGKP project document. A review of the 2013 Project ToC brings the following comments:

- *Activities*: There is a lack of consistency between the activities presented in the Project ToC, the logframe, and the project document narrative[10].
- *Outputs*: There are some gaps between activities and outputs -e.g. "knowledge gap analysis" was not spelled out among the activities listed in the Project ToC; GGKP Annual Conferences and other face-to-face dissemination activities did not appear as an output; etc.-.
- *Outcome*: The causal pathway from the production and diffusion of knowledge to its adoption is over simplified. The focus of the outcome is on uptake by policymakers and practitioners while they are not referred to as contributors to the GGKP activities.
- *Drivers*: The driver "development of a broad network of institutions [etc.]" would have rather deserved to be an activity and output.
- *Assumptions*: Several assumptions were missing, such as in relation to (i) the international and national environments; (ii) availability of supportive capacities - knowledge, skills, staff, structures, etc.- and resources at national level; (iii) commitment of research donors; etc.
- *Logframe*: Lack of robust alignment between the indicators and the project outputs and outcome[11].

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[10] For instance, (i) the Project ToC and logframe referred to the development of research papers for the GGKP Annual Conferences but the project document narrative did not limit the production of research papers to the Annual Conferences; (ii) the Project ToC did not mention the organization of the Annual Conferences as part of the activities of the project; (iii) the production of "Insights" blog was not part of the Project ToC; (iv) policymakers and practitioners were expected to use and apply knowledge products but were not referred as being involved in needs assessments, gap analysis, knowledge products development, and dissemination; etc.

[11] The gender indicator on a "Dedicated webpage on gender and green growth developed and maintained with up-to-date analysis" is at the output level and not set to track the contribution of the project to the mainstreaming of gender into green growth planning and implementation. The outcome indicator on "Number of references to

52.   In 2016, the Project ToC was revised and disseminated as part of the *GGKP Strategic Plan and Work Programme 2016 – 2018*. This reformulation did not lead to a revision of the project document and the project monitoring framework in PIMS was not changed. The following comments are provided with a view to inform the reconstructed ToC at Evaluation:

- *Activities*: The new articulation around Knowledge Generation / Management / Sharing is more robust. Various activities already conducted by the GGKP or consistent with the project document or goal of the project may be missing[12]. Some of the activities remain to be launched -e.g. if resources were not yet mobilized to enable implementation. The level of involvement of the "Green Growth Community of Practice" in assessing knowledge demand is unclear.
- *Outputs*: The presentation of the causal pathways in the Project ToC is not complete - e.g. output 1 and 3 should feed into output 2; output 4 could consider linking to outcome 1 and output 2 to outcome 2.
- *Outcomes*: The formulation of the second project outcome in the Project ToC "Policymakers and other actors *use* policy relevant green growth knowledge and data resources" is similar to the one of the project impact "Policymakers and other relevant actors develop, adopt, and implement green growth policies and practices".
- *Drivers*: The Project ToC presented drivers as assumptions and vice versa -as per the UN Environment Program Manual, assumptions are conditions beyond the direct control of the project while drivers refer to supporting actions or conditions over which the project has a measure of control and that can be facilitated and have a meaningful influence.
- *Assumptions*: Several assumptions are missing in the Project ToC, such as in relation to (i) the international and national environments; (ii) availability of supportive capacities and resources; (iii) commitment of research donors; etc.

53.   The reconstructed ToC at Evaluation (figure 2) better reflects the current goal and causal pathways of the project, from outputs to outcomes and towards impact. However, it builds heavily on the 2016 Project ToC and still embeds the current broad strategies of the GGKP. According to the project design, the primary target users of the GGKP are policy and economic decision makers. Starting from research and academic work and from the provision of knowledge resources and assuming this will influence decision makers at scale is a shortcut. Accordingly, the reconstructed ToC at Evaluation keeps a strong dependency with the project drivers and assumptions. This ToC at Evaluation aims to guide the

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GGKP assessments and reports in relevant government and company documents, organizational reports, and in academic publications" aggregates different sources with varying levels of influence and cannot adequately monitor the uptake of GGKP knowledge products. The outcome indicator on "Number of experts producing "insight" blogs discussing and describing relevant green growth research and activities for the GGKP web platform" is not closely related to the outcome.

[12] Knowledge generation would lack an activity on "Assessing the knowledge needs of policymakers and relevant stakeholders". "Identify and prioritise green growth knowledge gaps" could be broadened and formulated as "Identify and prioritise green growth knowledge and capacity gaps". "Stimulate research on Annual Conference themes" could be framed as "Stimulate research and formulate research programmes on Annual Conference themes". If the intent of the GGKP research products is to inform and be used by policymakers and practitioners, the activity on "Produce joint publications on research priorities" could mention their involvement. One activity could make reference to monitoring the uptake of the GGKP publications. Knowledge management features an activity on "Maintain and improve the GGKP web platform" that could mention involving end-users. An activity on "Scan, review, select, categorize, and upload relevant resources" could be added. One activity could relate to evolving and enriching the taxonomy used to categorize and retrieve website content. An activity could reflect the development of knowledge related to internal GGKP processes -e.g. guidelines for new partners. Support to the coordination of Knowledge Partners at national level could be considered. Technical integration between relevant platforms could be envisioned. Knowledge sharing could make reference to an activity on "Develop and manage an Online Community of Practice". Mechanisms such as south-south knowledge exchange could be considered. Engagement of new Knowledge Partners could be referred to as an activity. GGKP financing is referred as an input but resource mobilization is not mentioned in the activities.

evaluation of the GGKP project as per its initial design and its current implementation and not to formulate a different project.

54.   Consultations with informants have showed that, despite efforts to develop a common understanding amongst partner institutions and the development of the strategic plan, at the time of this evaluation exercise there were still diverse expectations, among project partners about the objectives of the GGKP. The proposed ToC at Evaluation is a first step in rationalising the different conceptualisations of the project. However, the fundamental structure and causal pathways that drive this project should be further discussed among the project governance and management as a means to inform a more robust project design and Project ToC, revisit the project drivers and assumptions, and depict intermediary steps expected towards the completion of the project goal. While formulating and disseminating a Project ToC for the next phase of the project, governing partners and management should strive to design a ToC that is realistic, focused, and builds a common vision among all partners about the expected outcomes of the project while accounting for the inputs and capacities available. Once the results reflected in this TOC have been entered into the UN Environment project information management system (PIMS), any revisions should also be reflected in PIMS.
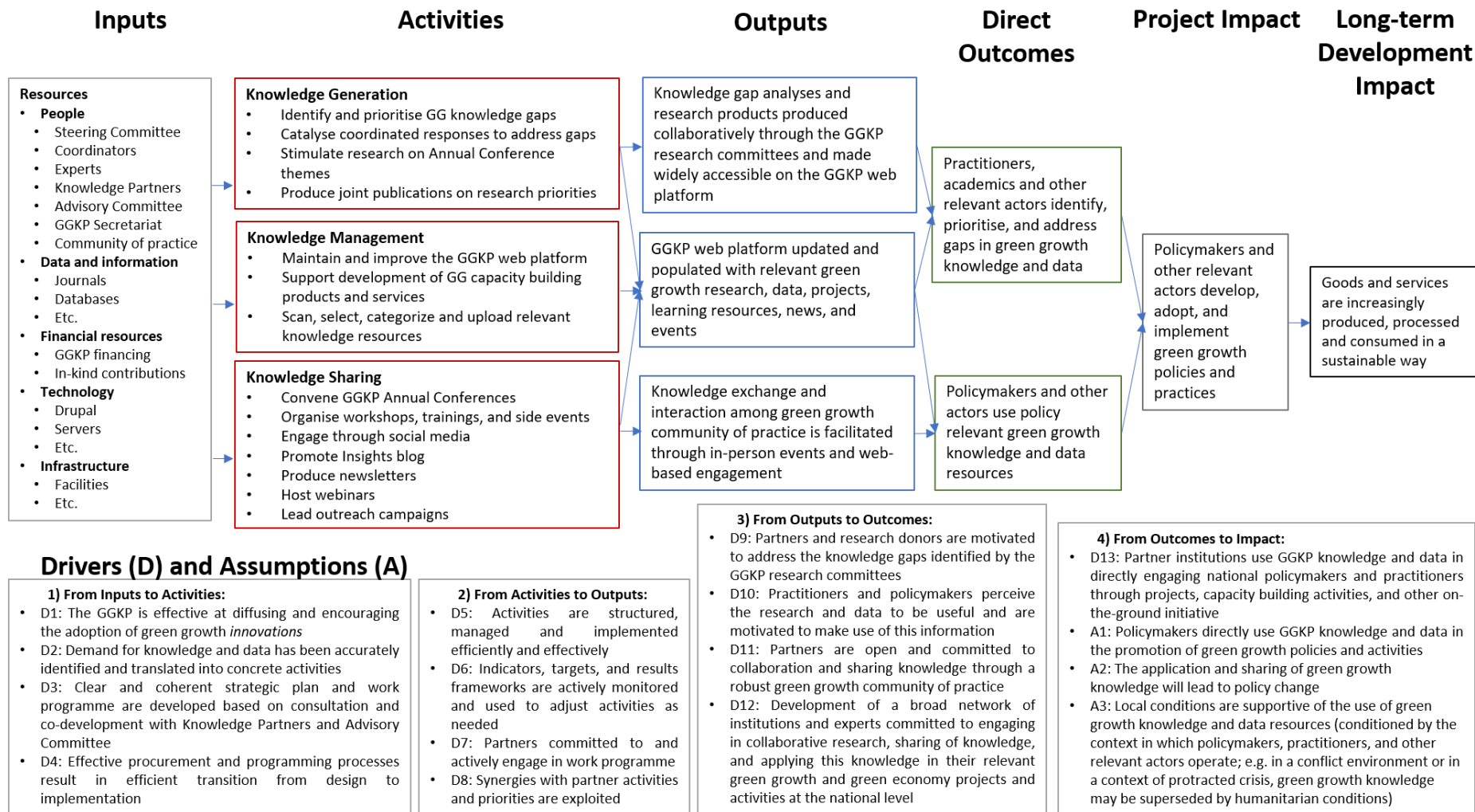
Inputs · **Activities** · **Outputs** · **Direct Outcomes** · **Project Impact** · **Long-term Development Impact**

Resources
- **People**
  - Steering Committee
  - Coordinators
  - Experts
  - Knowledge Partners
  - Advisory Committee
  - GGKP Secretariat
  - Community of practice
- **Data and information**
  - Journals
  - Databases
  - Etc.
- **Financial resources**
  - GGKP financing
  - In-kind contributions
- **Technology**
  - Drupal
  - Servers
  - Etc.
- **Infrastructure**
  - Facilities
  - Etc.

Knowledge Generation
- Identify and prioritise GG knowledge gaps
- Catalyse coordinated responses to address gaps
- Stimulate research on Annual Conference themes
- Produce joint publications on research priorities

Knowledge Management
- Maintain and improve the GGKP web platform
- Support development of GG capacity building products and services
- Scan, select, categorize and upload relevant knowledge resources

Knowledge Sharing
- Convene GGKP Annual Conferences
- Organise workshops, trainings, and side events
- Engage through social media
- Promote Insights blog
- Produce newsletters
- Host webinars
- Lead outreach campaigns

Knowledge gap analyses and research products produced collaboratively through the GGKP research committees and made widely accessible on the GGKP web platform

GGKP web platform updated and populated with relevant green growth research, data, projects, learning resources, news, and events

Knowledge exchange and interaction among green growth community of practice is facilitated through in-person events and web-based engagement

Practitioners, academics and other relevant actors identify, prioritise, and address gaps in green growth knowledge and data

Policymakers and other actors use policy relevant green growth knowledge and data resources

Policymakers and other relevant actors develop, adopt, and implement green growth policies and practices

Goods and services are increasingly produced, processed and consumed in a sustainable way

Drivers (D) and Assumptions (A)

1) From Inputs to Activities:
- D1: The GGKP is effective at diffusing and encouraging the adoption of green growth *innovations*
- D2: Demand for knowledge and data has been accurately identified and translated into concrete activities
- D3: Clear and coherent strategic plan and work programme are developed based on consultation and co-development with Knowledge Partners and Advisory Committee
- D4: Effective procurement and programming processes result in efficient transition from design to implementation

2) From Activities to Outputs:
- D5: Activities are structured, managed and implemented efficiently and effectively
- D6: Indicators, targets, and results frameworks are actively monitored and used to adjust activities as needed
- D7: Partners committed to and actively engage in work programme
- D8: Synergies with partner activities and priorities are exploited

3) From Outputs to Outcomes:
- D9: Partners and research donors are motivated to address the knowledge gaps identified by the GGKP research committees
- D10: Practitioners and policymakers perceive the research and data to be useful and are motivated to make use of this information
- D11: Partners are open and committed to collaboration and sharing knowledge through a robust green growth community of practice
- D12: Development of a broad network of institutions and experts committed to engaging in collaborative research, sharing of knowledge, and applying this knowledge in their relevant green growth and green economy projects and activities at the national level

4) From Outcomes to Impact:
- D13: Partner institutions use GGKP knowledge and data in directly engaging national policymakers and practitioners through projects, capacity building activities, and other on-the-ground initiative
- A1: Policymakers directly use GGKP knowledge and data in the promotion of green growth policies and activities
- A2: The application and sharing of green growth knowledge will lead to policy change
- A3: Local conditions are supportive of the use of green growth knowledge and data resources (conditioned by the context in which policymakers, practitioners, and other relevant actors operate; e.g. in a conflict environment or in a context of protracted crisis, green growth knowledge may be superseded by humanitarian conditions)

Figure 2: Reconstructed Theory of Change of the GGKP
Source: Evaluation, 2017

III. Evaluation Findings

55.   In this chapter, the findings are presented based as much as possible on factual evidence (indicator values, quantitative data, references) and documented perceptions from stakeholders. Findings (especially based on perceptions) were cross-checked during different interviews and with available evidence.

A. Strategic Relevance

56.   The project benefits from a strong anchor in the international development agenda and frameworks. The Rio+20 Conference outcome document, "The Future We Want", acknowledged the importance of promoting green economy in the context of sustainable development and poverty eradication and called for the development of platforms to contribute to coordinating and providing information on green economy tools, best practices, models and methodologies. At Los Cabos the G20 leaders recognized also "*that developing countries should have access to institutions and mechanisms that can facilitate knowledge sharing, resource mobilization and building technical and institutional capacity to design and implement inclusive green growth strategies and policies. [G20 Leaders] welcome international efforts in launching the Green Growth Knowledge Platform and will continue exploring options to provide appropriate support to interested developing countries.*" (G20, 2012).

57.   In September 2015, the Sustainable Development Goals and in particular goal 8 and target 8.4 called to ensure "*global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation*", while Goal 17 agreed on enhancing international cooperation on and access to science, technology, innovation, as well as knowledge sharing and capacity-building (UN, 2015). The project has started to take up the SDG agenda, for instance by linking sectoral and thematic sections of the website with the relevant SDGs and targets; by developing specific outreach materials; or by organizing a webinar on Green Growth, Indicators, and the SDGs in April 2016.

58.   From an institutional standpoint, the GGKP Project is consistent with the strategies and programmes of the founding partners. The GGKP Project is attached to the UN Environment sub-programme on Resource Efficiency and contributes to its first Expected Achievement[13] to enable countries to adopt Green Economy frameworks and sustainable consumption/production practices. The GGKP is a component of the Green Economy Initiative along with a range of other projects (PAGE, GE Follow-Up, Switch, Finance Initiative, Inquiry, UN-REDD). Inclusive Green Growth is grounded in the World Bank's work on Climate Change and Sustainable Development. Green growth and sustainable development is one of the key topics of the OECD where the GGKP Project is attached to the Green Growth and Global Relations Division. The GGKP Project is a component of GGGI's Office of Thought Leadership, which leads efforts to support green growth knowledge generation, management, and sharing and to promote collaboration and learning platforms that maximize the quality and delivery of GGGI's knowledge assets for policymakers, practitioners, and other stakeholders.

59.   Nowadays, more than 65 countries have embarked on green economy strategies and over 50 countries plan to develop national green economy plans (UNEP, 2017), offering a vast body of experiences and lessons learned to share. Meanwhile, the volume of information and codified knowledge on Green Growth and Green Economy has become overwhelming. Early May 2017, Google Scholar returned more than 36,000 resources on "Green Economy" and more than 26,000 on "Green Growth". Such an abundancy can benefit

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[13] EA1: Enabling environment - Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and green economy are developed, shared and applied by policymakers, including in urban practices in the context of sustainable development and poverty eradication

from a filtering, selection, and categorization of information materials to facilitate access to the most relevant content for specific target users. It illustrates also the need for expert knowledge and collaboration between stakeholders to identify remaining knowledge gaps, as intended by the project.

60.   By installing a platform through which organizations -UN and others- collaborate to generate and disseminate knowledge, the GGKP Project is aligned with the JIU recommendation to stimulate common UN system-wide initiatives on Knowledge Management and to gradually develop a common, system-wide knowledge management culture in the specific context of the 2030 Agenda for Sustainable Development (JIU, 2016). The partnership with UNECE through which the GGKP operates a database for the Batumi Initiative on Green Economy (BIG-E) is a practical example of such synergies. The recent approval by the GGKP Steering Committee to integrate UNIDO's Green Industry Platform in the GGKP provides another illustration.

61.   Key informants interviewed by the evaluation have underlined the relevance of the GGKP project. GGKP founding members and Knowledge Partners consulted by the evaluation recognized that the GGKP has been effective at "*creating a neutral space for sharing information and promoting each other's work*" thereby strengthening consistency when supporting national partners while lowering the risk of competition between participating organizations. Down to a functional and technical perspective, more than 80% of respondents to the GGKP Users survey assessed favourably the relevance of the GGKP website for meeting their specific needs for technical knowledge and geographical coverage.

62.   To remain relevant and provide increased added-value to users, the GGKP was able to adapt the scope of its products and services and to expand the scale of its network. The project has pursued opportunities for new partnerships and has increased its membership from 16 to 55 Knowledge Partners in 3.5 years. The project has also shown innovation and agility by launching new services consistent with the goal of the GGKP (e.g. Webinars, Best Practices, Policy advisory network). Collaboration with relevant initiatives was initiated or is under consideration (e.g. BIG-E, UNIDO, MAVA, Green Finance Platform, etc.).

63.   The evaluation identified a range of initiatives or activities the GGKP could consider to bring into its agenda of work to enhance its strategic relevance. Several Knowledge Partners consulted by the evaluation highlighted that there was room for the GGKP to be more specific at focusing its products and services on the SDG targets as a means to support policy development at national level and to guide cooperation finance. Involvement of the private sector in GGKP operations remains limited and would call for new partnerships. Strategic relevance could also improve by coming closer to global policy processes and to bridge them with country clients -e.g. the GGKP could help at translating and conveying IPCC's technical outputs to youth communities. The demand orientation of the project could also be strengthened. The current process for setting a research agenda has been primarily described as "top-down" by GGKP knowledge partners. There might be room also for the GGKP to expand its coverage on existing sectors (e.g. Metals and Minerals) or add new themes (e.g. Youth, Education). Additional suggestions on the website -e.g. taxonomy- are provided below.

B. Quality of Project Design

64.   The project design was assessed in the inception report.   Highlights of design strengths include:
* *Project Preparation*: The GGKP is grounded in the Rio+20 Conference outcome document where governments acknowledged the importance of promoting green economy including by sharing information tools, best practices, models and methodologies. Among the knowledge management activities, the GGKP surveyed

and interviewed potential users to first understand their knowledge needs before setting out to develop the first web platform. Moreover, the GGKP participated in two clinics of the Climate Knowledge Brokers Group to better understand the state of the art for knowledge management and ensure the platform did not provide information redundant with existing platforms. Detailed assessment of knowledge gaps was to be conducted during the course of the project. A more detailed analysis could have been done about the power structures, influence and contributions of the project stakeholders.

- *Strategic Relevance*: The project document was clear in terms of its alignment and relevance to the UN Environment MTS and PoW but guiding frameworks such the Bali Strategic Plan or South-South Cooperation were not strongly accounted for.

- *Logical Framework and Monitoring*: The logframe and Project ToC were adequately linked and have both evolved over the course of the project but some indicators were not very robust.

- *Governance and Supervision Arrangements*: The project governance was found to be comprehensive, clear, and appropriate.

- *Partnerships*: Strong partnership and expansion envisioned from the onset. The type of engagement of policymakers, business sector, etc. would have deserved detailed descriptions. Knowledge Partners have roles but no responsibilities, i.e. they are not accountable for the success or failure of the GGKP and the partnership is asymmetric.

- *Learning, Communication, and Outreach*: Most of the GGKP Project is about KM, learning, and communication/outreach. However, the pathway from the production and diffusion of knowledge to its adoption has been over simplified. Knowledge uptake is likely to require complementary enablers. Initiatives such as south-south exchanges, closer collaborations with development programmes, mainstreaming initiatives, secondments, seed funds, etc. would have increased the likelihood of uptake -at costs-.

- *Financial Planning / Budgeting*: The initial budget appeared aligned with the activities but the mechanisms envisioned to transfer knowledge were limited.

- *Efficiency*: Some but little reference in the project document to pre-existing agreements and partnerships. The role of the World Bank and OECD in activating their own networks could have been emphasized. The project did not make any specific reference to value for money.

- *Risk Identification and Social Safeguards*: A range of risks were described in the project document that could have been complemented with the potential lack of uptake of knowledge / research products, insufficient dissemination activities, need for capacity building, etc.

65.   The inception report pointed out the following weaknesses in project design:
- *Intended Results and Causality*: Translation of research into policies and practices including through appropriate programmatic and financial instruments and capacity development was the specific responsibility of the GGKP partner organisations. However as this is a critical part of the TOC, the necessary links between elements could have been made more explicit. The project focused on research and Knowledge Management, which may not be sufficient instruments to achieve the expected long term impact.

- *Sustainability / Replication and Catalytic Effects*: The initial project document included sections on "Project Sustainability Strategy" and "Project Replicability and Mainstreaming Strategy". However, the basic thrust of these sections was focused on catalysing the action of partner institutions. The project document did not make strong reference to an exit strategy per se (i.e. how would the project be taken up by partners if resources were to come to an end?). At design there was an assumption

that linkages formed between the GGKP's various partners would continue beyond the end of the project and that partners would be well-positioned to continue the generation and dissemination of knowledge products in support of a green economy transition. This assumption could have been articulated in more detail to ensure that the initiative would support this transition.

C. Nature of External Context

66. The external context was reviewed and assessed in the inception report. The evaluation did not find that the project was confronted by an unusually challenging operational environment that would negatively affect project performance. Conversely, the project has benefited from a favourable context due to the deteriorating global environment and need to accelerate socio-economic development.

D. Effectiveness

i. Achievement of Outputs

67. The review of the project outputs is based on the logframe and original Theory of Change.

Output 1: Knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda

68. Two indicators were referred in the GGKP project document for this output: (i) *Number of research papers developed, released and available for download*, and (ii) *Number of developing country experts participating on the GGKP research committees*. Table 6 provides an overview of the level of achievement of the project on both indicators and their milestones as reported in PIMS and validated by the evaluator.

Output	Achievement of indicators, milestones[14] and principal products
1. Knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda	*Indicator value*: As of 31 December 2016, a total of 9 research papers have been produced. (Target=9) 1. The Future of Energy Technologies: An Overview of Expert Elicitations, 2016 2. Measuring Inclusive Green Growth at the Country Level, 2016 3. Measuring Environmental Action and Economic Performance in Developing Countries, 2015 4. A Conceptual Framework for Measuring the Effectiveness of Green Fiscal Reforms, 2015 5. Fiscal Instruments and Water Scarcity, 2015 6. Role of Fiscal Instruments in Promoting Low-Carbon Technology Innovation, 2015 7. Fiscal Considerations in the Design of Green Tax Reforms, 2015 8. Environmental Taxation in Transport, 2015 9. Overcoming Obstacles to Green Fiscal Reform, 2015 The *milestones* were not achieved according to the original planning: Expected milestones / Expected date / Effective delivery 3 research papers / December 2014 / 0 research paper 3 research papers / December 2015 / 7 research papers 3 research papers / September 2016 / 2 research papers
	Indicator value: A total of 75 developing country experts participate or have participated on the GGKP research committees. (Target=25) The *milestones* formulated for this indicator were not strongly consistent with the indicator but were achieved on time or ahead of the plan: Expected milestones / Expected date / Effective delivery 3 pilot RC launched / December 2013 / Trade and Competitiveness RC

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[14] According to the project reporting (PIMS, project revisions)

		Innovation RC
		Indicators and Measurement RC
		Law RC (Nov. 2015)
		Inclusiveness RC (Dec. 2015)
3 RC launched	December 2016	Behavioural Insights RC
		Green Growth and the Law RC
		Sustainable Infrastructure RC

Table 6: GGKP Research Papers and originating Research Committees
Source: PIMS and Evaluation, 2017

69.   By the end of 2016 the GGKP Research Committees had achieved the initial target of publishing **9 research papers** or scoping analyses (table 4). The milestones proposed for this indicator were not fully met, in part due to the rescheduling of the "2014 Annual Conference" to early 2015 and the sliding of the following conferences. In addition to the research papers produced under the GGKP, the founding and knowledge partners have produced or commissioned **24 working papers** for the GGKP to help identify and prioritize knowledge gaps. The project has also harnessed and enabled the sharing of **98 research papers** and **29 slide presentations** through the GGKP Annual Conferences. All the above papers and presentations are available for download on the GGKP website.

70.   End of 2016 there were **75 developing country experts** participating on the GGKP research committees compared to an initial target of 25. Altogether, the Research Committees form a community of about 200 experts (including 30 former members). Participants are primarily from bilateral/multilateral organizations (ca. 40%), followed by academia and research institutes (ca. 20%), INGO/NGOs (ca. 20%), and a few government institutions (ca. 15%) and the private sector (ca. 5%).

71.   According to the project document, two main delivery mechanisms were originally identified for achieving the first project output: the (i) Research Committees and (ii) GGKP Annual Conferences.

72.   Three **Research Committees** were initially piloted on the following themes: Indicators and Measurement, subsequently renamed Metrics and Indicators; Trade and Competitiveness; and Innovation, which became Technology and Innovation. These themes were identified as GGKP research priorities at the GGKP 2012 Annual Conference. In the following years, five additional Research Committees were formed: Sustainable Infrastructure, Behavioural Insights, Green Growth and the Law, Inclusiveness, and Fiscal Instruments. There are currently five active Research Committees (Sustainable Infrastructure, Behavioural Insights, Green Growth and the Law, Trade and Competitiveness, and Metrics and Indicators), while three committees remained in operation during the period 2013-2016 (Fiscal Instruments, Technology and Innovation, and Inclusiveness).

73.   The delivery of the Research Committees has been varied. Two-thirds of the research papers were produced by the Research Committee on Fiscal Instruments to inform the third GGKP Annual Conference held in Venice in 2015 (table 7). It took one year for this committee to produce six research papers as incentivized by the deadline of the conference as well as the output-oriented and skilled chairing of the research process.

Research papers produced by the GGKP Project	Date published	Research Committee (date created/closed)
		Sustainable Infrastructure (Dec. 2016)
Scoping analysis in progress	*(2017)*	Behavioural Insights (Dec. 2016)
Scoping analysis in progress	*(2017)*	Green Growth and the Law (Nov. 2015)
		Inclusiveness (Dec. 2015)
Measuring Environmental Action and Economic Performance in Developing Countries	May 2015	Trade and Competitiveness (Dec. 2013)

New scoping analysis in progress	*(2017)*	
Measuring Inclusive Green Growth at the Country Level	Feb. 2016	Measures and Indicators (Dec. 2013)
A Conceptual Framework for Measuring the Effectiveness of Green Fiscal Reforms Fiscal Instruments and Water Scarcity Role of Fiscal Instruments in Promoting Low-Carbon Technology Innovation Fiscal Considerations in the Design of Green Tax Reforms Environmental Taxation in Transport Overcoming Obstacles to Green Fiscal Reform	Jan. 2015 Jan. 2015 Jan. 2015 Jan. 2015 Jan. 2015 Jan. 2015	Fiscal Instruments (Jan. 2014/2016)
The Future of Energy Technologies: An Overview of Expert Elicitations	Jan. 2016	Technology and Innovation (Dec. 2013/2016)

Table 7: GGKP Research Papers and originating Research Committees
Source: PIMS and Evaluation, 2017

74. Per the GGKP project document it was expected also that "The other main deliverable [of the Research Committees would] be the *process* of engagement and collaboration between GGKP partners and experts in developing the scoping studies and the *process* of working within the committee to identify a collaborative and coordinated response". Academics interviewed by the evaluation stressed the benefits and added value of consulting with policy makers and practitioners to inform research activities. According to the evaluation survey, 69% of the GGKP Knowledge Partners were either highly or satisfactorily satisfied with the *inclusion of relevant experts from their institution in the Research Committees* (figure 3). However, the process of *identifying and prioritizing green growth knowledge gaps* has returned a more nuanced assessment.
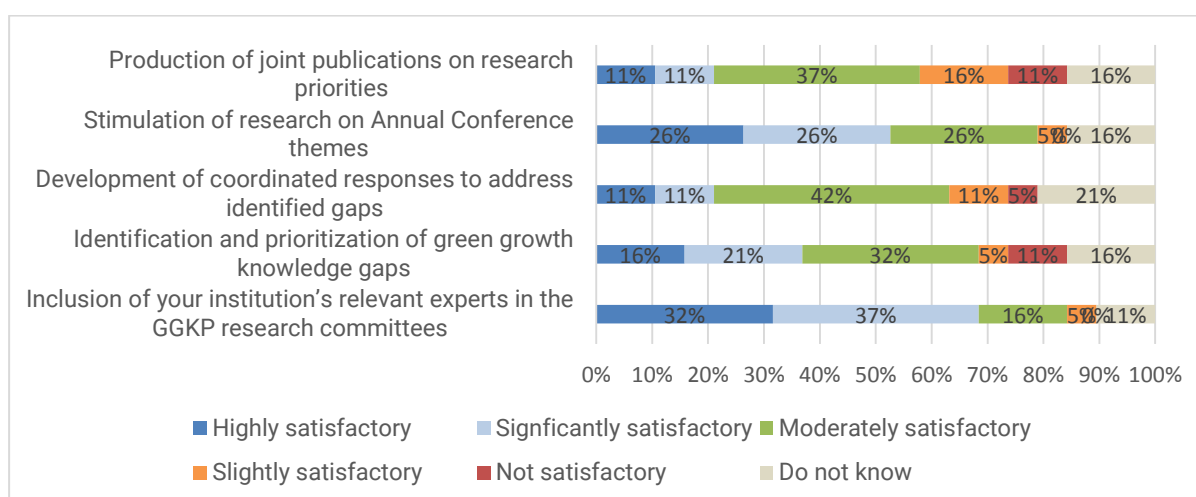

Figure 3: How do you assess the effectiveness of the GGKP on Knowledge Generation?
Source: GGKP Knowledge Partners survey, 2017

75. Despite the fact that the Research Committees have produced the number of research papers expected from the project, there have been concerns expressed by their members and by the GGKP governance about the effectiveness of this delivery mechanism. In May 2015 the GGKP Secretariat surveyed the members of the Research Committee and developed a sound review note containing close to 20 recommendations for improving (i) the

identification of the Co-chairs[15]; (ii) the organisation, composition and engagement of the committees[16]; and (iii) the funding of the committees[17]. All recommendations, but one, were approved by the GGKP Steering Committee. The results of the survey were disseminated to the members of the Research Committees and the generic Terms of Reference of the Research Committee were updated accordingly. Implementation of the recommendations have resulted in ensuring that all active committees are supported with additional resources to convene annual in-person meetings. The GGKP Secretariat has insisted also with all new co-Chairs that they are able and willing to dedicate a substantial amount of time to the committee process. Furthermore, the Secretariat has developed literature reviews and background notes for all new committee processes. Execution of several recommendations may still be pending though -e.g. "optimum committee size should be targeted at 5-10 members"; "Increased funding should be dedicated to committee activities, including organizing in-person meetings and supporting additional research products"-, which would imply a need to learn additional lessons and formulate a new action plan.

76.   As a matter of fact, informants consulted by the evaluation stressed that the functioning of the Research Committees has remained sub-optimal during the project with some committees performing better than others. This finding has been corroborated by the survey of the GGKP Knowledge Partners with only 22% of the respondents assessing the *Production of joint publications on research priorities* and the *Development of coordinated responses to address identified gaps* to be highly or significantly satisfactory (Figure 2). In particular, the Research Committees have been widely referred to the evaluation as effective at collaboratively identifying knowledge gaps in green growth theory and practice but less convincing at catalysing knowledge generation to address these gaps and at sharing and disseminating green growth knowledge, although this could be a matter of timing. As noted in PIMS reports, the act of "collaboration" in a committee process takes much longer than initially anticipated. As illustrated by one informant, "*The Research Committees have not been able to move the knowledge agenda much further. They have been effective at synthetizing a topic, organizing exchanges, but the agenda has not moved forward. The literature that comes out from GGKP has nothing new. This is not moving the wheel. They are effective as a forum for discussion and synthesis but have not advanced or directed research, which was the purpose of the GGKP.*" The Research Committees have focused on identifying the key gaps in knowledge and have done so. Many of them are now moving to the next stage of addressing those gaps. For the early committees (e.g. Trade and Competitiveness; Indicators) the GGKP is now just beginning the process of addressing the identified gaps in knowledge. One example was conveyed to the evaluation of a collaboration starting now between an

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[15] *Sample recommendations on the identification of Co-Chairs:* Co-Chairs should be willing and able to dedicate a substantial amount of time to the committee process and this should be clearly communicated to proposed Co-Chairs; Co-Chairs should communicate with committee members at least once a month to ensure ongoing engagement. Etc.

[16] *Sample recommendations on the Committees' Organization, Composition, and Engagement:* Provide a small stipend for the participation of academics on the research committees; Organize more committee meetings (both in-person and virtual) with clearly defined objectives and outcomes to ensure committee members are engaged and kept abreast of committee activities; Organize in-person meetings to launch new research committees; The optimum committee size should be targeted at 5-10 members; Where possible link committee work to ongoing political processes (e.g. post-2015 development agenda, UNFCCC negotiations, etc.); Insist that committee members commit to joint research and writing through the committee process; The GGKP office should support the committee by producing literature reviews of identified issues and topics; Etc.

[17] *Sample recommendations on the Committees Funding*: Increased funding should be dedicated to committee activities, including organizing in-person meetings and supporting additional research products; Explore opportunities for catalysing funding for research committee members; etc.

academic and research institute and the OECD about improving a database within the area of Trade and Competitiveness.

77.   By design, the expectation that the GGKP Research Committees will generate new knowledge is dependent on the willingness of their members to commit time to this initiative, with the hope that their personal interest and professional priorities will match the agenda of work of the GGKP. This may be difficult to realize and did not prove entirely effective. As put forward by an informant, "*The Research Committees should be institutionalized and institutions should agree to commit x% time of key experts during a given time. Then this should be part of the annual objectives of the staff, of their evaluation, etc.*".

78.   From the onset, the GGKP project has not installed significant incentives and capacities to catalyse knowledge generation. To benchmark resources allocation, GGKP's partners such as EfD or LEDS GP provide USD100.000 per year to their research networks or working groups to conduct knowledge generation and sharing activities, compared to USD15.000 per year attributed to the GGKP Research Committees for initial research support (this amount does not include the costs for the committee members to gather in-person which is additional financing provided for the committee process).

79.   The conditions according to which the Research Committees are created may need to be revisited in order to focus resources on a smaller number of initiatives[18]. The role of the Advisory Committee in guiding the research agenda may require also to be strengthened. Stronger oversight of the Advisory Committee over the research process was suggested by several informants. Closer attention could be provided to the process by which a Research Committee is established, i.e. the selection of the theme, the membership of the Research Committee, the long-term research agenda, and the sustainability[19].

80.   Academics participating in the Research Committees reported being informed by policy makers and practitioners when formulating knowledge gaps. As reported by an informant, "*The GGKP facilitates also dialogues between policy makers and researchers. Before the GGKP, speakers were only from academia. Now policy makers are more participating and they recommend topics.*" But the extent to which this has contributed to stronger uptake of the research outputs at national or sub-national levels could not be assessed. Several respondents referred to the LEDS GP initiative as providing an alternate model (see Annex 6) whereby national and sub-national policy makers escalate concrete knowledge gaps to working groups, which has the intention of increasing the sense of shared ownership and common purpose among members by building a community of practice. The LEDS GP more regional approach highlights the global nature of GGKP, which aims to bring leading practitioners together to identify knowledge gaps in green growth themes. Although not intended as a direct comparison, it is noted that several knowledge

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[18] As mentioned by an informant: "There should be careful thoughts about the Research Committees that are created and if there is a real need for one. There should be clear criteria. It is not up to every topic to become a Research Committee. The issue should be quite clear and there should be a community of academic research that has expertise on the area and can have a dialogue jointly and with practitioners."
[19] Perspectives collected by the evaluation on GGKP Research Committees include: "Sustainability of the Research Committees is an issue. They do not have a long-term goal. They do a review of the literature, then host the next event, and then vanish. Beyond that they face a challenge about identifying a longer-term agenda. Members lose interest. They are involved on a voluntary basis. Sometimes the work that is done in the RC is very well aligned with the normal job of the members but overall it is a challenge to maintain commitment of the members"; "Membership of the committee was not aligned with the mandate of the RC where you need research background to participate otherwise you end up having a political discourse which is what happened in this committee."; "There should not be RC for the sake of them. Members end up committing time to the RC despite such experts do not have much time. There should be policy relevance, quality of the discussion, and a group of high level experts."; "Experts that are good are overcommitted and will contribute only if they think this is worthwhile, i.e. if the outputs and discussions are of high quality, if they feel they can stand behind this research, if it will have a policy uptake, and if other high calibre experts are also part of the same group. This is a virtuous cycle. There is an entry threshold."

partners referred to the GGKP as a top-down initiative in need of stronger involvement at national level "*where the green economy/green growth policies and practices are effectively stipulated*".

81.   The **GGKP Annual Conferences** are the second main mechanism through which the project had planned to have knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda. Four annual conferences were organized by the GGKP, including the one in Mexico in 2012 before the initiation of the project (table 8). Surveys organized after the second and third conferences showed a high level of satisfaction from participants. Most respondents having attended the conference in Paris found the event to be either good, very good or excellent (79%); useful for knowledge exchange between institutions and experts (88%); and useful to enhance their knowledge about the themes of the conference - "greening global value chains" (74%) and "indicators and measurement" (76%)-. Similarly, most survey respondents in Venice agreed or strongly agreed that *"The GGKP had successfully created dialogue between researchers, experts and policy makers on fiscal policy and the green economy"* (89%). GGKP Knowledge Partners consulted by the evaluation commended also the annual conferences for the technical quality and diversity of the papers presented and for their learning outcomes. One academic for instance praised the conference in Venice as "*one of the best conferences I have ever been to*" despite having attended similar events for the past 10 years. Another informant from a UN organization noted that "*The conferences provide much more information and knowledge from all over the world than what a consultant generates through a particular review for a Research Committee*." The effectiveness of the GGKP as a *Convener of the GGKP Annual Conferences* was further corroborated by 74% of the Knowledge Partners responding to the evaluation survey (annex 5).

Year	Themes	Location	Host organization	Participants	Profile of participants
2012	Green Growth: Addressing the Knowledge Gaps	Mexico City, Mexico	World Bank	150+	No data
2013	(i) Greening global value chains and (ii) Measurement and reporting for green growth.	Paris, France	OECD	319	Policy makers: 43%; International organisations: 31%; Academics & researchers: 13%; Private sector: 11%; NGOs: 3%
2015 [20]	Fiscal Policies and the Green Economy Transition: Generating Knowledge – Creating Impact	Venice, Italy	UN Environment	247	Governments: 22%; International organisations: 22%; Academia: 37%; Business: 8%; NGO: 7%; Other: 4%
2016	Transforming Development through Inclusive Green Growth	Jeju Island, Republic of Korea	GGGI	266	Governments: 21%; International organisations: 26%; Academia: 19%; Business: 17%; NGO: 15%; Other: 2%

Table 8: GGKP Annual Conferences
Source: GGKP Management and Evaluation, 2017

82.   In addition to the GGKP Annual Conferences the project has organized a range of thematic and regional workshops and events, such as 3 GGKP Knowledge Partners workshops, joint events with the Centre for International Environmental Studies at the

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[20] In order to avoid conflicts with a number of other international events taking place at the end of 2014, the "2014 Annual Conference" was ultimately convened in January 2015 and all of the GGKP Annual Conferences were pushed one year later

Graduate Institute in Geneva, a side event at the inaugural PAGE conference, a regional workshop in the Democratic Republic of the Congo, etc.

83.   According to the GGKP Annual Report 2014-2015, in its first 3 years of activity the project has organized or contributed to 21 events drawing in 1,896 participants.

84.   Nevertheless, a significant number of informants from GGKP founding and partner organizations led the evaluation to nuance the previous achievements. Rotating the organization of the GGKP Annual Conferences between founding members does not appear to be fully efficient as "*for each conference, the organization starts from scratch*", as reported by an informant. These conferences could potentially grow better and improve by learning more systematically from past experiences and by attributing to the GGKP Secretariat a much stronger mandate. There appears also to be limited involvement from all the existing Research Committees jointly when preparing such conferences as well as from practitioners in developing countries and emerging economies. The specific focus of each conference leads to narrow down participation to experts of a given theme while Knowledge Partners call for systematizing interactions and building, over the years, an active cross-cutting community of practice. Examples of the annual Globelics Conference and the World Bank Land and Poverty Conference were mentioned as events that started like the GGKP conferences but have become bigger over time while consolidating a network where people build bonds, trust, and engage in joint projects. The GGKP Annual Conferences are not yet a place for members of Research Committees to systematically meet in parallel tracks, present and discuss annual outputs, and plan the year ahead. Several knowledge partners have also indicated that participation from NGO or government staff from developing countries was difficult in absence of any financial support from the GGKP project. At the second annual conference, only 7% of participants were from emerging and developing countries. Since then, for the last two Annual Conferences funds have been provided to support the travel of all authors of research papers from developing countries and for representatives of GGKP knowledge partners from developing countries. At the fourth GGKP Annual Conference in Jeju Island, 57% of participants were from developing countries.

Output 2: Web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice

85.   Two indicators were referred in the GGKP project document for this output: (i) *Number of unique quarterly visitors to the web platform*, and (ii) *Dedicated webpage on gender and green growth developed and maintained with up-to-date analysis*. Table 9 provides an overview of the level of achievement of the project on both indicators and their milestones as reported in PIMS and validated by the evaluator.

Output	**Achievement of indicators, milestones[21] and principal products**
2. Web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice	*Indicator value*: Over the first 3 quarters of 2016 (Q1, Q2, Q3), the average number of unique quarterly visitors reached 19,520. (Target=30,000)

The *milestones* were either achieved on time or delayed due to the rescheduling of the Annual Conferences and knowledge partners' workshops:

Expected milestones	Expected delivery	Effective delivery
December 2013	Knowledge partner workshop	Workshop in DRC (Feb. 2014)
June 2014	GGKP indicators & data sets	20 data points 193 countries
December 2014	Knowledge partners workshop	Workshop (Jan. 2015)
June 2015	Map interface tool	Map interface (Jan. 2014)
December 2015	Knowledge partner workshop	Workshop (Sep. 2016)
June 2016	Green growth project database	Project db. (May

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[21] According to the project reporting (PIMS, project revisions)

	2016)		
	December 2016	Batumi initiative	BIG-E database (Nov. 2016)
	Indicator value: One dedicated webpage on gender and green growth has been developed and is maintained with up-to-date analysis (Target=1).		
	The Gender and Green Growth webpage now links to 32 relevant studies and papers; in addition, links are now provided to "best practices", "projects", "insight blogs", and the relevant SDGs.		

Table 9: Overview of the level of achievement of indicators and milestones
Sources: PIMS, Project Team, and Evaluation, 2017

86. Officially opened in 2014, the GGKP web platform is based on Drupal and behaves as a Content Management System rather than as a flat website. Content categorization relies on metadata and multi-faceted hierarchical taxonomy. Content architecture allows information items to be posted once but retrieved many times across the site according to the categories they relate to. The website features 14 different sections or functionalities presenting resources per Sector, Theme, etc. (annex 3). Metadata used to categorize content includes Type[22], Sector, Theme, Region, Country, Organization, and Key Terms -the latter are provided by the Climate Tagger API[23]. While the overall process makes data entry complex and time consuming at first, it improves end-users' navigation experience, increases accuracy of the search engine, accelerates content retrieval, and reduces time in the maintenance and upkeep. The time initially invested in uploading data is offset by the fact the Secretariat does not have to maintain the thousands of individual pages within the website which are generated automatically.

87. In the third quarter of 2016, the GGKP website received 28,928 total visits, 19,506 unique visits and 69,354 page views. Over the three first quarters of 2016, the average number of unique visitors per quarter reached 19,520. This achievement stands below the initial target of 30,000 unique visitors per quarter despite an undisputable growth of the GGKP website: since 2013 the number of unique visitors has increased by an average annual growth rate of 83%. In 2016, a total of 14,735 publications were downloaded from the GGKP Resource Library up from 11,032 publications in 2015. During the third quarter of 2016, visitors came from 189 countries with prevalence of OECD countries[24].

88. From May to August 2015, the GGKP conducted a comprehensive review of its web platform, focusing on the user experience. The exercise returned a favourable assessment of the website. A vast majority of respondents indicated that it was either very easy (49%) or moderately easy (43%) to find what they were looking for on the GGKP web platform. Respondents rated the GGKP web platform as very useful (55%) or somewhat useful (36%) source for green growth knowledge products. A similar positive assessment was expressed

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[22] Content types: Resource, Person, News, Blog, Best Practices, Learning resource, Event, Project, BIG-E, Organization, Page, Hero Feature.
[23] The Climate Tagger is used to scan, sort, categorize and enrich climate and development-related data with keywords to improve the efficiency and performance of KM systems. http://www.climatetagger.net/
[24] During Q3 2016 the 10 countries that accessed the GGKP website the most were USA, India, Kenya, Germany, South Korea, United Kingdom, Switzerland, France, Canada, South Africa.

by most of the informants consulted by the evaluation. This trend was corroborated by the GGKP Users' survey. According to 81% of survey respondents, the relevance of the website is either Very good or Good and meets their needs for technical knowledge and geographical coverage (figure 4). More than 70% of surveyed users found that the GGKP had fully or significantly achieved the objective to provide a web platform that is updated and populated with relevant green growth research, data, projects, learning resources, news, and events (annex 5).
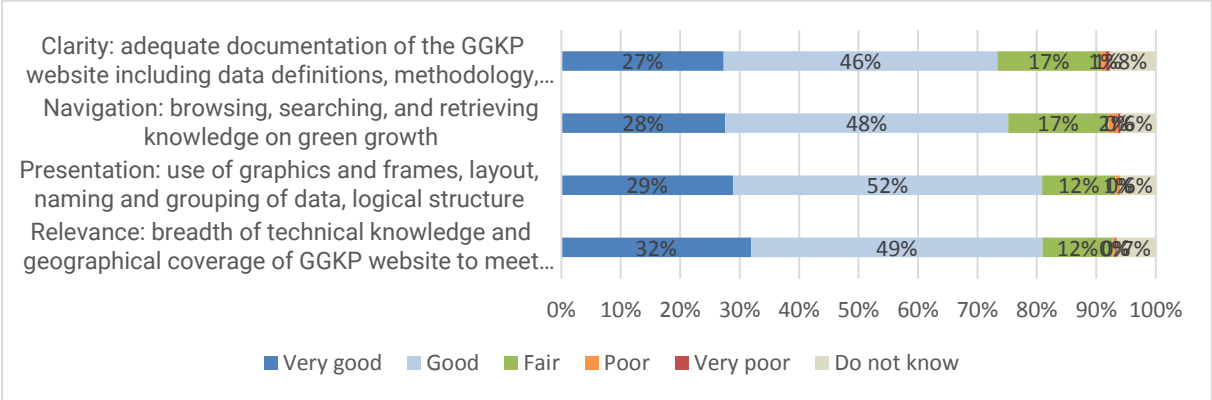

Figure 4: How would you rate the following aspects of the GGKP website?
Source: GGKP Knowledge Partners survey, 2017

89. At the end of 2016 the resource library contained 1453 studies and papers related to green growth and green economy. The project database included 216 projects led by the GGKP partners and other leading organisations, and the Learning Database contained 203 resources, including courses, webinars, videos and tools. In 2016, a total of 14,735 publications were downloaded from the GGKP Resource Library.

90. A detailed review of the website library shows a level of discrepancy in the number of resources available per sectoral areas. The library contains a large number of materials covering the Energy, Finance, and Agriculture sectors. Much fewer resources are available on Waste, Fisheries, Buildings, Metals and Minerals, and Tourism (figure 5a). Several informants stressed the need for making the GGKP website more comprehensive -e.g. on Metals & Minerals- and expressed their opinions that the Donor Committee for Enterprise Development (DCED) platform could act as a benchmark for completeness, although this evaluation cannot substantiate this perception. When comparing the content available on the GGKP website with the sectoral areas of work of respondents to the GGKP Users' survey, the gap between the number of users and information resources provided appears to be especially high for the Waste sector (figure 5b). There are obvious limitations though in doing such a correlation. The small number of survey respondents working on Metals and Minerals for instance may be a consequence of few resources provided by the website on this area. When cross-tabulating survey results, respondents working on Fisheries are those who find the GGKP website the least relevant to their professional activities.
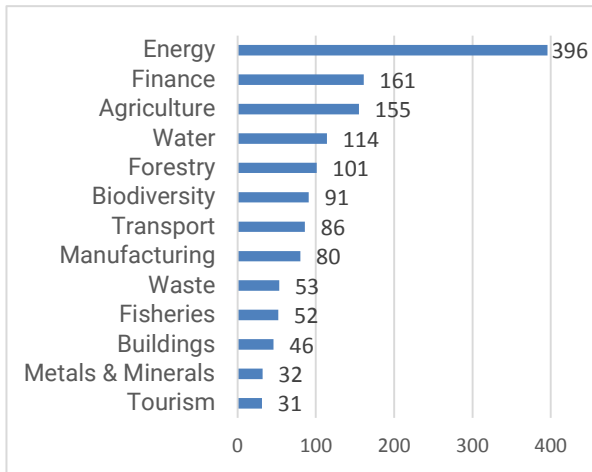
Figure 5a: Number of content items per sectoral area in GGKP library
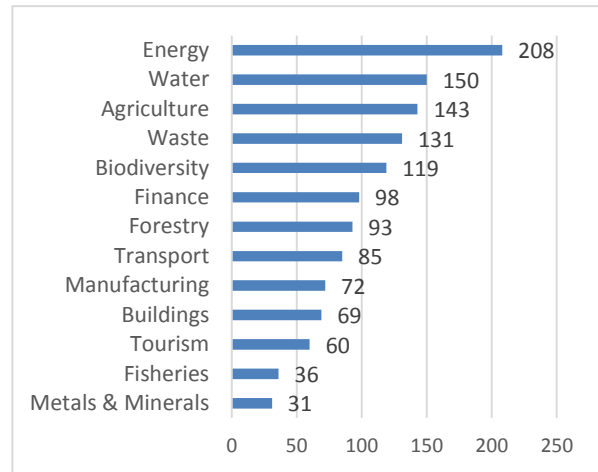Source: GGKP website and Evaluation, 2017

Figure 5b: Number of survey respondents working or interested in the sectoral area
Source: GGKP Users survey, 2017

91.	The thematic areas of the GGKP website indicate a prevalence of information materials on Climate Change, Development, Institutions and Governance, Investment, and Fiscal Instruments (figure 6a). Conversely, fewer resources are available on Government Procurement, Informal Economy, Consumption, and Health. When comparing with the thematic areas of work of survey respondents (figure 6b), the quantitative gap between offer and potential demand is especially high on Consumption. However, cross-tabulations of survey results indicate that respondents who work on, or are interested in, the theme of Government Procurement are those who find the GGKP website the least relevant for their professional activities. The second segment of survey respondents who find the GGKP website the least relevant is composed of users working on the theme of Indicators and Measurements, even though the platform hosts a significant number of resources on this area. This highlights that the perceived relevance of the website is not simply correlated with the number of resources provided. A range of other factors are to be accounted for, such as qualitative attributes, existence of alternate websites, knowledge maturity of the target community, etc. Expectations from target users require to be assessed through marketing research to be segmented and addressed.
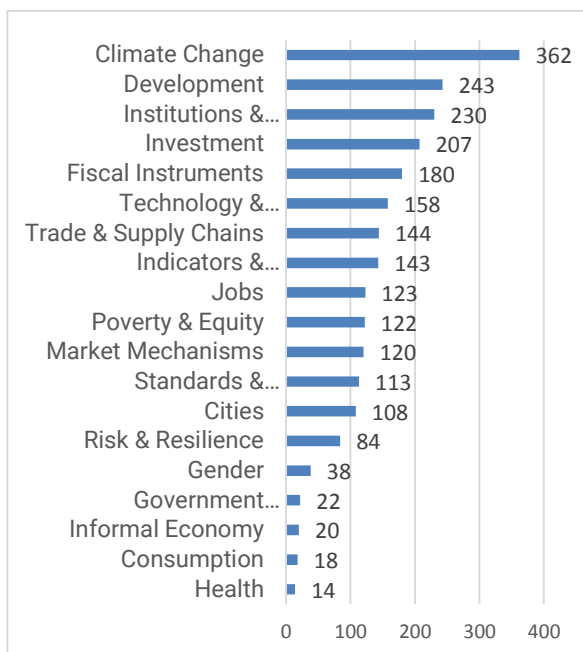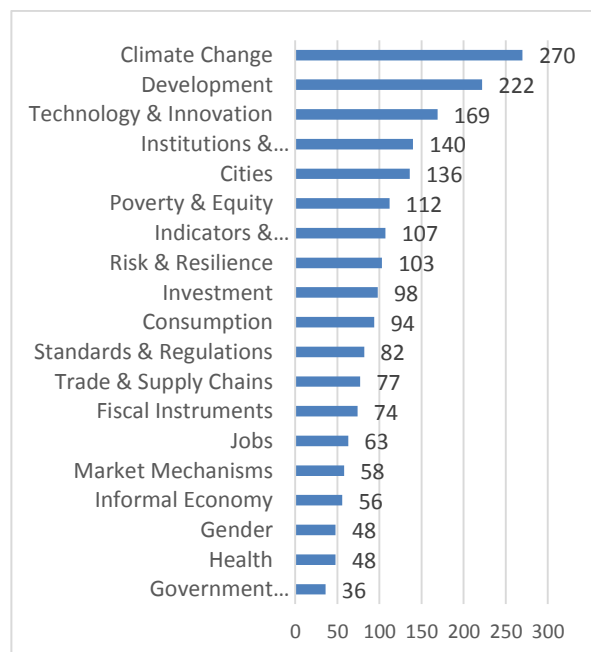

Figure 6a: Number of content items per thematic

Figure 6b: Number of survey respondents

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92. When considering the type of content that GGKP users would find most relevant to support their professional activities, survey respondents prioritized *Studies and analysis*, followed by *National development and environmental plans and strategies*, *Evaluations and lessons learned*, *Training materials & handbooks*, and *Policy database* (annex 5). Such content types could be prioritized by the GGKP search and selection process -or considered for development by Knowledge Partners- and be added to the website taxonomy. Informants called also for complementary means to retrieve content by using categories reflective of (i) the Green Economy transition process (e.g. diagnosis, stakeholder engagement, etc.); (ii) SDG targets; and (iii) profile of website users (policymakers, academics, etc.).

93. Functional and technical needs conveyed to the evaluation featured also establishing closer integration and automation of data exchange between platforms[25] -e.g. 10YFP, UNEP Live, etc.-. Different techniques can be considered coming with various levels of interoperability and complexity -e.g. RSS feeds, OData, etc.-. Data integration would also ensure greater sustainability to the project and scalability as there might be a threshold for manual data entry in a growing network -e.g. the GGKP Project Database currently holds about 250 projects from Knowledge Partners while the UNDP website alone provides access to 1436 projects implemented by that organization in the area of inclusive & sustainable growth[26]. Furthermore, the website could embark user oriented functionalities such as to recommend the most relevant or related content consulted by other visitors; enable users to receive push alerts on selected themes; allow to comment publications and "Insights" blog posts; provide complementary correlations between data points in Data Explorer; include a directory of community members; offer access to exchange spaces; etc. "User-centred design" techniques could help ensuring that the website is relevant to different target users by bringing them into review workshops or polls.

94. The second indicator provided by the project for this output regarded the establishment of a *Dedicated webpage on gender and green growth developed and maintained with up-to-date analysis.* The Gender and Green Growth webpage now links to 38 relevant studies and papers; in addition, links are provided to "best practices", "projects", "insight blogs", and the relevant SDGs.

ii. Achievement of direct outcomes

95. The effectiveness of the project is assessed against the outcomes formulated in the reconstructed Theory of Change and indicators provided in the project logframe.

Outcome 1: Practitioners, academics and other relevant actors identify, prioritise, and address gaps in green growth knowledge and data

96. Two indicators referred in the project logframe are relevant to assess the progress made towards the achievement of this outcome from the reconstructed Theory of Change: (i) *Number of research donors that commit to financing knowledge generation as a direct result of gaps identified by GGKP research committees*, (ii) *Number of experts producing "insight" blogs discussing and describing relevant green growth research and activities for the GGKP web platform*. Table 10 provides an overview of the level of achievement of the project on the four indicators as reported in PIMS and validated by the evaluator.

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[25] This would comply with a recent resolution of the UN General Assembly (71/243-21/12/2016) calling on the UN development system "to introduce or strengthen knowledge management strategies and policies, with a view to enhancing transparency and improving its capabilities to generate, retain, use and share knowledge, and move towards a system-wide open data collaborative approach for a common and accessible knowledge base."

[26] http://open.undp.org/#2017/filter/focus_area-1

Outcome	Achievement of indicators, milestones[27] and principal products
1. Practitioners, academics and other relevant actors identify, prioritise, and address gaps in green growth knowledge and data	*Indicator value*: By December 2016, 5 organizations had committed to financing GGKP's knowledge generation activities. (Target=4) However, the following two provisions should be noted in relation to this achievement: (i) the profile of these organizations do not necessarily correspond to the definition of "research donors" per se, and (ii) the knowledge generation activities funded are not necessarily "a direct result of gaps identified by GGKP research committees". Only one *milestone* was provided in the logframe (i.e. 4 research donors by end of September 2016). It was achieved (considering the above provisions) according to the original planning: June 2015: OECD agreed to fund a new RC on "Inclusiveness" December 2015: GGGI agreed to fund studies under the "Inclusiveness" RC June 2016: ILO agreed to fund studies commissioned under the "Inclusiveness" RC June 2016: World Bank committed to fund a new RC on "Resilient Infrastructure" and to use the outcomes of the committee's work to inform their ongoing work in this area and the next GGKP Annual Conference December 2016: A private foundation has agreed to finance research on natural capital valuation through the GGKP collaborative research committee process
	Indicator value: The GGKP website had a total of 191 "insight" blogs from 162 different expert authors as of 15 December 2016. (Target=100 "insight" blogs) Only one *milestone* was featured in the logframe (i.e. 100 insight blogs by June 2016). It was achieved ahead of the original planning: Date Number of "Insight" blogs December 2013 31 June 2014 49 December 2014 74 June 2015 107 December 2015 137 June 2016 147 December 2016 162

Table 10: Overview of the level of achievement of indicators and milestones
Sources: PIMS, Project Team, and Evaluation, 2017

97.   The indicator on the *Number of research donors that commit to financing knowledge generation as a direct result of gaps identified by GGKP research committees* reflects the intent from the GGKP project to spur knowledge generation as an outcome of the scoping analyses and knowledge gaps identified by the Research Committees. The achievements reported by GGKP's Management for this indicator cover the funding by OECD of a research committee on "Inclusiveness"; the support provided by GGGI to commission studies under this committee; and ILO's commitment to supporting work of this Research Committee and to utilize the outcomes to inform ILO's research agenda on green economy and jobs. Furthermore, the World Bank committed to fund a Research Committee on "Resilient Infrastructure" and to use this committee's work to inform their ongoing work in this area. Nevertheless, the extent to which these initiatives comply with the indicator and the underlying project objective is questionable. According to the project document, funding of these knowledge generation activities was expected to come from "research donors". The term is not defined in the project document but described through the example of the "European Commission DG Research" and "Government research agencies". As it stands, defining the OECD, the World Bank, the ILO, and GGGI as "research donors" is probably stretching their function beyond their core mandate. Furthermore, the activities reported by

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[27] According to the project reporting (PIMS, project revisions)

the project concentrate on the establishment of new Research Committees rather than on "financing knowledge generation as a direct result of gaps identified by GGKP research committees". Nevertheless, the Foundation identified in December 2016 by the GGKP Secretariat to support research activities on Green Growth and Natural Capital appears to be effectively aligned with the initial objectives of the project both in terms of institutional mandate of that organization and its foreseen contribution to the development of new knowledge.

98.   Several GGKP founding and knowledge partners highlighted that the initial expectation that Research Committees would design research programmes based on identified knowledge gaps and attract funding to generate new knowledge had not been fulfilled to date. This is largely due to unrealistic expectations at the outset on how quickly this could be achieved. Several committees are just now turning their attention to how best to collaboratively catalyse new knowledge based on the scoping studies. Informants mentioned various research funds that the GGKP could help knowledge partners to target (e.g. EU ERC, UK GCRF, US foundations, etc.). However, no strong pathway has been effectively built into the GGKP project design to formulate research programmes with a view to applying for research grants. Except for the above indicator and for the role of the Advisory Committee that entails, inter alia, "*Suggesting potential sources of research funding*", no reference was made in the GGKP project document to scaling up knowledge generation through research funds. This was addressed though in the TOR of the Research Committees that indicates that "*the committee is responsible for developing a "response road map" that clearly sets out a collaborative and coordinated response to the identified knowledge gaps*" and that "*the Secretariat will coordinate the implementation of the "response road maps", including outreach to donors and research groups*". But this does not explicitly refer to developing research programmes. The letters of agreement provided to Knowledge Partners do not specify the formulation of research programmes to bid for research funds as an area of collaboration. The Terms of Reference of the Research Committees' Co-chairs do not indicate that they should actively foster a search for research grants although this may appear in the "response road map" they are in charge to develop. Similarly, the TOR of the GGKP Research Officer does not prioritize the provision of support to Knowledge Partners to formulate grant applications. As for consultants contracted by the project, their contribution has entailed developing research and working papers but not following-up with completing applications to mobilize research funds. Research Committees were not formed either in response to a funding opportunity that would eventually narrow down the search for knowledge gaps and channel knowledge generation but could potentially provide resources for multi annual research programming.

99.   Knowledge Partners suggested additional sources of funding that the GGKP could consider. For instance, the British Government's programme called Ecosystem-based Services for Poverty Alleviation (ESPA) has produced a thousand academic papers over the past 8 years. The programme will close in 2018 and is looking for organizations that will handle the legacy of that work, i.e. organizing 1000 papers -at least half of those are relevant to Green Growth-; keeping the community of practice alive; and providing an opportunity to continue research on the subject matter. Similar research programmes were reported to come to a close after a period of implementation, most often leaving a dead website and community. The GGKP was reported as having an opportunity to keep this body of research alive by working with similar programmes in their final year to curate content, engage the community, grow GGKP's body of knowledge, and receive funding to implement their exit strategy.

100. The GGKP project was successful in achieving the second outcome indicator of bringing experts to *discuss and describe relevant green growth research and activities for the GGKP web platform* with 191 "insight" blogs from 162 different expert authors produced as of

15 December 2016. However, visits to the "insight" blogs decreased throughout 2016. This may be due to a range of causes -e.g. fewer promotion activities, disconnect between topics covered and users' needs, emergence of alternate sources of information and expertise, etc.-. According to the GGKP Users survey (annex 4), the "insight blog" is among the least useful and known feature of the website.

Outcome 2: Policymakers and other actors use policy relevant green growth knowledge and data resources

101. Two indicators referred in the project logframe are relevant to assess the progresses made towards the achievement of this outcome from the reconstructed Theory of Change: (i) *Number of practitioners and policymakers surveyed that acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition*, (ii) *Number of references to GGKP assessments and reports in relevant government and company documents, organizational reports, and in academic publications.* Table 11 provides an overview of the level of achievement of the project on the four indicators as reported in PIMS and validated by the evaluator.

Outcome	Achievement of indicators, milestones[28] and principal products
2. Policymakers and other actors use policy relevant green growth knowledge and data resources	*Indicator value*: As of December 2016, 228 practitioners and policymakers acknowledged using GGKP knowledge products in their promotion of policies and actions that support a green economy transition (out of 652 surveyed respondents). (Target=400). The *milestones* were not achieved according to the original planning: December 2015: 195 practitioners and policymakers acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition (out of 557 survey participants). (Target=300) December 2016: 228 practitioners and policymakers acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition (out of 652 survey participants). (Target=400)
	Indicator value: By December 2016, the GGKP assessments and reports were found referred 38 times in relevant government and company documents, organizational reports, and in academic publications. (Target=6). The *milestones* were achieved as planned but were not consistent with the indicator: June 2014: Three green growth knowledge products developed by knowledge partners uploaded and made available on the web platform June 2015: Three green growth knowledge products developed by knowledge partners uploaded and made available on the web platform

Table 11: Overview of the level of achievement of indicators and milestones
Sources: PIMS, Project Team, and Evaluation, 2017

102. The GGKP project logframe includes an outcome indicator on the *Number of practitioners and policymakers surveyed that acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition.* The GGKP Secretariat surveyed 652 policymakers and practitioners until December 2016. About 60% of those informants reported visiting the GGKP platform and 35% of those who visited (i.e. about 230 individuals) indicated that they had used the knowledge products on the site to inform their work.

103. The evaluation surveyed the GGKP Users who indicated that the primary reason for using the GGKP products and services was to *research information on specific sectors and themes* 70%) followed by *learning about broad issues* (63%). About 42% of survey respondents indicated also using the GGKP to *research for policy formulation* (table 12).

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[28] According to the project reporting (PIMS, project revisions)

For what main purpose do you use the GGKP products and services (conferences, publications, website, etc.)? Please mark all that apply:	Times marked	Percentage
Researching specific sectors or themes	314	70,09%
Learning about broad issues	281	62,72%
Searching for relevant projects	175	39,06%
Finding raw data	96	21,43%
Finding advocacy or marketing material	82	18,30%
Researching for policy formulation	189	42,19%
Making decisions on donor funding	49	10,94%
Other (please specify)	24	5,36%
Total number of respondents	448	100%

Table 12: Main purposes for using the GGKP products and services
Sources: GGKP Users survey, 2017

104. According to the GGKP Secretariat, the second outcome indicator was assessed in December 2016 through a web search and revealed *38 references to GGKP assessments and reports in relevant government and company documents, organizational reports, and in academic publications.* As of May 2017 and through Google Scholar, the evaluation retrieved 18 citations made to the 9 scoping studies or research papers developed by the GGKP Research Committees. A broader search on "Green Growth Knowledge Platform" returned 385 articles with Google Scholar and 8 through Science Direct, showing that the research products published by/with the GGKP are primarily grounded in grey literature rather than in peer reviewed academic journals. This seems consistent with the objective to inform policymakers and practitioners. On Google Search, the entry "Green Growth Knowledge Platform" returned 34,400 results.

iii. Likelihood of impact

105. The expected project impact that "Policymakers and other relevant actors develop, adopt, and implement green growth policies and practices" aimed to directly support the Programme of Work of the UN Environment and specifically the Expected Accomplishment for 2014-15 on "[c]ross-sectoral scientific assessments, research and tools for sustainable consumption and production and for the green economy are developed, shared and applied by policymakers, including in urban practices within the context of sustainable development and poverty eradication". The ambition of the project was that the application and sharing of green growth knowledge would lead to policy change that would create an *intermediate state* where goods and services would be increasingly produced, processed and consumed in a sustainable way. In turn, it was assumed that this would result in tangible long-term *impact* through the decoupling of economic growth from resource use and environmental impacts, while improving human well-being.

106. **Project impact: Policymakers and other relevant actors develop, adopt, and implement green growth policies and practices**

107. In the survey conducted by the evaluation, close to 400 users of the GGKP assessed the contribution of the project to a range of outcomes (figure 7). More than 70% of these respondents indicated either a high or significant contribution of the GGKP to *informing programmes, projects, publications, research, monitoring systems, or training and education activities* and 55% to *developing and/or adopting, and implementing green growth practices*. About 46% of the users find a high or significant contribution of the GGKP to *Improving national policies, strategies, or legislative frameworks* (up to 51% when focusing on policymakers and practitioners). The outcome area where a smaller number of users found a strong contribution of the GGKP was on *Fostering gender and human rights based approaches in the green economy*.

Figure 7: How do you assess the contribution of the GGKP to the following outcomes?
Sources: GGKP Users survey, 2017

108. The evaluation has collected some qualitative/anecdotal evidence of green growth policies and practices whose development and/or adoption have been supported by the GGKP (box 2). A quantitative review of the examples provided by respondents shows that the project has primarily contributed to informing programmes, research, and education (annex 4). Several examples mentioned by survey respondents were specific enough to allow, potentially, some follow-up impact monitoring to track the achievements of the policy changes or practices contributed by the project.

Box 2: Examples where the knowledge developed or conveyed by the GGKP was taken up and had positive outcomes?
Source: GGKP Users survey and interviews, 2017

109. GGKP Users were invited to rank activities the project could implement to improve its value to their work. *Supporting collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities* came as the first priority. All other options were found almost equally important or relevant according to survey respondents. Responding to these needs would potentially bring an agenda of work exceeding the current resources and capacities of the project (Table 13).

In your opinion, what types of activities should the GGKP prioritize to improve its value to your work and the way you use it? Please select three:	Times selected	Percentage

Develop and/or disseminate additional knowledge products and publications	159	41,95%
Translate existing studies and publications into synthesized knowledge products (e.g. policy briefs, case studies, articles, etc.)	163	43,01%
Facilitate short-term visits / missions of institutions, experts, and practitioners to support information sharing and capacity building (e.g. study tours, south-south exchanges, etc.)	148	39,05%
Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities (e.g. project co-funding, joint project delivery, etc.)	193	50,92%
Improve thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners	166	43,80%
Expand the focus to include knowledge products and data relevant to the green business and finance communities	149	39,31%
Total respondents	379	100,00%

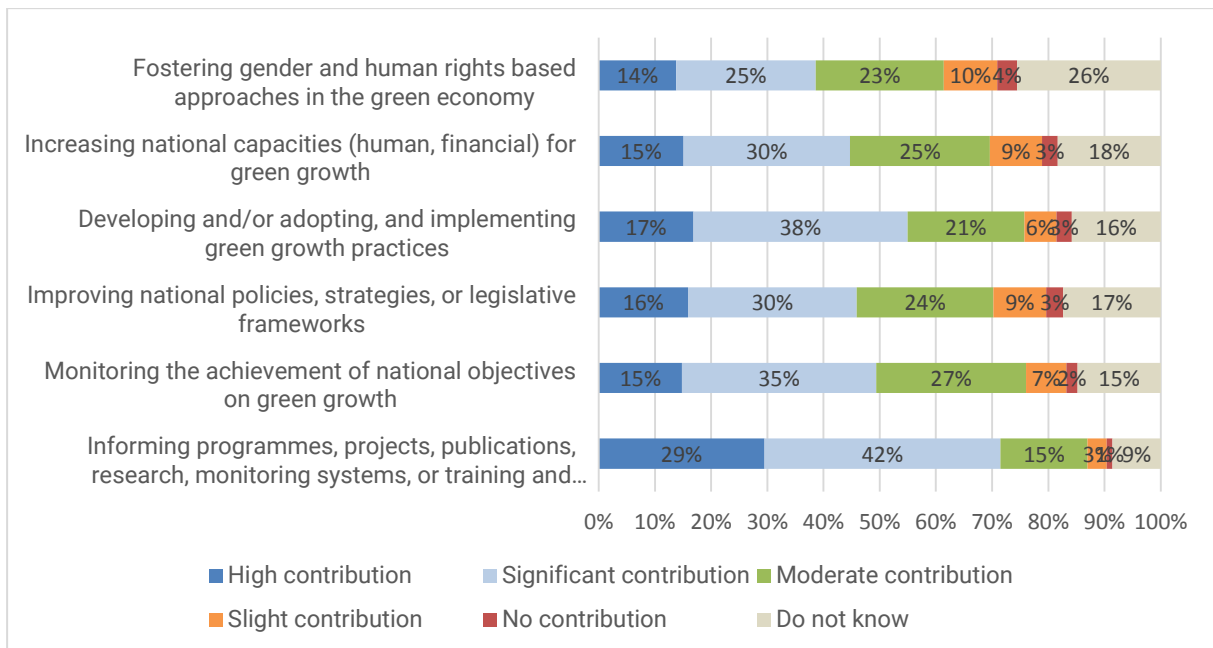**Table 13: How do you assess the contribution of the GGKP to the following outcomes?**
Sources: GGKP Users survey, 2017

110. **Long-term impact: Goods and services are increasingly produced, processed and consumed in a sustainable way**

111. The evaluation could not find tangible evidence of goods and services increasingly produced, processed and consumed in a sustainable way as an outcome of the GGKP. In such a short timeframe, the GGKP could not expect any significant contribution to long-term environmental impacts. The policies, strategies or activities it has informed -*e.g. Transport Sector Development & Strategic Plans 2017-2022* in South Sudan*; Green Economy Strategy and Implementation Plan* in Kenya; *SUNx strategies*, etc.- have yet to be implemented and assessed. Additional enabling factors (e.g. funding) beyond the mere provision of knowledge products and services need to be present to realize the transition to a green economy. The likelihood that the project has contributed to long-term impact is moderate.

112. Several project drivers did not fully hold as expected, leading to a risk of limited impact:

- *Demand for knowledge and data has been accurately identified and translated into concrete activities*: The process for assessing the demand for knowledge and data has not been precisely formalized. Research Committees are sometimes created by the Steering Committee without consultation of the Advisory Committee. The demand for knowledge does not involve the entire community of practice or specific segments of target users -e.g. policymakers-. The research agenda is primarily defined top-down and tends to address knowledge gaps faced by the founding members and knowledge partners rather than by policymakers.

- *Synergies with partner activities and priorities are exploited*: Capacities of knowledge partners to amplify the outcomes of the GGKP were partly leveraged. The GGKP has actively leveraged the communications and outreach groups of the partner institutions to communicate its activities, such as webinars. The Secretariat has created a network of these communication professionals in each of the partner institutions and distribute communications packets for events and new studies, including tweets, etc. This type of collaboration could further reach out to Knowledge Management officers in partner institutions. Furthermore, the GGKP has not gained any significant influence on what is produced by knowledge partners. The extent to which this could be addressed could be considered, although according to the Secretariat, "*this is not an objective of the GGKP with the exception if one of the partner institutions is interested in taking on an identified gap in knowledge, such as the OECD's interest in expanding their environmental policy database based on the GGKP trade research committee outcomes*". Therefore, what is disseminated by the

GGKP is only as useful as what was designed by knowledge partners. The extent to which the GGKP supports Knowledge Partners in achieving their own Green Growth goals is focused on amplifying the knowledge they produce and fostering cross-collaboration and to a lesser extent on influencing knowledge production.

- *Partners and research donors are motivated to address the knowledge gaps identified by the GGKP research committees*: Involvement of research donors in addressing knowledge gaps has been limited and the development of knowledge products by partners based on the scoping analyses has been limited to the founding members. Most likely this is largely a question of timing as the processes have not had enough time to complete these efforts. The GGKP Secretariat has had a number of bilateral meetings with DG research to discuss how the outcomes from its work could inform their own research portfolio and has directly supported their effort to design new research activities related to green economy.

- *Practitioners and policymakers perceive the research and data to be useful and are motivated to make use of this information*: The extent to which the GGKP has identified and installed a range of incentives beyond the outreach and communications process -including social media, newsletters, and webinars-, to motivate practitioners and policymakers to use the research and data produced is unclear.

- *Partners are open and committed to collaboration and sharing knowledge through a robust green growth community of practice*: Direct networking between Knowledge Partners is seldom happening beyond the GGKP Annual Conferences and the annual GGKP Knowledge Partners' Workshops. No instrument has been installed to enable members of the larger community of practice to engage in online networking, joint collaborations, mutual support, e-discussions, etc.

- *Development of a broad network of institutions and experts committed to engaging in collaborative research, sharing of knowledge, and applying this knowledge in their relevant green growth and green economy projects and activities at the national level*: The GGKP has started to create a broad community of institutions and has been effective at installing a sense of convergence between different approaches particularly among the founding members. However, according to informants there is limited adoption of the GGKP by partners at national level -e.g. in research institutes, ministries, development programmes-.

- *Partner institutions use GGKP knowledge and data in directly engaging national policymakers and practitioners through projects, capacity building activities, and other on-the-ground initiative*: The GGKP was designed so that the knowledge generated and managed would be shared through the existing institutions and their activities rather than duplicating these efforts. The lack of country presence limits the opportunities to transfer knowledge and engage national constituencies. Knowledge uptake is facilitated by approaches that are not in the scope of the GGKP (south-south exchanges, demonstration projects, etc.). Connections with the private sector are limited.

113. The following assumptions and the constraints they put on project implementation are highlighted by the evaluation:

- *National conditions are supportive of the use of green growth knowledge and data resources*: The fall of crude oil prices from above USD100 per barrel in the late 2013 to around USD50 today does not incentivize the transition to a green economy. The American decision in June 2017 to abandon the Paris Agreement may have spillover effects and weaken the appeal to the green growth transition in some other countries.

- *Resources and capacities are available to support a transition to the GE*: According to the project document, the cost (cash budget) of the GGKP project was established at USD6,109,475 for the 36 months of project implementation (i.e. until September 2016). The budget effectively mobilized as of April 2017 was USD2,210,099. More generally, the transition to GE is dependent on the resources and capacities at the national level and with key institutions rather than with the GGKP alone.

E. Financial Management

114. Completeness of GGKP financial information has been guided by UMOJA -the UN transactional management system under the overall umbrella of IPSAS- and the agreements with partners and donors. To the greatest extent possible, standard UN Environment donor agreements have been used by the GGKP project. Signed agreements have been introduced into the project document through revisions and the budget updated in UMOJA. In some cases, partnerships cooperation agreements signed between the UN Environment and a specific donor -e.g. Norway- have prevailed. In such a situation, reporting is done per the donor request by compiling the allocations made to the various projects -GGKP, PAGE, etc.-. Other donors -e.g. GIZ- have templates that require budgeting and reporting according to that specific format. Nevertheless, whenever possible the GGKP team has followed the UMOJA format -as agreed by UN member states.

115. The GGKP budget and expenditures managed by the UN Environment are presented in table 14:

Grants	Budget in USD	Expenditure in USD
Government of Switzerland[29]	1,919,696	1,606,996
Royal Government of the Netherlands	172,811	82,509
GIZ Germany	40,511	40,947
Norway (PCA)	60,131	60,131
OECD	16,950	16,950
Total	**2,210,099**	**1,807,533**

Table 14: Expenditures incurred against the GGKP Grants as of 27 April 2017
Source: UN Environment, 2017

116. As introduced earlier (section III.F Project Financing), in-kind contributions from project partners are not managed by UN Environment -which is therefore not responsible for those and does not report this component in UMOJA. In-kind contributions are directly compiled by the GGKP Secretariat.

117. An informal summary of the GGKP's donor funding as well as the expenses accrued against each contribution (excluding in-kind contributions) was reported as follows[30] in the annual report 2014-2015 (table 15).

	Contributions (in USD)			Expenses (in USD)		
	Pre-2014	2014-2015	Total	Pre-2014	2014-2015	Total
Countries						
Germany-Federal Ministry for Economic Cooperation and Development	749,500	40,511	790,011	650,000	140,011	790,011
Netherlands - Ministry of Infrastructure and the Environment	130,594	117,762	248,356	130,594	16,747	147,341

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[29] The Government of Switzerland has made 2 additional contributions of USD97,900 since Rev. 3
[30] Content was unaudited and provided for information purposes only.

Norway - Ministry of Environment	0	60,131	60,131	0	60,131	60,131
Switzerland - Federal Office for the Environment; Ministry of Foreign Affairs	1,294,495	579,913	1,874,408	11,459	609,149	620,608
Organizations						
Global Green Growth Institute	372,000	566,178	938,178	372,000	457,773	829,773
OECD	89,677	51,039	140,716	89,677	51,039	140,716
UN Environment	232,289	666,800	899,089	232,289	666,800	899,089
World Bank	902,000	224,371	1,126,371	902,000	224,371	1,126,371
Grand Total	3,770,555	2,306,705	6,077,260	2,388,019	2,226,021	4,614,040

Table 15: Contributions and Expenses from GGKP Founding Partners
Source: GGKP Annual Report 2014-2015, 2016

118. According to the GGKP annual report 2014-2015, total expenses[31] per work area for the 2014-2015 biennium were USD546,142 for knowledge generation, USD470,647 for knowledge management, and USD1,209,232 for knowledge sharing.

119. Communication between financial and project management staff has been referred as frequent by the project team, occurring at least on a weekly basis. The Secretariat has reported financial information to the Steering Committee and to stakeholders as planned. UN financial management standards and procedures have applied. The project has not been confronted with any rejected report by donors.

120. Several administrative and financial management issues that have affected the timely delivery of the project or the quality of its performance should be highlighted:

- The project has been confronted with the transition from IMIS to UMOJA in 2015, which initially created some delays in procurement and financial transactions as it took some time for the transition, staff were not initially provided training, and a lot of checking and corrections had to be made. Since then, issues have been resolved.

- UN complex rules and regulations sometimes impede a smooth implementation of GGKP activities. For instance, when organizing the GGKP Annual Conference in Venice, project staff were confronted with requests from high-level participants to travel business class, which the UN Environment does not normally allow. Exemptions or work arounds were time consuming to find.

- Financial information is provided at an aggregate level in UMOJA. Disaggregation into components such as activities and outputs is complex and time consuming. However, the GGKP Management has now been provided with UMOJA "Business Intelligence" training that provides direct and easy access to detailed financial information.

- Financial reporting on the in-kind contributions of founding partners is compiled once a year, preventing project management from real time access to such information in case GGKP Management would be interested in making a detailed but consolidated Activity Based Costing analysis of project activities.

121. The project has considered setting up a Trust Fund to attract additional funding and channel resources to GGKP partners to conduct research and implementation of on-the-ground activities to scale up GGKP outcomes. A trust fund would reportedly offer the advantage to avoid some of the constraints faced by financial management in UN Environment, such as delays to disburse funds or limitations stemming from working under UN Secretariat rules. This would also enable project staff to concentrate on knowledge related activities rather than embark on additional administrative tasks. However, the costs

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[31] Ibid.

associated with the trust fund management have led the project to park this approach for the time being.

F. Efficiency

122. When comparing the range of products and services delivered by the GGKP and level of achievement on the output and outcome areas with the budget effectively secured (USD3,425,098 in cash and in-kind) versus the initial plan (USD7,324,475), the efficiency of the project is found to be highly satisfactory. This assessment was systemically conveyed by informants, commending the Secretariat for its level of achievement and indicating for instance that "*It is very impressive to see all the activities that the GGKP implements compared to the small size of their team*"[32].

123. Most of the project activities were implemented as per the original milestones except for the organization of the second Annual Conference that was postponed for a few months due to a crowded international agenda at the end of 2013. The extension of the project from September 2016 to December 2017 was primarily due to the request by founding members to continue operating the GGKP as a result of its successful achievements and the financial resources availed by partners.

124. In essence the project has built upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. GGKP Secretariat staff does not directly create knowledge on Green Growth but fosters its creation and the dissemination of existing knowledge. Therefore, the GGKP has served as an effective vehicle for promoting other UN Environment initiatives, including the Partnership for Action on Green Economy (PAGE), the International Resource Panel, the UN Environment Inquiry into a Sustainable Financial System, and the 10-Year Framework of Programmes on Sustainable Consumption and Production, with the broader GGKP partner institutions and more widely through its web platform and network. Activities and knowledge resources from Knowledge Partners and other organizations have also informed the GGKP web platform, webinars, newsletters, etc. As mentioned earlier, the project has established synergies with UNECE to promote and monitor the BIG-E initiative. Work is underway to migrate UNIDO's Green Industry Platform into the GGKP.

125. Despite this positive outlook, efficiency gains would remain possible on several areas. Their identification could rely on a more detailed analysis of the strengths and comparative advantages of the GGKP partners. For instance, IIED has strong skills in research communication, which could be an area of collaboration. As another example, EfD has experience in providing seed money to start up research programmes and to develop larger proposals aimed at other donors. This experience could feed into the GGKP research activities. UNDP has a facility and extensive know-how on organizing large online public dialogues to enhance the visibility of specific initiatives, bring external perspectives into global UN processes, and inform policy development. More than 9.7 million people for instance have participated in the UNDG dialogues on the post 2015 agenda. Various partner organizations -UNDP, ECA, LEDS GP, etc.- have also proven experience in running online communities of practice where members engage in e-discussions, mutual support, etc. In term of data integration, a collaboration has been initiated with UNEP-Live but with limited achievements. Discussions have been conducted with 10YFP SCP to enable automated data exchange between the respective web platforms but these consultations have not led to any concrete implementation yet. Using the GGKP web platform as a central data repository to

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[32] Some highlights of the activities implemented by a core team of 4 staff would include: development of a network of 55 partners; animation of 8 Research Committees; support to 4 global annual conferences; establishment of a best practice web platform; scan, review, selection, synthesis, categorization and upload of 1500 knowledge resources on 13 sectors, 19 themes, 193 countries; production of a monthly newsletter; dissemination of 6000+ social media posts; organization of 15 webinars; etc.

feed other platforms is technically complex but could generate systemic efficiencies. There may be some relevant experience within UN Environment to leverage on installing information and data exchange standards and facilities, such as with UN Environment-WCMC's participation in InforMEA.

126. More fundamentally, the contribution of the GGKP to fostering direct networking and joint collaboration between its partners was found to be limited, indicating room for enhancing systemic efficiencies and spillover.

G. Monitoring and Reporting

1. *Project Reporting*

127. The information reported by the project in the UN Environment Project Information Management System (PIMS) was found fully satisfactory. Project outcome and output indicators as well as their milestones were reported by project management with the adequate level of detail, analysis, and timeliness.

128. Furthermore, the GGKP has made extensive efforts to monitor the impacts of the initiative, which were reported to move beyond any other UN Environment projects, including: i) large surveys of users of the platform; ii) surveys of participants engaging in GGKP activities; iii) interviews with key GGKP participants (e.g. research committee co-Chairs); iv) extensive and detailed quarterly and annual web and social analytic reports; and v) publically available Annual Reports and Impact Reports

129. The GGKP Management produced a "GGKP Impact Report 2014" presenting primarily quantitative achievements of the project. The intent of such reports has been to provide an update on key metrics in the years when a full Annual Report was not developed. The production of an annual report every year would be taxing on a small Secretariat so the decision to alternate the years between an Annual Report and an Impact Report was viewed as a cost-efficient and pragmatic solution to the challenge. No mid-term assessment was planned as the original project duration was 36 months. However, a formal mid-term review to supplement the surveying and interviewing the GGKP has engaged in since the onset of the project, could have drawn useful lessons and recommendations such as to adjust the Theory of Change, logframe, indicators and targets, and PIMS reporting. One area that the mid-term review could have investigated is the use and monitoring of SMART outcome indicators and the disambiguation of the attribution to/contribution of the GGKP in achieving outcomes.

2. *Monitoring Design and Budgeting*

130. A brief monitoring plan was included in the GGKP project document. Project monitoring was expected to entail (i) biannual project progress reports, tracking the milestones and progress on all indicators, (ii) a mid-term review in August 2014 that would consider progress, challenges encountered and recommendations for overcoming the challenges, and identify any need to adjust the project plans based on lessons learned, and (iii) a final report according to UN Environment standard procedures. According to the project document, a budget of USD20,000 was set aside for monitoring purposes and USD25,000 for the final evaluation. The evaluation could not assess the use of the budget planned for monitoring purposes.

131. There is a delineation between knowledge work and knowledge management that must be considered when assessing the outcomes of a project like the GGKP. The uptake of knowledge products disseminated by the GGKP but created by Knowledge Partners is dependent on the quality of these publications and on their mode of production. Did these publications follow a needs assessment in the first place? Were end-users involved in their development? Were they tested by different types of audiences? Were they localized? Etc. As

a corollary, the GGKP could be very effective in disseminating and enabling the uptake of a publication that ends up being found conveying policy or technical guidance that does not stand the test of time or is not correct under changing circumstances. Should the GGKP be held positively or negatively responsible for having successfully contributed to the adoption of this knowledge? Such dimensions are not addressed in outcome indicators like "Number of references to GGKP assessments and reports in relevant government and company documents, organizational reports, and in academic publications" or "Number of practitioners and policymakers surveyed that acknowledge using GGKP knowledge products in their promotion of policies and actions that support a green economy transition". Monitoring longer-term outcomes of the knowledge generated or transacted by the GGKP is more demanding than what the project has committed to the function -e.g. at national level.

132. Involvement of project partners is likely to be enhanced if a learning loop is established and if their practices are informed or influenced through regular feedback on their contribution. For instance, partners that would receive detailed measures and metrics on the access, use, and uptake of their own knowledge products on the GGKP website could perceive additional value in the partnership and leverage this information to adapt the production of their publications. Furthermore, as most of the knowledge products available on the GGKP website are already on Knowledge Partners' websites, monitoring the use of knowledge products could involve partners' monitoring capacities to identify in a quasi-impact design the difference made by the knowledge management and sharing functions of the GGKP and help to assess their value for money.

133. The GGKP Secretariat has considered installing a new indicator in the next project cycle that would assess the contribution of the GGKP to policy changes: "Improved or new green growth policies, regulations, laws, plans, and practices adopted and implemented". The proposed indicator would be monitored through a standardized set of questions to collect qualitative/anecdotal evidence from practitioners and policymakers of policy developments. This approach has similarities with the one used by the evaluation through the GGKP Users survey. A range of other organizations have implemented comparable approaches to assess the outcomes of knowledge work. UNDP for instance has installed a website popup that invites visitors who have downloaded a publication to leave their email address and respond to a brief survey several weeks later to assess the usefulness of the product and share evidence of outcomes[33]. Outcome evaluations of specific or series of publications can also be mentioned, such as with UNDP's HDRs[34], FAO's flagship reports[35], or WHO's publications[36]. These examples point out the need to assess knowledge products according to their respective Theory of Change. Publications such as policies and laws, norms and standards, rules and regulations are intended to prescribe practices. Other products that have a learning, advisory, or advocacy role aim to develop knowledge and skills, provide guidance, or influence attitudes but have no binding reach per se. Monitoring knowledge uptake and outcomes at the product level is likely to generate more specific and actionable findings.

3. Monitoring Implementation

134. Project reporting in PIMS shows that the indicators, targets and milestones were well analysed by project management but did not necessarily lead to adjustments in the course of project implementation or adapt activities. In particular, the monitoring of the indicator "Number of practitioners and policymakers surveyed that acknowledge using GGKP

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[33]   http://www.undp.org/content/undp/en/home/blog/2016/10/3/Who-is-reading-UNDP-s-publications-and-why-.html

[34] https://erc.undp.org/evaluation/documents/download/8659

[35] http://www.fao.org/3/a-bd471e.pdf

[36] http://www.who.int/about/finances-accountability/evaluation/evaluation-report-nov2016.pdf

knowledge products in their promotion of policies and actions that support a green economy transition" could show early on that uptake was slower than initially targeted. Similarly, the monitoring of the indicator "Number of references to GGKP assessments and reports in relevant government and company documents, organizational reports, and in academic publications" could have alerted on the need to consider additional knowledge dissemination and translation techniques. More importantly, the slow progress on the indicator "Number of research donors that commit to financing knowledge generation as a direct result of gaps identified by GGKP research committees" should have alerted Steering Committee to the point that recommendation could have been issued to commit additional efforts and resources to the mobilization of research funds.

H. Sustainability

1. *Socio-political Sustainability*

135. A range of social and political factors would legitimate the continuation and further development of the project direct outcomes. To name a few, this would include the previously mentioned 2030 Agenda and Paris Agreement; the need to inform green growth policymaking with scientific evidence and to learn from policy implementations to make adjustments; the recognition that system-level approaches must be adopted by policymakers to achieve inclusive green growth, calling for cross-sectoral knowledge and access to a range of expertise; the adaptation of the labour market to cope with the rise of green jobs that imply to develop skills of individuals and to facilitate access to training and learning opportunities; etc.

2. *Financial Sustainability*

136. The financial sustainability of the GGKP project with core funding of the founding member institutions is limited. UN Environment provided core funding to support the post of Head of the Secretariat until early 2016. Since that time UN Environment relies on project-based posts, consultants, and interns. Within GGGI, the GGKP benefits from core funding but the Institute has not been able to provide financial support to meet an informal pledge of providing approximately half of the operational costs associated with the initiative. GGGI is currently recruiting a GGKP Knowledge Management Officer position which will be based in the GGGI offices in Seoul. The Research Officer position was also expected to be based in Seoul with the GGGI, and a staff member was initially recruited to this post, but this post has since been transferred back to GGGI and a consultant working from Geneva has taken over the role.

137. During the second quarter of 2017, the financial prospects and sustainability of the GGKP has significantly improved. The project has raised approximately US$2.5 million for the 2018-2020 period, which is in excess of what was expensed in the GGKP project's first three years (2014-2017). In addition, the GGKP is in a strong financial position for the following three year period (2021-2023) with the commitment of the MAVA Foundation (US$1.4 million) and GGGI which has committed to, at a minimum, support the web platform and knowledge management post going forward (approximately US$230k/year). However, no solid exit strategy was identified by the evaluation. Although donors have stressed to the evaluation the added value of the GGKP to the larger green growth community, the project is not safe from a shift in donors' priorities that would stem from a changing political climate; stronger emphasis on national interventions and projects; focus on some SDGs where green growth is a side component; the emergence of an alternate approach to knowledge generation, management and sharing; etc.

138. As for turning the knowledge disseminated by the GGKP into policy development, adoption, and implementation, this is strongly dependent on the resources and capacities accessible at country level. The survey of the GGKP Users has pointed out the lack of

financial resources and partnerships among the main causes for not applying the knowledge conveyed by the GGKP (annex 4). Project outcomes are dependent on multi annual funding commitments at national level for the benefits they bring to be sustained. However, this is not an area of work that the project has been designed to address.

139. Several institutes indicated to the evaluation that they could consider taking up GGKP operations if that was the only exit for the project. This and other options have not been formalized in an exit strategy that would present for instance the cost implications of maintaining the web platform or migrating its content to a new environment. However, the GGKP website (greengrowthknowledge.org) is owned by GGGI and is funded through core resources not project funding and is therefore at minimal risk. This was one of the reasons ownership of the GGKP website was transferred from the World Bank to GGGI - to ensure its sustainability even if outside donor funding was no longer available.

3. *Institutional Sustainability*

140. As co-hosts of the GGKP Secretariat, the GGKP project has benefited from some level of institutionalization in UN Environment and GGGI. In particular, GGGI has committed core resources to the maintenance and improvement of the GGKP website and is also supporting some GGKP staffing through recruitment of a core funded knowledge management officer. The GGKP project has gained more limited institutional sustainability across the network of Knowledge Partners. Informants from the founding member organizations recognized that the amount of time committed to the project by the GGKP Coordinator was not necessarily up to 50% of a full-time position despite being mentioned in the project document. Similarly, the commitment to identify technical colleagues in their organization that would dedicate 1/8 of their time to the research committees did not appear fulfilled. Few Knowledge Partners (e.g. UNIDO) indicated that the GGKP project had been mainstreamed in their institution, i.e. in staff's work plans and annual objectives, and in the work programme of a unit or division. The GGKP Partners Survey showed that only 17% of the respondents found the integration of the GGKP in their institution's strategies and work plans to be highly to significantly satisfactory (figure 8). Although 74% of respondents indicated that the time committed by their institutions to the GGKP was either moderately, significantly, or highly satisfactory, only 32% of surveyed partners found that the resources committed by their institution for the continuation of the GGKP were highly or significantly satisfactory.
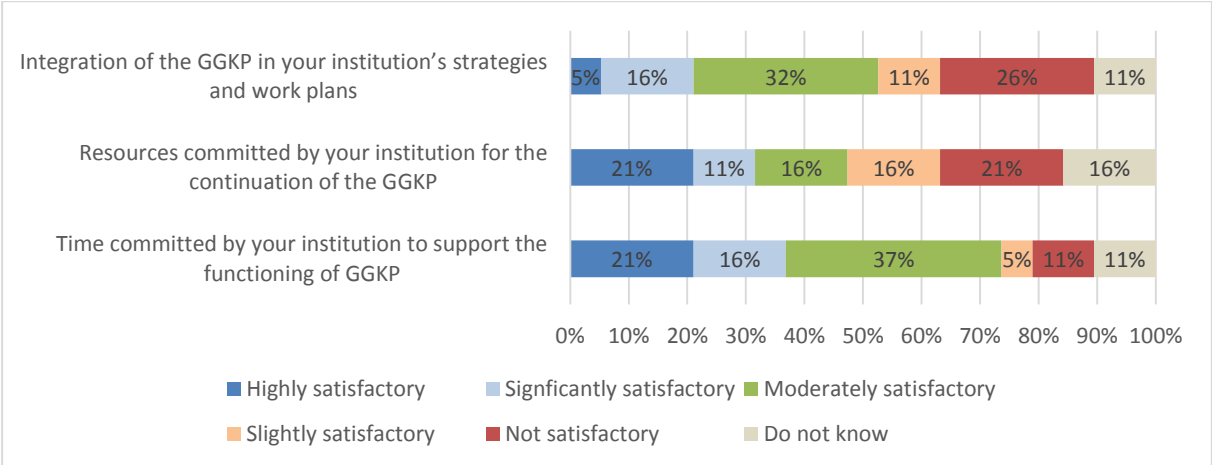
Figure 8: To what extent do you find the involvement of your institution in the functioning of the GGKP satisfactory?
Source: GGKP Partners Survey, 2017

141. Several avenues were considered by the evaluation to strengthen the institutional sustainability of the GGKP. A first option would be to transform the GGKP into a legally independent entity, such as the Austrian's Quasi-International Organizations (QuIO), a

category of international organization introduced in 2015 to accommodate international organizations with multi-stakeholder institutional structures similar to those of inter-governmental organizations, but also allowing membership of non-government actors. Among the GGKP partners, REEEP[37] provides an example of this legal form. Other legal forms such as one of the Not-for-profit Association in Switzerland could be explored by the GGKP. Forming such an independent and neutral institutional platform would imply strengthening the mandate of the GGKP. It would require also to increase the capacity the Secretariat and to secure resources. Another option the GGKP could review is the format taken by the UN University. It includes the UNU Centre, several institutes and programmes, and a network of UNU associated institutions and scholars. A third option could be to integrate the GGKP into a research institute, such as one of the existing partners. Whatever the option, founding partners, donors, and Knowledge Partners shared with the evaluation diverging perspectives about the opportunity for the project to transition to a new entity. The resources mobilized by the project over the past 4 years would rather indicate that the project is still at a stage of organic growth.

142. When considering the sustainability of project outcomes, an MOU between the founding partners has set out that the ownership of the GGKP website be transferred to GGGI, which provides an ability to continue the knowledge management aspects of the GGKP without identifying additional outside resources. The evaluation did not find other evidence of governance structures and processes, policies, or sub-regional agreements, installed by, or for, the GGKP to continue delivering the benefits associated with the project outcomes after project closure.

I. Factors Affecting Performance

1. Preparation and Readiness

143. The GGKP project has been incubated during a couple of years before the project document was signed. The four founding members reported having regular communication and consultations over that period of time while the GGKP architecture, strategy, work programme, and project documents were drafted. The project has benefited also from the organization of the first GGKP Annual Conference in 2012 where the initial knowledge gaps were identified.

144. According to the project document, a variety of legal instruments allowed under UN Environment procedures would be used during the initiation and execution of the project, such as MoUs with partner organizations to develop joint research products, and Small Scale Funding Agreements (SSFAs) with research institutes for development of research products. The evaluation could not find evidence of their use, which could have helped to institutionalize collaborations and support knowledge generation.

2. Quality of Project Management and Supervision

145. The evaluation has found the management and supervision of the project to be highly effective. This assessment was shared also unanimously by the Knowledge Partners the evaluation has consulted. The effectiveness of the management and supervision functions was pointed out as a key success factor in the overall execution of the project and delivery.

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[37] REEEP is a legal entity that is setup as a partnership and registered as an association in Austria. Associations like REEEP working in the international field on a non-profit basis and having cooperation with UN organizations can gain status of INGO. This legal form provides the specific privileges of a quasi-international organization, allowing various benefits, such as income tax exemption for employees, exemption of work permit for international staff -there is only a residence permit to claim-, etc. REEEP is hosted in the UN building in Vienna, which offers the benefits of being connected to UN organizations.

146. Management effectiveness was demonstrated by the skilled ability to plan, drive, execute, and monitor the project. A new Strategic Plan and Work Programme has been developed in 2016 with a view to guide the agenda of work until 2018. Initiatives to scale up the GGKP have been designed and are currently pursued -e.g. UNIDO's partnership over the Green Industry Platform; UNECE and the BIG-E database; etc.-. Execution of the project has in general terms followed the original milestones and achieved a large range of targets. Monitoring of the project has for instance brought the "Impact Report" in 2014. Project reporting in PIMS has also been exemplary. However, adaptive management in cooperation with the advisory bodies did lead to consider and design but not implement a revision of the logframe and PIMS reporting.

147. Management of project staff and finances has been satisfactory. The project was able to attract and retain skilled consultants and to ensure delivery despite the risk of attrition or disengagement due to temporary employment. The project has not committed to any expenses without prior holding of secured funds.

148. The GGKP has developed an extensive internal knowledge management system and has developed several internal guidance documents. Nevertheless, the evaluation found the codification of GGKP's internal knowledge and processes and production of guidance materials rather limited compared to best practices from Knowledge Partners and other institutions. Guidelines, procedures, templates, and lessons learned on integrating partners in the GGKP, on the roles and responsibilities of members of the Research and Advisory Committees, on mainstreaming the GGKP in partners' organizations, on assessing knowledge gaps, on disseminating GGKP research products, on monitoring knowledge uptake and outcomes, on organizing GGKP Annual Conferences, etc. could support Knowledge Partners and install standards that enhance the quality of project delivery. This could also reduce the number of Frequently Asked Questions and help a short-staffed Secretariat to handle a growing network of partners.

3. *Stakeholder Participation and Cooperation*

149. Stakeholder participation has entailed a range of activities and channels. From a management standpoint, biweekly virtual meetings have been organized with Secretariat staff and GGKP Coordinators. Meetings -sometimes virtual- of the Steering Committee have been held on a quarterly basis. Two meetings of the Advisory Committee were convened during the GGKP Annual Conferences. Minutes from these meetings were created and disseminated.

150. Outreach to Knowledge Partners has been described as proactive and frequent. Focal points have received regular updates from the Secretariat about the activities and plans of the GGKP -i.e. when approved by the Steering Committee. Several partners mentioned also having bilateral conference calls with the Secretariat when there was a need to discuss a specific point.

151. The GGKP has joined the Climate Knowledge Brokers Group, a group of about 150 organizations working in the climate field that are brokering and sharing knowledge. The Climate Knowledge Brokers Group has helped the GGKP to strategize the design of the web platform and assisted the GGKP in building tools and services that would be as effective as possible.

152. The face-to-face workshops around the annual events with Knowledge Partners were found to be a useful exercise according to participants. A limiting factor for some partners was that non-profit organizations do not necessarily have funds to finance their participation. Requests were conveyed to the evaluation for the GGKP to set aside funds to invite non-profit organizations and NGOs from developing countries and for the last two Knowledge Partners' workshops funds have been provided to support the participation of at least one

representative from developing country based partner institutions. As indicated earlier, the specific focus of the GGKP Annual Conferences leads members of Research Committees to drop out from participation if the theme is not in their area of specialization and the GGKP has not set up a modality to secure time during these conferences for members of the Research Committee to meet, take stock of past achievements, plan for the future, and build bonds.

153. Other shortcomings were identified by the evaluation, some of which stemming from the original design and governance structure of the project. Hence, only 37% of the GGKP Knowledge Partners responding to the survey found highly or significantly satisfactory the *opportunities for their institution to contribute to the effectiveness and thematic quality of the GGKP through feedbacks and participation in reviews, planning, and decision-making* (figure 9). Members of the Advisory Committee suggested also closer involvement in the functioning of the GGKP, for instance through a poll or brief survey sent every month to the Advisory Committee with only 2 or 3 questions that would contribute to inform forthcoming GGKP activities. Advisory as well as Research Committee members suggested having at least one annual face-to-face meeting, which is about to be handled as in-person annual meetings of the Research Committees and the Advisory Committee are currently organized. GGKP focal points mentioned also that the Secretariat could be more systematic in sending calls for updates -e.g. monthly or bimonthly- requesting partners to share new knowledge products, upcoming events, or to review the lists of focal points and members of the Research Committees.
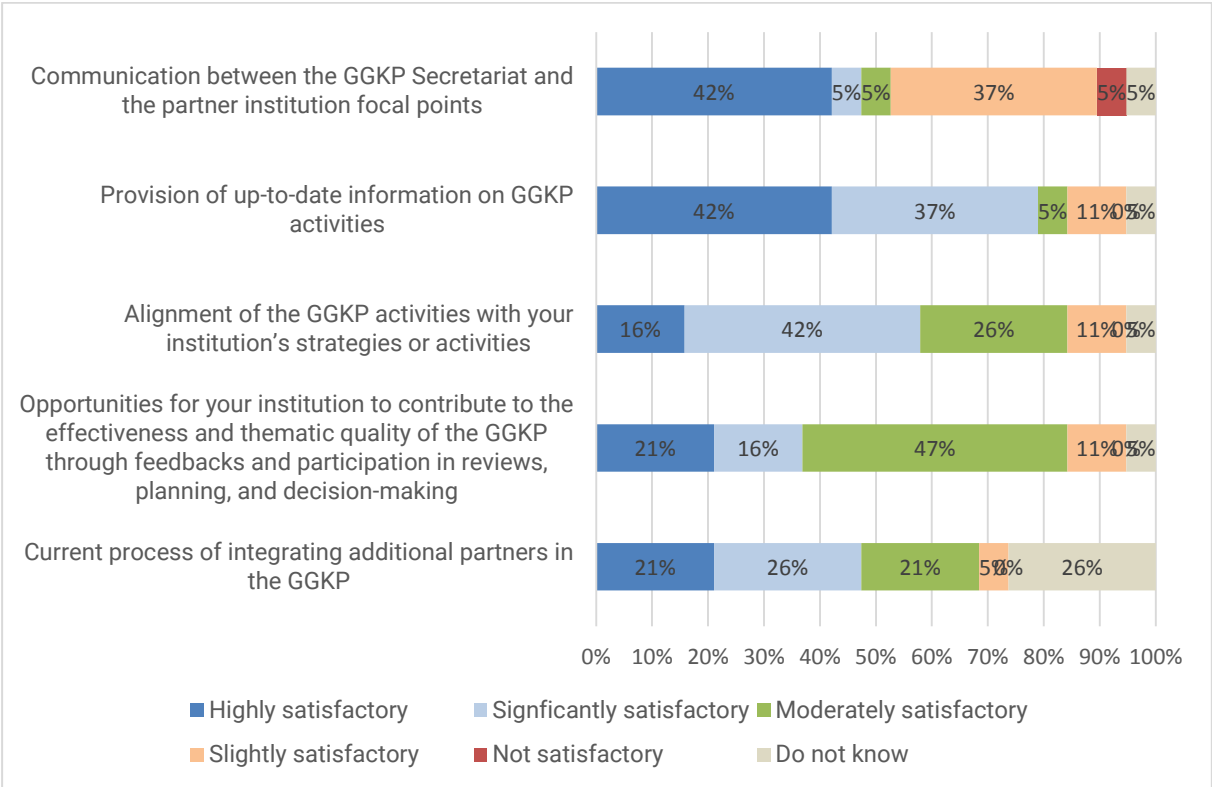
Figure 9: To what extent do you find the functioning of the GGKP satisfactory?
Source: GGKP Partners Survey, 2017

154. However, a more fundamental issue in the functioning of the GGKP is the moderate involvement of country users, being policy makers or practitioners, and the limited integration of private sector actors in the development and delivery of GGKP activities. There is a tension in the design of the project between the goal which is policy and practice oriented and the assessment of knowledge needs that faces the risk of being grounded in academic research and forward looking. Furthermore, the extent to which governments and

policymakers are brought into the development of research and knowledge products is unclear. This is of particular concern as diffusion and uptake of innovations are facilitated by involving end-users and early adopters in knowledge development. Several partners pushed forward this perspective by stressing that the GGKP cannot compete with universities or research centres on knowledge generation. These informants conveyed the point that the GGKP should focus less on knowledge creation but more on knowledge diffusion. Accordingly, the GGKP should move knowledge translation to policy processes and research institutions around the world and rather help to bridge national policy makers with researchers and with the larger community of green growth practitioners.

4. Responsiveness to Human Rights and Gender Equity

155. Several initiatives were planned in the GGKP project document to support the mainstreaming of gender into green growth planning and implementation. The inclusion of Gender as a theme on the GGKP website and establishment of a page on Gender has contributed to single out and aggregate relevant knowledge on this topic. The evaluation found 38 knowledge resources referred on the Gender web page and in the library, including 5 contributions on gender topics in the "Insights" blog. A promising Research Committee on "Inclusiveness" has been established in 2015 with the objective to "explore the distributional consequences of implementing green growth strategies, their impact on employment, gender and income, how governments should best design their policies to address inequalities, and what barriers currently exist which prevent this sort of economic shift." The GGKP Annual Conference in the Republic of Korea in 2016 featured a track on "Ensuring Gender-Balanced Participation and Empowerment" and 7 research papers on gender related topics were presented. Participation in the GGKP Research Committees has also been analysed with a gender perspective, with 32% of females among their members according to the annual report 2014-2015. Similarly, the project has monitored the number of authors of GGKP "Insights" blogs with gender disaggregated data, showing 33% of women among the contributing bloggers.

156. These initiatives have contributed to a moderate extent to mainstream gender aspects into green growth policies and actions. Only 38% of the GGKP Users surveyed by the evaluation stated a high or significant contribution of the project to "*Fostering gender and human rights based approaches in the green economy*". Among the list of outcomes proposed to survey respondents, this was the area that received the lowest assessment. A review of the GGKP online library showed also that only 3% of the content is categorized as gender related and several users have recommended to expand the number of resources on gender topics[38]. Among the network of Knowledge Partners, the evaluation did not find organizations that would be primarily dedicated to achieving gender equality -e.g. UN Women-. The approach taken by the project to support gender mainstreaming into green growth planning and implementation did not appear strongly strategic to the evaluation. The existence of an output indicator in the project logframe was found to be a good start that should be furthered with the addition of an outcome indicator and the design and implementation of a proper work plan.

5. Country Ownership and Driven-ness

157. The monitoring of project outcomes by the GGKP Secretariat as well as the GGKP Users survey conducted by the evaluation have both showed a significant level of use of the GGKP knowledge products and services by government / public sector agencies / policymakers. Efforts have been made by the project to involve policymakers through various

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[38] The Global Gender and Environment Outlook (GGEO) co-produced by UN Environment and launched in 2016 is an example of publication that could be added to the GGKP website and serve as a practical tool to connect with relevant resources.

mechanisms, such as with the GGKP Annual Conferences where policymakers have formed 43% of the participants to the conference in Paris or government representatives 22% of the attendance in Venice. Similarly, organization or contribution to workshops and events such as the First Global Forum on Green Economy Learning in December 2015 or the PAGE Ministerial Conference in March 2017 Berlin have been avenues to engage with national policymakers. The project has recently launched the *"Green Growth Expert Connect"*, an online service to allow policymakers direct access to consult with the world's leading green economy policy experts. Although indirect, a second stream of engagement should be noted through the involvement of national researchers and practitioners in the activities of the Research Committees or as users of the GGKP products and services. Several examples were referred to the evaluation about the important brokering role of these groups and their contribution to informing or advising national policy processes. Over the course of the project the number of national institutes among GGKP Knowledge Partners has increased, including from developing countries that made 30% of this network end of 2016. The Research Committees have also involved an increasing number of participants from national research institutes, both from developed and developing countries. Similarly, several members of the GGKP Advisory Committee are either in a policymaking or policy advisory function.

158. These achievements depict a modality of engagement of governments / public sector agencies / policymakers that position them primarily as recipients of knowledge on green growth rather than as direct prescribers of the agenda of work of the GGKP and close contributors to its implementation. A periodic assessment of the knowledge gaps and needs of this target group[39] through monthly polls, an annual survey, or a workshop could further inform the GGKP activities, help to identify technical priorities, and strengthen the demand orientation of the project. In addition, "user-centred design" could permeate the development of GGKP products and services. As pointed out by one informant, "*The GGKP products design and marketing should take into consideration the consumers: what do they want and what do they intend to use? When designing products, the GGKP should ensure that they provide real value to consumers. The GGKP could bring a team of decision makers from the Caribbean and expose them to the web platform. The GGKP should present the platform and mention that this has been done from a global perspective and ask them if this has value, what tricks or improvements would they recommend so that it can be of real use to them? How would they like to access such platform? What are the day-to-day decisions that they are making for which such platform could be of assistance?*" As conveyed by the GGKP founding members and Knowledge Partners, other areas to consider to enhance country ownership and driven-ness would include strengthening the capability of the project to coordinate green growth activities of GGKP Knowledge Partners at national level, fostering the involvement of national academic and scientific communities in green growth research programmes, and supporting countries with SDG implementation propelled by increased access to finance and partnerships.

6. Communication and Public Awareness

159. Several mechanisms have been mentioned earlier that have enabled the communication of learning and experience sharing between the GGKP founding partners and Knowledge Partners. Formal channels established by the project have included the bi-weekly virtual meetings between the GGKP Secretariat and the four GGKP coordinator, the quarterly Steering Committee meetings, the GGKP Annual Conference and the GGKP Knowledge Partners workshop organized besides the conference. In addition, a range of instruments have facilitated cross-communications between partners such as membership in the Research Committees, 15 webinars, and monthly newsletters. Despite these activities,

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[39] Including delegates from OECD member countries.

Knowledge Partners consulted by the evaluation have indicated that the project has catalysed little direct networking between this community and pointed out the lack of joint initiatives triggered as a result of the GGKP. As otherwise returned by the GGKP Partners survey, 79% of the respondents found highly or significantly satisfactory the *provision of up-to-date information on GGKP activities* by the Secretariat, but only 47% of respondents found highly or significantly satisfactory the *communication between the GGKP Secretariat and the partner institution focal points*, and 42% the contribution of the GGKP to *sparking new research initiatives by making knowledge more easily accessible or by promoting networking among knowledge seekers and knowledge providers*. Recommendations made by Knowledge Partners have highlighted the need for "*a broader discussion with stakeholders and partners*" and "*More networking opportunities amongst the Knowledge Partners to understand the research priorities and make more synergies*" (annex 5). These findings are rather consistent with the initial design of the project, the definition conveyed for "community of practice", the types of networking mechanisms originally envisioned, the absence of staffing capacity for the facilitation of an online community of practice, and the technologies deployed. The project did not intend to establish an email network or online forum where members would engage in joint discussions and mutual support, facilitated by one full time project staff, with a capacity to create new groups that collaborate on specific research projects and forums that enable online exchanges and rapid on-boarding of new members[40]. The GGKP website was developed with little room, if any, for direct interactivity between users. The project did not plan for a community manager whose role and responsibility would be to encourage and engage community members in sharing and discussing and would be supported by a core group of thematic experts. The GGKP offers a classical view of communities of practice whereby members meet once a year during a conference as the main mechanism to build bonds and to share tacit knowledge along the presentations of research papers. The dimension of uncodified tacit knowledge is not strongly integrated in the design of the GGKP. Simultaneously, what is the type of knowledge the GGKP is building on and aiming to translate and what is the type of environment users are confronted to? In stable and simple environments, knowledge codification is the prevalent means of knowledge translation. However, in environments that are fluid, changing, complex with so many sectors, themes and countries, codification is challenged with keeping pace with the needs of knowledge seekers and with extracting knowledge as created every day on the ground. Therefore, the project should consider knowledge networking as a complementary avenue to realize its goal. Incidentally, GGKP Users mentioned that the activities that the project could prioritize to improve its value to their work and the way they use it would be to *support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities* and to *improve thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners*.

160. The project has attracted a significant social media community with 3582 Twitter followers and 825 members of the GGKP LinkedIn group in September 2016. Subscriptions to the GGKP *Knowledge Update* newsletter have grown also steadily over time, reaching 4,554 individuals at the end of Q3 2016.

161. Knowledge Partners consulted by the evaluation have somewhat nuanced these achievements by mentioning a risk that the GGKP might be "*reaching the already convinced*". The Partners survey confirmed this mixed assessment with only 16% of the respondents finding highly or significantly satisfactory the effectiveness of the GGKP in *Leading outreach campaigns* (annex 5).

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[40] The GGKP Secretariat has indicated that that the development of such an online forum was planned for the next stage of GGKP activities.

162. The evaluation conducted a cybermetrics analysis[41] of the larger GGKP web community to evidence the network of close neighbours (figure 10). The mapping shows linkages from international organizations (OECD, World Bank, IMF, GGGI), the UN (UNEP, UNDP, UNITAR, ILO, UNIDO), INGOs/NGOs (Oxfam, IISD, GEC), social media sites (Twitter, YouTube, Facebook, LinkedIn, Flickr), academia (Columbia, KAIST), and a media outlet (Corporate Knights). Governments and private sector actors have not yet been linked to by sufficient web pages that link to the GGKP website to be part of such shortlist of 50 nodes.
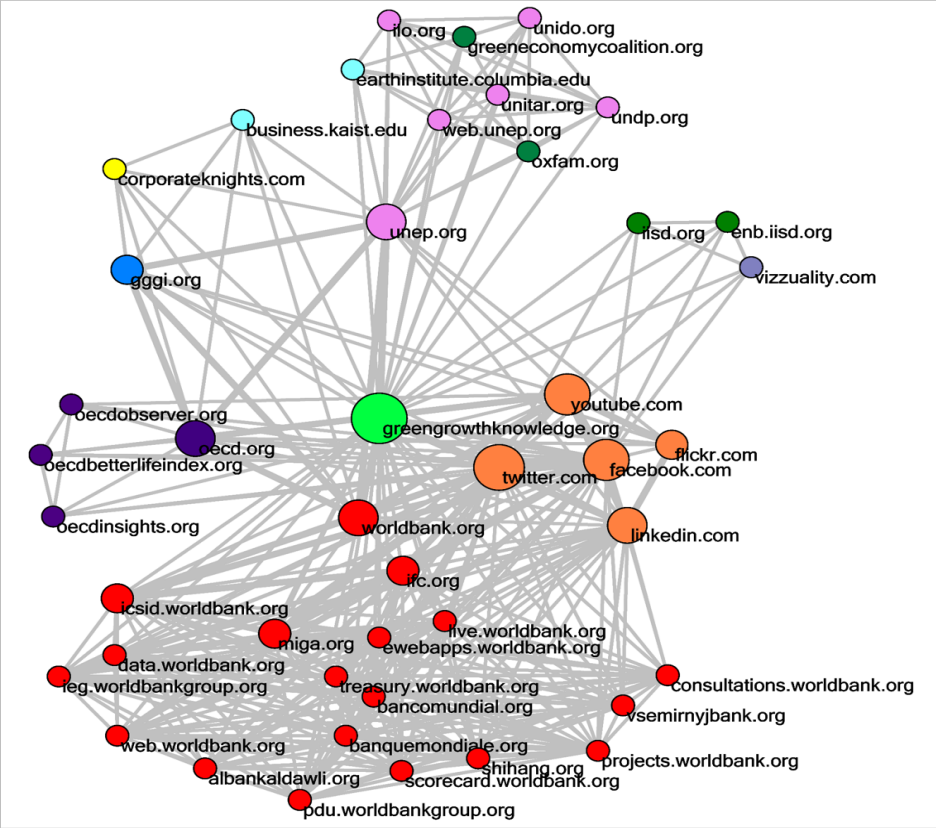
Figure 10: Web community of the GGKP website
Source: Webometric Analyst and Evaluation, 2017

163. Resources allowing, GGKP outreach and advocacy could fruitfully expand beyond the community of green growth/green economy policymakers, academics, and practitioners. The evaluation would second informants suggesting to conduct outreach activities at the COPs of the MEAs; to identify topics that would facilitate the joint participation of high-level officials from Ministries of Environment and Climate Change and from other ministries at GGKP events -e.g. Planning and Finance, Education and Research, Trade and Industry-; to promote the GGKP at industry and trade shows, academic events, etc.

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[41] Mapping performed with Webometric Analyst 2.0, Statistical Cybermetrics Research Group, University of Wolverhampton, UK. The websites were gathered from a list of websites referencing the GGKP website. Each node represents a website. Colours indicate different types of organisations that appear in more than one web community figure (e.g., all World Bank websites are red in all web communities). The sizes of the nodes reflect the level of influence of the websites within this network, in terms of the number of hyperlinks to them. Organisations that are close together tend to be linked to by the same websites. When interpreting the network map, a line between two websites A and B indicates that at least one organisation citing the GGKP links to both A and B (so A and B have something in common, relative to the GGKP). Line width indicates the number of other websites that link to both websites. A wider line means that more websites link to both, while a narrower line indicates fewer links. For example, the relatively thick line between gggi.org and unep.org reflects the fact that many sites within this network simultaneously link to both unep.org and gggi.org. To simplify the network, generic and spam websites were removed. A threshold of 50 websites was set to highlight the network of the GGKP's closest neighbours.

7. Catalytic Role, Replication and Scaling Up

164. In essence the GGKP project promotes the replication and/or scaling up of successful green growth policies and practices. The GGKP Users survey has provided an assessment of the contribution of the GGKP to several outcomes areas, providing some evidence that the knowledge conveyed by the platform had been taken up. Among the findings, the survey showed that for 71% of respondents the GGKP has had a high or significant contribution to *informing programmes, projects, publications, research, monitoring systems, or training and education activities* and for 55% of respondents a high or significant contribution to *developing and/or adopting, and implementing green growth practices*. Some of the relevant examples shared by survey respondents (annex 5) would include "*We used it to contribute to the development of Nat. Strategy on Sust. development in Botswana (theme: changing consumption & production patterns)*"; or "*Case studies of best practices (examples) from other developing Countries within green technology and which, the Government of South Sudan has consequently included in her Transport Sector Development & strategic plans 2017-2022*"; or "*The conference in Venice on environmental taxes improved knowledge about policies elsewhere influencing our own research plans.*"

165. Most probably, though, the spillover effect of the GGKP network in establishing direct connections and new collaboration between network partners needs time to be realized and can be further pursued. The participation of Knowledge Partners and Research Committees in the promotion and upscale of the project has appeared limited outside of GGKP Annual Conferences. Informants and survey respondents have also highlighted means that would amplify the catalytic role of the GGKP at country level, including through facilitating access to financial resources and partnerships, increasing the engagement of national partners and stakeholders, or supporting collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities (e.g. project co-funding, joint project delivery, etc.).

IV. Conclusions, Lessons and Recommendations

A. Conclusions

166. The evaluation recognizes the significant achievements of the GGKP in a short period of time. Despite a short-staffed Secretariat and secured resources of less than half the planned budget, the project was able to deliver the expected outputs per or close to the initial milestones and targets. Furthermore, the GGKP has demonstrated an ability to innovate and to enrich its delivery with complementary products and services well-aligned with the objectives of the project.

167. Evidence was found of policymakers and practitioners using and applying the green growth knowledge products delivered by GGKP in the promotion of policies and actions that support a green economy transition. More than 70% of the GGKP Users responding to the evaluation survey declared a high or significant contribution of the GGKP to *informing programmes, projects, publications, research, monitoring systems, or training and education activities;* about 55% a high or significant contribution to *developing and/or adopting, and implementing green growth practices; and* about 46% a high or significant contribution of the GGKP to *Improving national policies, strategies, or legislative frameworks* (up to 51% when focusing on policymakers and practitioners). Close to 100 anecdotal examples of use of the GGKP products and services were shared by survey respondents, from enhancing individual learning to contributing to the formulation of national strategies.

168. Despite the positive achievements of the project, the GGKP has been confronted with some challenges. Knowledge generation in particular has not been up to the expectations of the project. The GGKP has been effective at assessing knowledge gaps within the perimeter and through the approach set forth in the project document. However, the identification of

these knowledge gaps has not led to the establishment of new research programmes and the production of new research that would have filled the gaps, an endeavour that remains a work in progress. Support from research donors has been limited and knowledge generation was confronted to several shortcomings grounded in the initial Theory of Change and underlying assumptions of the project. The lack of resources makes it difficult for members of the Research Committees to engage in GGKP research activities in addition to their normal job.

169. With some provisions, the project has been more effective in stimulating a community of practice to disseminate and make available the latest knowledge on green growth. The development of the network of Knowledge Partners and founding members has helped to build a safe space for collaboration and mutual learning, and to bring greater coherence when supporting national stakeholders. The GGKP Annual Conferences have been commended for their quality and the expertise of the presenters, while bringing together participants with diverse backgrounds from the green growth community. Nevertheless, the rotation of the organization of the conferences makes more difficult the identification and adoption of lessons learned. For instance, the fact that the main theme is changing every year and that no side tracks are systematically proposed to enable members of the Research Committees to convene and meet slow down the establishment of the community of practice. The project has been successful also at installing an online platform gathering expertise and knowledge products accessed by close to 10.000 visitors per month. The extent to which members of this community of practice have been able to engage into direct networking and mutual support has been limited though. By design, the project did not envision to install an online community, which has reduced the opportunities for sharing tacit or uncodified knowledge and make accessible the latest experiential knowledge on green growth.

170. The project has successfully expanded the original network to 55 Knowledge Partners with a prevalence of international organizations and research centres and institutes including from developing countries. This network does not include governmental members and private sector representatives, which reduces the opportunities to convey the knowledge needs and strengths of these actors into the planning, design and delivery of the GGKP activities. The project has engaged consultations with UNIDO to merge the Green Industry Platform with the GGKP. This may start bringing private sector actors into the GGKP network of partners and install an institutional set up more conducive to collaboration between researchers and practitioners.

171. The global scale of the project is an advantage for knowledge dissemination. It increases the reach and visibility of the knowledge produced by partners on green growth. However, turning this knowledge into policies and practices is eminently contextual and guided by national or sub-national constraints and opportunities. Financial resources and lack of partnerships are among the primary reasons for GGKP users not adopting and implementing the knowledge conveyed by the platform. By design, the project did not aim to fund or channel funds to partners to support knowledge uptake through a range of research and knowledge oriented instruments and interventions. This is a limitation the project is considering to overcome by installing a trust fund. Execution of this modality is likely to increase the workload of the Secretariat as implying additional planning, guidance to partners, implementation oversight, monitoring and reporting.

172. The current governance structure of the project has been effective at guiding and executing the project, despite some weaknesses. The project's relatively simple governance structure and the small size of the Steering Committee have allowed for regular consultations between partners and facilitated decision making. The Advisory Committee has been particularly involved and valued at the initial stage of the project but has become less consulted over time while missing the means and resources to hold close collaboration

and regular meetings between its members. Research Committees have performed especially well when driven by the deadline of an upcoming conference but have been confronted otherwise to a range of issues. Some of these challenges may stem from the governance structure of the project when it comes to note that no member organization has effectively committed staff to the GGKP Research Committees to the extent of 1/8 FTE per member. The co-hosting of the Secretariat has not proved to be entirely effective, in part due to several management changes and restructurings within GGGI over the course of the project. The GGKP Coordinators have devoted closer to an estimated 10% of their time to the project in lieu of the expected 50%. The mainstreaming and institutionalization of the GGKP in Knowledge Partner organizations has seldom occurred.

Project rating

173. The overall performance of the GGKP Project is rated as **'satisfactory'** as detailed in the following table:

Criterion[42]	Summary Assessment	Rating[43]
A. Strategic Relevance	GGKP aligned with SDGs and Paris Agreement	**HS**
1. Alignment to MTS and POW	Project aligned with UN Environment MTS and POW EA1	HS
2. Alignment to UNEP/GEF/Donor strategic priorities	The project was aligned with UNEP Green Economy Initiative; the priorities of GIZ on Climate Change and Green Economy; Switzerland's Green Economy Action Plan; Norwegian Government's Action Plan for Environment in Development Cooperation; Dutch promotion of sustainable and inclusive economic growth in developing countries.	S
3. Relevance to regional, sub-regional and national environmental priorities	65 countries have embarked on green economy strategies. However, the focus of the project is at global level (including OECD member states). The project was not designed to deliver activities specifically at the national level.	MS
4. Complementarity with existing interventions	Global and sectoral reach complements other interventions (e.g. PAGE, GE Follow-Up, Switch, 10YFP, FI, Inquiry, UN-REDD).	S
B. Quality of Project Design	Most criteria were rated satisfactory except for *Intended Results and Causality* and *Sustainability / Replication and Catalytic Effects.*	**S**
C. Nature of External Context	No challenging operational environment. Supportive context through deteriorating environment and need to accelerate socio-economic development.	**HF**
D. Effectiveness	Delivery below expectations on knowledge generation but at or above expectations on knowledge management and sharing.	**S**
1. Achievement of outputs	The project has delivered knowledge gap analysis and research papers and made them accessible online. However, knowledge gap analysis did not to catalyse an international green growth research agenda. The project has launched a best practice web-based knowledge platform to promote information sharing and learning, accessed by 10.000 visitors per month. However, per project design, this does not build and facilitate a dynamic green growth community of practice.	S

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[42] Section ratings are formed by aggregating the ratings of their respective sub-categories, unless otherwise marked.

[43] Criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU). In accordance with the practice of the UN Environment Evaluation Office, Highly Satisfactory is only given when something is outstanding and exceeds expectations.

Criterion[42]	Summary Assessment	Rating[43]
2. Achievement of direct outcomes	Practitioners and academics have identified and prioritized gaps in green growth knowledge and data but other relevant actors have not been closely involved and gaps little addressed. The project has enabled policymakers and other actors to access and use policy relevant green growth knowledge and data resources.	MS
3. Likelihood of impact	There is evidence of a contribution of the GGKP to the development, adoption, and implementation of green growth policies and practices by policymakers and other relevant actors. However, it is too early to show the impact of project and that goods and services are increasingly produced, processed and consumed in a sustainable way.	ML
E. Financial Management		**S**
1.Completeness of project financial information	UMOJA driven. No real time access to detailed financial data for analysis.	MS
2.Communication between finance and project management staff	Regular communications between project management and finance officer.	S
3.Compliance with UNEP standards and procedures	UMOJA and IPSAS driven.	S
F. Efficiency	Very efficient management and delivery of a complex project with little resources and staffing.	**HS**
G. Monitoring and Reporting		**S**
1.Project reporting	Regular reporting to the Steering Committee and stakeholders and in PIMS.	S
2. Monitoring design and budgeting	Some logframe indicators were weak.	MS
3. Monitoring implementation	Mid-term review replaced by impact advocacy report. Lack of reaction from project governance about the slow progress on "research donors" and knowledge generation.	MS
H. Sustainability[44]	Moderate financial sustainability and low institutional sustainability beyond the website. Sustainability of project outcomes dependent on national capacities and resources.	**MU**
1. Socio-political sustainability	Supportive environment calling for the continuation and sustainability of the project.	S
2. Financial sustainability	The project is progressively enlarging the number of donors and is gaining in financial sustainability.	MS
3. Institutional sustainability	Little institutionalization of the project among Knowledge Partners.	MU
I. Factors Affecting Performance	The execution of the project has been satisfactory but the initial project design, Theory of Change, and underlying assumptions have mitigated its performance.	**MS**
1. Preparation and readiness	Sound preparation and readiness. Project incubated during 2 years before signing the project document.	S
2. Quality of project management and supervision	Very skilled project management and sound supervision by the Steering Committee.	S
3. Stakeholders participation and cooperation	Participation of stakeholders as recipients and users of the GGKP products and services has been effective. However, by project design, there was a low to moderate involvement of end-users in the identification of knowledge needs, design of the products and services, and dissemination of knowledge.	MS
4. Responsiveness to human rights and gender equity	Inclusion of gender activities in the project design, delivery, and monitoring.	MS
5. Country ownership and driven-ness	The project had a global scale. By design, country ownership and driven-ness were limited.	MS
6. Communication and	Strong social media outreach confronted with the risk of targeting	S

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[44] The overall rating for Sustainability is the lowest rating among the three sub-categories.

Criterion[42]	Summary Assessment	Rating[43]
public awareness	the social network of the already convinced.	
7. Catalytic role, replication and scaling up	The project has contributed to replicate and scale up the experiences codified by the partner organizations. By essence the project aims to flow knowledge from one country to others.	MS
Overall project rating		**S**

B. Lessons learned

174. Several lessons stemming from the design and implementation of the GGKP project could be useful to other initiatives.

- Since 2012 the focus of the development agenda at country level has moved to the implementation of the SDGs. Projects creating or brokering knowledge can evidence the direct relationship of knowledge outputs with SDG targets to align knowledge offer with demand and facilitate knowledge retrieval and reuse at country level.

- Assessing knowledge gaps is a consultative process that must involve knowledge producers and knowledge seekers. Knowledge Partners are more willing to take on the development of new knowledge to fill existing gaps if they have been involved in their identification. Knowledge users are more willing to adopt new knowledge if it has been generated on the basis of their priority needs and developed with their contribution. The theory of diffusion of innovations and related body of research provides some conceptual background that should serve to further inform the design of projects aiming to foster policy and socio-economic change.

- In environments that are complex, multi-dimensional, and dynamic, codified knowledge is likely to be less replicable and have a shorter shelf-life than in contexts where stability and routine prevail. Knowledge networking is a modality to access and disseminate tacit knowledge especially relevant in fluid and heterogeneous situations. Knowledge codification and knowledge networking are not exclusive but complementary. Projects aiming for knowledge uptake should assess what proportion of their knowledge management activities and resources should go respectively to knowledge codification or knowledge networking to maximize development outcomes.

- The lack of financial resources and partnerships are among the main reasons for not applying existing knowledge on green growth. Brokering information on, and facilitating access to, financial resources and partnerships would appear an effective means to foster knowledge adoption at country level and create a more cohesive and enabling knowledge-to-practice ecosystem.

- Transition to a green economy is unlikely to be achieved in 36 months in any country. Projects intended to support this objective should be provided with adequate capacities and reasonable time to accompany the change.

C. Recommendations

175. Based on the above findings and conclusions the evaluation formulates several key recommendations and sub-recommendations. A detailed version of these recommendations is provided for use by the project team in Annex 7. Below is a condensed version for a wider audience.

176. **The GGKP project should revisit its Theory of Change with a view to sharpening the causal pathways and formulate project outcomes that account for the current process of widening the range of project stakeholders**.

- The project should spell out outcomes for various types of stakeholders that highlight the short to medium term benefits of their involvement in the GGKP.

- The project should focus its activities and maximize its network to reflect limited capacities and the need to continue delivering high quality products and services as a component of a strategic differentiation with other knowledge providers.

- The project should move up on the value chain and leverage its mandate and structure to create increased added-value for its partners, end-users, and stakeholders.

- The project should explore the mechanisms of knowledge translation at country level and support its Knowledge Partners and national end-users in developing and adopting knowledge on green growth.

177. **The GGKP should review the functioning of its constituencies and partnership and seek to generate higher added-value from its mandate and structure.**

- The Steering Committee should remain flexible and open to project innovations.

- The project should make additional efforts to support the functioning and delivery of the Research Committees.

- The Advisory Committee should have stronger oversight on, and contribution to, the activities of the Research Committees.

- The role of the GGKP coordinators should be aligned with the original intent set forth in the project document.

- Knowledge Partners should strive to mainstream and institutionalize the GGKP in their organization.

178. **The GGKP should continue improving its products and services with close involvement from their end-users.**

- The project should continue improving the functional and content management capabilities of the GGKP website.

- The project should consider installing mechanisms that facilitate networking and exchange of tacit knowledge between members of the green growth community of practice.

- The project should improve the organization of the GGKP Annual Conferences.

179. **The financial and staffing capacities of the project should be strengthened.**

- The Secretariat of the GGKP should remain innovative while staying conscious about the volume of work entailed by the need to continuously improve the quality of existing products and services and the resources required for any new activities.

- Resource mobilization efforts should be strengthened.

180. **The sustainability of the project should be strengthened.**

- The project should further codify its internal processes and knowledge.

- The exit strategy of the GGKP should be clarified.

ANNEX 1. Evaluation TOR

TERMS OF REFERENCE[45]

Evaluation of the UNEP project
"Green Growth Knowledge Platform"

I.   PROJECT BACKGROUND AND OVERVIEW

2.   Project General Information[46]

Table 1. Project summary

UNEP PIMS ID:	1646		
Sub-programme:	Resource Efficiency	Expected Accomplishment(s):	2012-13: EA (b) Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream sustainable development aspects in their development planning and implementation and adopt policies and tools for resource efficiency 2014-15: EA (a) − Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including in urban practices 2016-17: EA (a) − Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and the green economy in the context of sustainable development and poverty eradication are developed, shared and applied by policymakers, including in urban practices
UNEP approval date:	01/10/2013	PoW Output(s):	2012-13: Output 621 : Authoritative policy assessments, cost-benefit analyses and sectoral examples of the economic, environmental and social – including poverty reduction – gains from applying policies and economic instruments for resource efficiency are developed with a global perspective and used in governmental decision-making 2014-15: Output 612 – Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support Governments and other stakeholders in developing and implementing green economy policies in the context of sustainable development and poverty eradication.

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[45] TOR template version of September 2016

			2016-2017: Output 612 – Economic, trade and fiscal policy research, analysis and methodologies developed to share knowledge and support Governments and other stakeholders in developing and implementing green economy policies in the context of sustainable development and poverty eradication.
Coverage - Country(ies):	Global – map available at http://www.greengrowthknowledge.org/map	Coverage - Region(s):	N/A
Expected Start Date:	01/10/2013	Actual start date:	01/10/2013
Planned completion date:	30/09/2016	Actual completion date:	31/12/2017 (revision 3, August 2016)
Planned project budget at approval:	7,324,475 USD	Total expenditures reported as of [date]:	
Planned Environment Fund (EF) allocation:	1,215,000 USD (staff posts)	Actual EF expenditures reported as of [date]:	
Planned Extra-budgetary financing (XBF):	6,109,475 USD	Actual XBF expenditures reported as of [date]:	
XBF secured:	2,210,098 USD	Leveraged financing:	
First Disbursement:	N/A	Date of financial closure:	N/A
No. of revisions:	3	Date of last revision:	August 2016
Mid-term review/ evaluation (planned date):	N/A	Mid-term review/ evaluation (actual date):	N/A
Date of last Advisory Committee meeting:		Terminal Evaluation (actual date): *(where applicable)*	February - June 2017

3. Project rationale

181. In the Rio+20 Conference outcome document, "The Future We Want", governments acknowledged the importance of promoting green economy in the context of sustainable development and poverty eradication and called for the development of platforms to contribute to coordinating and providing information on green economy tools, best practices, models and methodologies. The G20 Los Cabos Leaders' Declaration highlighted the importance of facilitating knowledge sharing as a means of supporting the development and implementation of national green growth strategies and policies.

182. The GGKP aims to identify major knowledge gaps in green growth theory and practice and to facilitate the creation of a dynamic green growth community of practice by facilitating interaction through a global Advisory Committee and thematic Research Committees and by organizing Annual Conferences and technical workshops. The GGKP also intended to create a dedicated web-based platform for sharing knowledge, tools, data and good practices.

183. The GGKP was officially launched in Mexico City in January 2012 by its four founding partners: the Global Green Growth Institute (GGGI), the Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UNEP) and the World Bank.

4. Project objectives and components

184. As per paragraph 2, the GGKP aims to 1) identify major knowledge gaps and to address these through policy-oriented research by stimulating collaboration and knowledge sharing between its partners, scholars, practitioners, policymakers and the private sector; 2) deliver state of the art knowledge management that provides this community with the policy guidance, good practices, tools and data necessary to support a green economy transition.

185. According to the 2015 Impact Report, the GGKP measures (and therefore identifies) its overall impact through the number and quality of green growth research initiatives catalysed as a result of knowledge gaps identified by the GGKP; the number of practitioners and policymakers utilising GGKP knowledge products to develop and implement effective policy change on the ground; and the number of experts sharing green growth research and activities through the GGKP web platform, social media and events.

186. In order to achieve its mission, GGKP was structured around two outputs: a) knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda; and b) web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice.

Table 2. Project outcome and outputs

Outcome	Outputs
Green growth knowledge products are used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition	a) Knowledge gap analysis and research papers produced and made accessible online to catalyse an international green growth research agenda b) Web-based knowledge platform launched and maintained to promote information sharing and learning and to build and facilitate a dynamic green growth community of practice

5. Executing Arrangements

187. GGKP is a partnership between its four founding partners (see paragraph 3). Together, they form the **GGKP Steering Committee (previously referred to as "Council")**, which is the principal governing and decision-making body of the GGKP and approves the GGKP strategy and overall work program. It also coordinates the production of joint reports, the organization of conferences and workshops and it helps to identify potential sources of funding. The Steering Committee also appoints members of the Advisory Committee and endorses its Chairs.

188. The **Advisory Committee** was intended to be comprised of 12-15 global experts and to act as a panel of advisers who provide strategic advice and guidance to the GGKP Steering Committee and the GGKP management team. In particular, they are meant to assist the Steering Committee in shaping new research agendas by recommending key topics, suggest potential sources of funding and identify relevant institutions and researchers. The Advisory Committee is scheduled to meet in person once a year at the GGKP Annual Conference.

189. **Research Committees**, which are convened by the Steering Committee, are responsible for designing and developing a research program associated with a particular Annual Conference theme. Research Committees may also be formed for GGKP research programs outside the context of an Annual Conference and were intended to be comprised of, to the extent possible, between four to eight members, representing GGKP Knowledge Partners and Advisory Committee members, and an appropriate mix of representatives from academic,

practitioner, policymaking and donor communities. Most committees are reported to have been larger (approximately 10-15 members) and the evaluation should focus on the extent to which their composition was suitable to achieve the intended objective rather than numbers of representatives.

190. UNEP and GGGI jointly manage the GGKP and oversee day to day operations. The **GGKP management team** was intended to be staffed by GGGI and UNEP staff members and consultants. According to the Project Information Management System (PIMS), the only viable solution was to establish a virtual secretariat with GGGI staff dedicated to the initiative working from other locations (e.g. Seoul and Washington DC). The evaluation should consider to what extent this has proven efficient and, if not, whether any other solution may be considered. The Management Team is accountable to the GGKP Steering Committee and is responsible for the following functions:

- Internal coordination
- External coordination
- Budget and operational management
- Research and knowledge management
- Communications
- Outreach events

6. Project Cost and Financing

191. The total approved budget for the GGKP, as presented in the UNEP Project Document, is 7,324,475 USD. This refers to funds which were expected to be managed by UNEP. Additionally, GGGI was to contribute a total of 1,215,000 USD over the period 2013-2016. Secured funds at the time of project approval included 1,696,393 USD from the Swiss Federal Office for the Environment, which intended to cover the GGKP core operational costs and the office rent. Additional funds were raised from the Government of the Netherlands, GIZ, the Government of Norway and OECD. As per revision 3, submitted in August 2016, the total secured budget amounted to 3,425,098 USD.

7. Implementation Issues

192. The GGKP was not reviewed or evaluated at mid-term. However, this was not considered necessary as the GGKP has conducted the following exercises in the recent years:

- Impact report (2014, published 2015), which outlines how the GGKP is tracking and measuring the impact of its work

- Knowledge Management Survey (2015), a comprehensive review of the GGKP knowledge platform, focusing on user experience, with a view to inform technical improvements

- Research Committee Survey (2015), with a few to recommend improvements to the Research Committee process.

193. This evaluation should make use of existing survey and reports, check to what extent recommendations were implemented by the GGKP Management Team and suggest any areas for improvement, especially in terms of monitoring impact of results and increasing the impact of the knowledge platform, considering, to the extent possible, a comparison with other knowledge platforms in the field of sustainable development.

194. The project does not seem to have encountered major challenges, with the exception of delays caused by the introduction by the UN Secretariat of a new administrative system (UMOJA). The evaluation should nonetheless review the operational and management procedures in place and suggest improvements, if any. Due to its intention to work as a partnership, the evaluation should pay particular attention to whether and to what extent

partnerships can be strengthened. It should also assess to what extent cooperation with other relevant UNEP initiatives (e.g Green Economy Initiatives) and initiatives run by the other founding partners is effective and adding value to the work of the GGKP. As GGKP is currently exploring the possibility of using some of its collaborative processes to support national level delivery, the evaluation should consider to what extent any emerging lessons exist on how this could be achieved and what operational structure would be required.

II.   TERMS OF REFERENCE FOR THE EVALUATION

1.   Objective and Scope of the Evaluation

195. In line with the UNEP Evaluation Policy[47] and the UNEP Programme Manual[48], the Evaluation (TE) is undertaken at the end of the project (as defined in the current guiding project document) to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. It should however be noted that GGKP has already been successful in raising significant funds for a follow up phase. The evaluation will therefore contain elements of both a TE and a Mid-term Evaluation (MTE). The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners. The evaluation will identify lessons of operational relevance for future project formulation and implementation, especially for the next phase of the project.

196. In addition to the evaluation criteria outlined in section 5, below, the evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and the GGKP partners and to which the project is believed to be able to make a substantive contribution:

- To what extent are green growth knowledge products delivered by GGKP being used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition (as per key outcome and impact indicator presented in the impact report, pg 8)[49]?

- To what extent is the GGKP leading to the development of other green growth research initiatives as a result of knowledge gaps it has identified?

- To what extent should the GGKP consider expanding its partnership to other stakeholder groups, such as private sector actors or civil society groups?

- To what extent should the GGKP consider expanding its focus to supporting collaboration on in-country projects?

2.   Overall Approach and Methods

197. The Evaluation of the Project will be conducted by an independent consultant under the overall responsibility and management of the Evaluation Office of UNEP (EOU) in consultation with the UNEP Project Manager and the Sub-programme Coordinators of the Resource Efficiency sub-programme.

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[47]   http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx
[48] http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf
[49] A key impact indicator for which the evaluation should present any emerging evidence is the following « Practitioners and policymakers utilising GGKP knowledge products to develop and implement on the ground policy change »

198. It will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant maintains close communication with the project team and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

199. The findings of the evaluation will be based on the following:

(a)   A **desk review** of:
- Relevant background documentation;
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the projects (Project Document Supplement), the logical frameworks and relevant budgets;
- Project reports such as annual reports, six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.;
- Project outputs;
- Surveys and reviews conducted by the team (see section I6)
- Evaluations/reviews of relevant projects, including the Green Economy Initiative Evaluation

(b)   **Interviews (individual or in group) with**:
- UNEP Project Manager and other staff, including GGGI staff
- GGKP Steering Committee members
- GGKP Management team
- UNEP Fund Management Officer
- Advisory Committee members
- Members of the research committee
- Knowledge partners
- Selection of policy makers who made use of the platform
- National level representatives, with particular focus on those who expressed interest to use some of the collaborative process to support national level delivery
- Donor representatives
- Other relevant resource persons

(c)   Inception meeting in Geneva and participation in advisory and research committee meetings, if possible (noting that two GGKP annual conferences took place in January 2015 and September 2016 and therefore the 2017 conference may fall outside of the evaluation period). Alternatively, travel to meet key stakeholders (founding partners and other key stakeholders to be determined, based on discussions with the Head of GGKP).

3.   Key Evaluation principles

200. Evaluation findings and judgements should be based on **sound evidence and analysis**, clearly documented in the evaluation report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

201. The evaluation will assess the project with respect to **a minimum set of evaluation criteria** grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the

achievement of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. (I) will not be presented as a separate section in the report, but rather incorporated where relevant. The evaluation consultants can propose other evaluation criteria as deemed appropriate.

202. **Ratings.** All evaluation criteria will be rated on a six-point scale. Section 5, below, outlines the scope of the criteria and the ratings table in Annex 1 provides guidance on how the different criteria should be rated. A weightings table will be provided in excel format to support the determination of an overall project rating.

203. **Baselines and counterfactuals**. In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

204. **The "Why?" Question.** As this is a terminal evaluation and a follow-up project is expected, particular attention should be given to learning from the experience. Therefore, the "*Why?*" question should be at the front of the consultants' minds all through the evaluation exercise. This means that the consultants need to go beyond the assessment of "*what*" the project performance was, and make a serious effort to provide a deeper understanding of "*why*" the performance was as it was. This should provide the basis for the lessons that can be drawn from the project. In fact, the usefulness of the evaluation will be determined to a large extent by the capacity of the consultants to explain "*why things happened*" as they happened and are likely to evolve in this or that direction, which goes well beyond the mere review of "*where things stand*" at the time of evaluation.

205. A key aim of the evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons.

206. **Communicating evaluation results.** Once the consultant(s) has obtained evaluation findings, lessons and results, the EOU will share the findings and lessons with key stakeholders. Evaluation results should be communicated to key stakeholders in a brief and concise manner that encapsulates the evaluation exercise in its entirety. There may, however, be several intended audiences, each with different interests and needs regarding the report. The Evaluation Manager will plan with the consultant(s) which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some or all of the following; a webinar, conference calls with relevant stakeholders, the preparation of an evaluation brief or interactive presentation.

4. Evaluation Criteria

(Supplementary information on approaches is available in the Approaches Guidance document)

A. Strategic Relevance

The evaluation will assess, in line with the OECD/DAC definition of relevance, '*the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor*'. The evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment

with UNEP's policies and strategies at the time of project approval. Under strategic relevance, an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

1. *Alignment to the UNEP Medium Term Strategy[50] (MTS) and Programme of Work (POW)*

The evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW.

2. *Alignment to UNEP and Donor Strategic Priorities*

Donors' strategic priorities will vary across interventions. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[51] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology, and knowledge between developing countries.

3. *Relevance to Regional, Sub-regional and National Environmental Priorities*

The evaluation will assess the extent to which the intervention is suited or responding to the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented. In the case of GGKP, the evaluation should focus on the added value of the platform for country level actors if a country is covered.

4. *Complementarity with Existing Interventions (UNEP and other founding partners)*

An assessment will be made of how well the project, either at design stage or during the project mobilization, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies) that address similar needs of the same target groups . The evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Specific examples for GGKP include the UNEP Green Economy Initiative, and the relevant green economy and green growth work programmes of the GGKP founding organizations. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

As GGKP is the result of a core partnership among the four funding partners, a brief review of its strategic relevance and complementarity to other partners' key strategic documents should also be presented.

Factors affecting this criterion may include:
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equity

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. This overall Project Design Quality rating is entered in the final evaluation ratings table as item B.

Factors affecting this criterion may include (at the design stage):
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity

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[50] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes.
[51] http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf

C. Nature of External Context

At evaluation inception stage, a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, the overall rating for Effectiveness may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

1. Achievement of Outputs

The evaluation will assess the project's success in producing the programmed outputs (products and services delivered by the project itself) and achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. The achievement of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their delivery.

The evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:
* Preparation and readiness
* Quality of project management and supervision[52]

2. Achievement of Direct Outcomes

The achievement of direct outcomes is assessed as performance against the direct outcomes as defined in the reconstructed[53] Theory of Change. Direct outcomes are the first-level outcomes expected to be achieved as an immediate result of project outputs. The evaluation should report evidence of attribution between the intervention and the direct outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's contribution should be included.

Factors affecting this criterion may include:
* Quality of project management and supervision
* Stakeholders participation and cooperation
* Responsiveness to human rights and gender equity
* Communication and public awareness
* Catalytic role and replication

3. Likelihood of Impact

Based on the articulation of longer term effects in the reconstructed TOC (i.e. from direct outcomes, via intermediate states, to impact – see Annex 2), the evaluation will assess the likelihood of the intended, positive impacts becoming a reality. The Evaluation Office's approach is outlined in detail in

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[52] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

[53] UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

the Approaches Guidance available on the EOU website, www.unep.org/evaluation. Essentially the approach follows a 'likelihood tree' from direct outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards.[54]

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-term or broad-based changes. However, the evaluation will assess the likelihood of the project to make a substantive contribution to the high level changes represented by UNEP's Expected Accomplishments, the Sustainable Development Goals[55] and/or the high level results prioritised by the funding partner(s) and key implementation partner(s).

The GGKP Impact Report and Annual Reports [56] should be used to the extent possible for the analysis of the likelihood of impact and suggestions provided on to strengthen the impact monitoring framework currently being used by GGKP.

Factors affecting this criterion may include:
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness
- Catalytic role and replication

E. Financial Management

Financial management will be assessed under three broad themes: completeness of financial information, communication between financial and project management staff and compliance with financial management standards and procedures. The evaluation will establish the actual spending across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output level and will be compared with the approved budget. The evaluation will assess the level of communication between the project manager and the fund management officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach. The evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted.

Factors affecting this criterion may include:
- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

Under efficiency, the evaluation will assess the cost-effectiveness and timeliness of project execution. Cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at a lower costs compared with alternatives. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe.

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[54] Further information on Environmental, Social and Economic Safeguards (ESES) can be found at
[55] A list of relevant SDGs is available on the EO website www.unep.org/evaluation
[56] Available at http://www.greengrowthknowledge.org/sites/default/files/Impact_Report.pdf

The evaluation will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. The evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

Factors affecting this criterion may include:
- Preparation and readiness
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

The evaluation will assess monitoring and reporting across three sub-categories: 'project reporting'; 'monitoring design and budgeting' and 'monitoring implementation'.

1. Project Reporting

UNEP has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly status reports against agreed project milestones. This information will be provided to the Evaluation Consultant by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners and this will be supplied by the project team. The evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled.

2. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART indicators towards the achievement of the projects outputs and direct outcomes. The evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation.

3. Monitoring Implementation

The evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. It will also consider how information generated by the monitoring system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensuring sustainability. The evaluation should confirm that funds allocated for monitoring were used to support this activity.

Factors affecting this criterion may include:
- Quality of project management and supervision
- Responsiveness to human rights and gender equity

H. Sustainability

Sustainability is understood as the probability of direct outcomes being maintained and developed after the close of the intervention. The evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved outcomes. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. As GGKP is a knowledge platform, this section should assess the extent to which the sustainability of the key outcome (Green growth knowledge products are used and applied by practitioners and policymakers in the promotion of policies and actions that support a green economy transition) is ensured by the policies and actions adopted and to what extent the continuation of GGKP is necessary for this process to continue, either in other countries/geographical areas or as new knowledge is produced, requiring modified actions. Because of the nature of GGKP, the evaluation should assess the extent to which any existing sustainability strategy linked to a time or fact horizon has been developed or whether there are any emerging issue such a strategy should include.

1. Socio-political Sustainability

The evaluation will assess the extent to which social or political factors support the continuation and further development of project direct outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to use the knowledge products to support a green economy transition. GGKP as a whole intends to increase individual capacity through its platform and seminar series, but it is not a standard capacity building project, with this in mind, the evaluation will consider whether individual capacity development efforts are likely to be sustained.

2. Financial Sustainability

Some direct outcomes, once achieved, do not require further financial inputs, e.g. a decision to formally revise a policy (as a partial result of increased access to knowledge). However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other direct outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation and updating of the GGKP platform as a means to achieve the intended outcome. The evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the direct outcomes of a project have been extended into a future project phase. The question still remains as to whether the future project outcomes will be financially sustainable.

3. Institutional Sustainability

The evaluation will assess the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether GGKP is facilitating institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. which are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

Factors affecting this criterion may include:
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equity
- Communication and public awareness
- Catalytic role and replication

I. Factors and Processes Affecting Project Performance

(These factors are rated in the ratings table, but are discussed as cross-cutting themes as appropriate under the other evaluation criteria, above)

1. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project. The evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular, the evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.

2. Quality of Project Management and Supervision

For GGKP, 'Project management and supervision' will refer to the supervision and guidance provided by UNEP to the management team and partners.

The evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Advisory Committee etc.); communication and

collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution.

3. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise.

4. Responsiveness to Human Rights and Gender Equity

The evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context, the evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment.

In particular, the evaluation will consider to what extent project design, implementation and monitoring have taken into consideration the need to support the mainstreaming of gender into green growth planning and implementation, e.g. by creating, as per project document, a specific thematic page aimed at increasing the understanding of the role of women in mitigating or adapting to environmental changes and engaging in green economy, the creation of a specific committee and the inclusion of gender sensitive approach in all analysis and outreach. To the extent possible, the evaluation should assess the extent to which there is any emerging evidence of gender aspects being mainstreamed into green growth policies and actions taken as a result of increased access to knowledge facilitated by GGKP.

5. Country Ownership and Driven-ness

The evaluation will assess the quality and degree of engagement of government / public sector agencies / policy makers, understood as the level of use of the knowledge products by this group of stakeholders, which is key to achieve the outcome. The evaluation will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised.

6. Communication and Public Awareness

The evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The evaluation should consider whether existing communication channels and networks were used effectively and whether any feedback channels were established. As the GGKP is a knowledge sharing platform, the evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

7. Catalytic Role, Replication and Scaling Up

The evaluation will assess the extent to which the project has played a catalytic role or promoted replication and/or scaling up. Playing a catalytic role and supporting replication and scaling up are all examples of multiplier effects i.e. ways in which the benefits stemming from the project's funded activities are extended beyond the targeted results or the targeted implementation area.

More specifically, the *catalytic role* of UNEP interventions is embodied in their approach of supporting the creation of an enabling environment and encouraging partners/others to work towards common environmental goals. A catalytic role can be demonstrated through replication or scaling up. *Replication* refers to approaches being repeated or lessons being applied in different geographic areas or among different target groups. *Scaling up* refers to approaches being adopted on a much larger

scale. Both replication and scaling up are often funded by other sources. Piloting innovative approaches and demonstrating how new knowledge can be applied is a common method used to stimulate replication and justify the scaling up of efforts. Fundamentally, all these roles imply cost-savings in the sense that effective approaches, evidence or knowledge gaps (in the specific case of the GGKP) have been established that can be applied/filled by others or elsewhere, without the duplication of investment or effort.

As GGKP specifically aims to play a catalytic role, the evaluation should present any emerging evidence of this process and the extent to which the GGKP is being successful in catalysing action by others in order to achieve its stated outcome. For this reason, this section should provide supporting information to explain the extent to which the GGKP is successfully delivering results which ensure that it is effective in achieving its mission (it should therefore be closely linked to the analysis presented in section D).

III.   Evaluation Deliverables and Logistics

1.   Reports and deliverables

207. The evaluation team will prepare:

- **Inception Report:** (see Annex 3 for Inception Report outline) containing an assessment of project design quality (Annex 4), a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.

- **Preliminary Findings Note:** typically in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In this case, preliminary findings will also be presented to the GGKP Steering Committee, Management team and, if possible, the Advisory Committee to foster the participation of the four funding partners and to receive strategic feedback.

- **Draft and Final Evaluation Report:** (see Annex 5 for Evaluation Report outline) containing an executive summary that can act as a stand alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

- **Evaluation Bulletin:** a 2-page summary of key evaluation findings for wider dissemination through the EOU website.

208. **Review of the draft evaluation report**. The evaluation team will submit a zero draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been accepted, the Evaluation Manager will share the first draft report with the Project Manager, who will alert the EO in case the report contains any blatant factual errors. The Evaluation Manager will then forward the first draft report (corrected by the evaluation team where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to the draft report will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the evaluation team for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

209. The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultants and the internal consistency of the report. Where there are differences of opinion between the evaluator and UNEP Evaluation Office on project ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings will be considered the final ratings for the project.

210. The Evaluation Manager will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultants. The quality of the report will be assessed and rated against the criteria specified in Annex 6.

211. At the end of the evaluation process, the Evaluation Office will prepare a Recommendations Implementation Plan in the format of a table to be completed and updated at regular intervals by the Project Manager. The EOU will track compliance against this plan on a six monthly basis.

2. Logistical arrangements

212. This TE will be undertaken by one independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO on any procedural and methodological matters related to the evaluation. It is, however, the consultant's individual responsibility to arrange for his/her travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultant to conduct the evaluation as efficiently and independently as possible.

3. The Consultants' Team

213. For this evaluation, the evaluation team will consist of one consultant. The consultant should have a degree in environmental economics or related field, 10 years of technical / evaluation experience, including of evaluating large, regional or global programmes and using a Theory of Change approach; a broad understanding of green growth and green economy concepts as well as previous experience evaluating knowledge platforms and multi-partner initiatives.

214. By undersigning the service contract with UNEP/UNON, the consultant certifies that he/she has not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, he/she will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units.

4. Schedule of the evaluation

215. Table X below presents the tentative schedule for the evaluation.

Table 3. Tentative schedule for the evaluation

Milestone	Deadline
Inception Mission – 2 days (Geneva)	February 2017
Inception Report	15 March 2017
Telephone interviews, surveys etc.	15 March 2017
Note on preliminary findings and recommendations	30 March 2017
Zero draft report	30 April 2017
Draft Report shared with UNEP Project Manager	10 May 2017

Draft Report shared with management team	20 May 2017
Draft Report shared with stakeholders	30 May 2017
Final Report	30 June 2017

ANNEX 2. List of people consulted

1. **Andrew Schmidt,** Knowledge Management, 10YFP Secretariat, Economy Division, UN Environment
2. **Angus Mackay**, Manager, Green Development and Climate Change Programme, UNITAR
3. **Ardeshir ZAMANI**, Administrative Officer, Resources & Markets Branch, Economy Division, UN Environment
4. **Benjamin Simmons**, Head, GGKP Secretariat
5. **Benjamin Smith**, Knowledge Management Officer, GGKP Secretariat
6. **Carlo Carraro**, Professor of Environmental Economics, Department of Economics, University of Venice
7. **Charles Arden-Clarke**, Head, 10YFP Secretariat, Economy Division, UN Environment
8. **Claudia Linke-Heep**, Industrial Development Officer, Department of Environment, UNIDO
9. **Cletus Springer**, Director, Department of Sustainable Development, Organization of American States
10. **Detlef Schreiber,** Department Sector and Global Programs, Division Climate Change, Environment, Infrastructure, Head of Section Environmental Policies, Biodiversity, Forests, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
11. **Dirk Wagener**, Senior Programme Management Officer, Coordinator, Resource Efficiency Programme, UN Environment
12. **Florian Bauer**, COO & Director "Open Knowledge", REEEP – Investing in Clean Energy Markets
13. **Frank Rijsberman**, Director General, Global Green Growth Institute
14. **Giuseppe Nicoletti**, Head of Division, Economics Department, OECD
15. **Gunnar Köhlin**, Senior lecturer, Environmental Economics Unit, Department of Economics, University of Gothenburg; Director, The Environment for Development (*EfD*) initiative
16. **Jaco Tavenier**, Green Growth Coordinator, Environment Directorate, OECD
17. **Jehan Sauvage**, Policy Analyst, Trade and Agriculture Directorate, OECD
18. **Joelle Noailly**, Head of Research, CIES, Graduate Institute Geneva
19. **John Maughan**, Research Associate, GGKP Secretariat
20. **Joy Kim**, Programme Officer, Economic Research Unit, UN Environment Programme
21. **Kees van der Ree**, Consultant (ex -ILO)
22. **Kumi Kitamori**, Green Growth and Global Relations Division, Environment Directorate, OECD
23. **Laura Platchkov**, Senior Policy Advisor, Federal Office for the Environment FOEN, Swiss Confederation
24. **Ligia Noronha**, Director, Economy Division, UN Environment
25. **Marianne Fay**, Chief Economist for Climate Change, The World Bank
26. **Marie-Teresa Pisani**, Economic Affairs Officer, Economic Commission -United Nations (for Europe (UNECE
27. **Moustapha Kamal Gueye**, Coordinator, Green Jobs Programme, Enterprises Department, International Labour Organization
28. **Nina Schneider**, Associate Programme Officer, UN Environment Programme
29. **Oliver Greenfield**, Convenor, Green Economy Coalition, IIED
30. **Orestes Anastasia**, Deputy Head, Office of Thought Leadership, Head of Knowledge Sharing, Office of Thought Leadership, Global Green Growth Institute
31. **Rena Gashumba**, Communications Officer, GGKP Secretariat
32. **Ron Steenblik**, Special Counsellor, Fossil-Fuel Subsidy Reform, Trade and Agriculture Directorate, OECD
33. **Rowan Palmer**, Research Specialist, Economy and Trade Branch, UN Environment

34. **Sarwat Chowdhury,** Policy Specialist -Green Economy, Natural Capital and Productive Capacities, Seoul Policy Centre, UNDP
35. **Scott Vaughan**, President and CEO, IISD
36. **Shardul Agrawala,** Head Environment and Economy Integration Division, Environment Directorate, OECD
37. **Silvi Llosa**, Programme Officer, Economics and Trade Branch, UN Environment Programme
38. **Steve Bass**, Senior Associate, International Institute for Environment and Development (IIED)
39. **Steven Stone**, Chief, ETB, UN Environment Programme
40. **Thibaut Portevin,** Policy Officer - Green Economy, DG International Cooperation and Development, European Commission
41. **Tilman Altenburg,** Head of department "Sustainable Economic and Social Development", German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE)
42. **Timothy Scott**, Policy Advisor, Bureau for Policy and Programme Support, UNDP
43. **Ziga Zarnic**, Special Advisor to the Director, Environment Directorate, OECD

ANNEX 3. Evaluation Bulletin

The Green Growth Knowledge Platform (GGKP)

About the Project

The Green Growth Knowledge Platform (GGKP) was established in January 2012 by the Global Green Growth Institute (GGGI), the Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UN Environment) and the World Bank. The project was incubated during 2 years and had its official launch event in Geneva in January 2014. In August 2016 the project implementation period was extended from 36 to 51 months, i.e. until December 2017. The initial budget plan was for the GGKP to raise USD7,324,475 while the project secured USD3,425,098 in cash and in-kind.

The aim of the GGKP is to identify major knowledge gaps in green growth theory and practice and to facilitate the creation of a dynamic green growth community of practice by facilitating interaction between its partners, scholars, practitioners, policymakers, and the private sector. The GGKP intends also to share knowledge, tools, data, and good practices through a dedicated web-based platform. The overall goal of the GGKP is to support policymakers and other relevant actors in developing, adopting, and implementing green growth policies and practices.

Relevance

The project is well anchored in the Rio+20 Conference outcome document that acknowledged the importance of promoting green economy in the context of sustainable development and poverty eradication and called for the development of platforms to contribute to coordinating and providing information on green economy tools, best practices, models and methodologies. Since the Rio+20 Conference the concepts of green growth and green economy have gained traction in national-level projects, policies, and global initiatives. The SDGs have set the goal (8) to "*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.*" The Paris Agreement provides the world with increased momentum to achieve low carbon, climate-resilient and sustainable development while recognizing the need to enhance capacity-building worldwide and support collaborative research and development, and technology transfer to developing countries.

Nowadays, more than 65 countries have embarked on green economy strategies and over 50 countries plan to develop national green economy plans (UNEP, 2017), offering a vast body of experiences and lessons learned to share. Meanwhile, the volume of information and codified knowledge on Green Growth and Green Economy has become overwhelming. Early May 2017, Google Scholar returned more than 36,000 resources on "Green Economy" and more than 26,000 on "Green Growth". Such an abundancy can benefit from a filtering, selection, and categorization of information materials to facilitate access to the most relevant content for specific target users. It illustrates also the need for expert knowledge and collaboration between stakeholders to identify remaining knowledge gaps, as intended by the project.

Performance

The GGKP has set up Research Committees to identify knowledge gaps and catalyse knowledge development. The GGKP Research Committees have published 9 scoping analyses. Founding members and knowledge partners have produced or commissioned 24 working papers for the GGKP to help identify and prioritize complementary knowledge gaps. The project has also harnessed and enabled the sharing of 98 research papers and 29 slide presentations through the GGKP Annual Conferences. However, the contribution of the Research Committees to, and their influence on, knowledge generation was found to be uneven due to a range of factors including limited financial capacities available to support their functioning.

The GGKP website has become a visible platform that has received on average close to 10.000 visits per month during the third quarter of 2016. In 2016, a total of 14,735 publications were downloaded from the GGKP Resource Library. Users of the web platform positively assess the relevance of the

content provided as well as the navigation metaphor and presentation. From the onset of the project, the website was envisioned as a repository of codified knowledge. Accordingly, the web platform was not set up to enable members of the community of practice to interact, post questions and have online discussions. Online exchanges and knowledge networking have not been priority areas of work and therefore moderate achievements were found on building and facilitating a dynamic green growth community of practice

The project has, to a limited extent, attracted research donors besides the founding members to finance knowledge generation as a direct result of gaps identified by GGKP research committees. The initial expectation that Research Committees would design or lead other actors to develop research programmes based on identified knowledge gaps and attract funding to generate new knowledge has not been completely fulfilled, which was due in part to over-ambitious expectations on the time it takes to facilitate and generate results from the collaborative research committee process. Nevertheless, the project was able to attract experts producing "insight" blogs discussing and describing relevant green growth research and activities for the GGKP web platform.

Policymakers and other actors were found to use green growth knowledge and data resources relevant to policy and provided by the GGKP in their promotion of policies and actions that support a green economy transition. In the survey conducted by the evaluation, close to 400 users of the GGKP assessed the contribution of the project to a range of outcomes. More than 70% of these respondents indicated either a *high* or *significant* contribution of the GGKP to *informing programmes, projects, publications, research, monitoring systems, or training and education activities* and 55% to *developing and/or adopting, and implementing green growth practices*. About 46% of the users found a *high* or *significant* contribution of the GGKP to *Improving national policies, strategies, or legislative frameworks* (up to 51% when focusing on policymakers and practitioners). The outcome area where a smaller number of users found a strong contribution of the GGKP was on *Fostering gender and human rights based approaches in the green economy*. Reference to the use of GGKP assessment and reports were found through the evaluation survey and online search. Google Scholar returned 385 articles on "Green Growth Knowledge Platform".

Key Lessons Learned
- **Lesson 1**: Since 2012 the focus of the development agenda at country level has moved to the implementation of the SDGs. Projects creating or brokering knowledge can evidence the direct relationship of knowledge outputs with SDG targets to align knowledge offer with demand and facilitate knowledge retrieval and reuse at country level.
- **Lesson 2**: Assessing knowledge gaps is a consultative process that must involve knowledge producers and knowledge seekers. Knowledge Partners are more willing to take on the development of new knowledge to fill existing gaps if they have been involved in their identification. Knowledge users are more willing to adopt new knowledge if it has been generated on the basis of their priority needs and developed with their contribution. The theory of diffusion of innovations and related body of research provides some conceptual background that should serve to further inform the design of projects aiming to foster policy and socio-economic change.
- **Lesson 3**: In environments that are complex, multi-dimensional, and dynamic, codified knowledge is likely to be less replicable and have a shorter shelf-life than in contexts where stability and routine prevail. Knowledge networking is a modality to access and disseminate tacit knowledge especially relevant in fluid and heterogeneous situations. Knowledge codification and knowledge networking are not exclusive but complementary. Projects aiming for knowledge uptake should assess what proportion of their knowledge management activities and resources should go respectively to knowledge codification or knowledge networking to maximize development outcomes.
- **Lesson 4**: The lack of financial resources and partnerships are among the main reasons for not applying existing knowledge on green growth. Brokering information on, and facilitating access to, financial resources and partnerships would appear an effective means to foster knowledge adoption at country level and create a more cohesive and enabling knowledge-to-practice ecosystem.

- **Lesson 5**: Transition to a green economy is unlikely to be achieved in 36 months in any country. Projects intended to support this objective should be provided with adequate capacities and reasonable time to accompany the change.

ANNEX 4. GGKP Users Survey Results

This annex provides a summary and analysis of the online survey conducted to gather perspectives and feedback from users of GGKP products and services.

1.   Background

The survey questionnaire was developed in collaboration with the GGKP Secretariat. It took into consideration an earlier survey conducted by the GGKP in 2015 but was not able to replicate most of the initial design due the specific questions guiding the current evaluation and the use of a different ranking model.

The survey was open for 3.5 weeks, from 5 April to 28 April 2017. The survey was anonymous and the questionnaire was made available in English. As a convenient sample of the GGKP users' community, the survey was sent to the list of subscribers to the GGKP Newsletter. The survey was launched to 4912 email addresses and 146 bounced back. In addition, a pop-up window on the GGKP website invited visitors to take the survey. Altogether, the survey compiled feedback from 450 respondents - 439 for the email survey (9.2% response rate) and 11 from the pop-up window. A detailed review of the responses did not lead to identify and remove any invalid contribution. The methodology used to disseminate the survey did not aim for a sample that would be statistically representative of the entire population. While based on a significant number of participants, the findings analyzed below are based on the opinion of 450 respondents that do not necessarily represent the entire community of GGKP users. Analysis of the results is based on the number of responses per question and, whenever relevant, on a conversion of the Likert scales into indices from 1 (e.g. Not relevant/Not achieved/Not useful) to 5 (Highly relevant/Fully achieved/Very useful).

2.   Assessment of the GGKP Products and Services

2.1.   Purpose for using the GGKP Products and Services

For what main purpose do you use the GGKP products and services (conferences, publications, website, etc.)? Please mark all that apply:	#	%
Researching specific sectors or themes	314	70,09%
Learning about broad issues	281	62,72%
Searching for relevant projects	175	39,06%
Finding raw data	96	21,43%
Finding advocacy or marketing material	82	18,30%
Researching for policy formulation	189	42,19%
Making decisions on donor funding	49	10,94%
Other (please specify)	24	5,36%
Total respondents	448	100,00%

Key findings:
- The majority of survey respondents use of the GGKP products and services for *Researching specific sectors or themes* (70%) and *Learning about broad issues* (63%).

- About 42% of the respondents use the GGKP products and services for *Researching for policy formulation*
- Few respondents indicated using GGKP products and services for *Making decisions on donor funding* (11%)

2.2. Assessment of the GGKP Website

How would you rate the following aspects of the GGKP website?	Very good	Good	Fair	Poor	Very poor	Do not know	Total respondents	Indices
Relevance: breadth of technical knowledge and geographical coverage of GGKP website to meet your specific needs	31,97%	48,98%	11,79%	0,45%	0,23%	6,58%	441	4,20
Presentation: use of graphics and frames, layout, naming and grouping of data, logical structure	28,86%	52,05%	12,27%	0,91%	0,00%	5,91%	440	4,16
Navigation: browsing, searching, and retrieving knowledge on green growth	27,56%	47,61%	16,86%	1,59%	0,46%	5,92%	439	4,07
Clarity: adequate documentation of the GGKP website including data definitions, methodology, metadata	27,33%	46,01%	17,31%	0,91%	0,68%	7,74%	439	4,07

Key findings:
- The vast majority (73-80%) of survey respondents find the *GGKP Website* to be either *Very Good or Good* on all proposed four dimensions of *Relevance*, *Presentation*, *Navigation*, and *Clarity*

Comments provided by respondents:
- The website uses colours very well for highlighting important topics
- It will be more effective to have all the data being disseminated from a single pane
- The platform is as good as any other, but if you are seeking for improvements, corners like Explore Green Growth could benefit with better scroll down articulation. Most of us are not looking for a discovery page, but an indexed site with orderly topics and precise links to relevant information.
- Fair for geographical coverage, which I believe is a limitation caused by availability of current and reliable data
- It is a platform that we can get information about climate change and development this is our issues thematic work.
- I suggest focus on air Pollicino issues
- I have insufficient experience using the web site to make a critical assessment
- Every thing provided are excellent.
- I feel the organisation of material is good. More material would be needed. I am sure this will be accomplished in time.
- Thanks for the platform
- We receive less update concerning GGKP
- I find the division between sectors and themes somehow confusing. Why is Biodiversity a sector and not a theme...?
- Would like to be apprised of latest progress
- The website is almost too efficient in that you can search for nearly everything, but many people

prefer to browse through websites and not only to end up with lists of unrelated materials all under a single topic. It would be better to be able to browse through categories in a more intuitive way or to find materials all grouped as part of a single organization, initiative, or country.

- I never visit/the GGKP website
- It will be very useful if documents are available in other language such as French.
- I have never used the website
- Limited geographical coverage of Green Growth features among other parts of the world
- I would like an App?
- To be honest, I have only browsed, so I am not in a strong position to make fair comments.
- Good job. Congratulations.
- Go ahead
- Better links to key and relevant data sources would be appreciated
- On 28 July 2015, [*the GGKP representative*][57] and I spoke via "skype" on how we can improve the GGKP web platform. We agreed -among other things- to advocate at the GGKP Board level for the translation of information and content into French, Spanish and Portuguese for a wide geographical outreach; especially in developing countries...An effort should be done on that issue.
- I like the GGKP's international perspective, but haven't yet truly engaged with it - difficult as I am disabled.
- I do not like the typeface used on some of the image blocks. It seems over-kerned to me, making it difficult to read sometimes
- As a journalist, I wish the site had more timely information/press releases/news, etc. Today is April 19, for example, and the latest "news" on the website is from April 5. That's ancient from a news point of view. The blog is from March 7. If you need a writer, I'm for hire. [*Contact details removed by the evaluation]*
- Catching the webinar from developing countries especially Africa is a challenge due to time difference and internet reliability.
- Again, i haven't explored. With all the information we're drowning in, it's hard to make the time to go to another one. Perhaps if there were targeted areas of engagement that i found useful to engage in, and was reached out to engage, I would do so.
- There is a lot of information available - takes time and effort to go through and find the most relevant
- It would be worthwhile to include documents in Spanish on specific topics in Latin America.
- Who is the target audience of this website? The news section is written too casually for policy-makers. Further, most of the news articles does not really provide substance (i.e. 'different perspectives were discussed' - what perspectives?), quotes are also used too 'loosely'. The paragraphs do not flow well.
- Green Growth is a new concept and so most of the relevant information may not necessarily be available. This notwithstanding, it provides an opportunity to package or tailor existing information for green growth
- Country specific data are key success factor
- The English is the most used language at the web site for more impact, please use also French and Arabic
- Excellent
- Recommendation: please try to reach out across UNEP internal sections and beyond. Example of missing link: The Global Gender and Environment Outlook (GGEO) which was led and co-produced by UNEP and launched in 2016. This document should not only be part and parcel of the information presented under the GGKP 'Gender' component but also constitute a practical connecting tool practical across the board.
- La clarté sur la documentation est très bien, mais c'est la couverture géographique est très pauvre de l'égalité d'accès aux données dans les autres langues telle que le français. L'espace de la zone francophone inexistante.

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[57] Name of the individual removed by the evaluation.

- Insufficient coverage of GG in least developed countries
- Based on a quick browse - I do not use the website much, if I am honest
- It should follow more youth friendly approach and impressive!
- Materials related to GGKP webinars are often difficult to find.
- GGKP website is highly informative.
- I don't use the website very often
- Site is based on conventional reductionist categories and the processes needed to fulfil its purpose (fix knowledge gaps) is missing. In particular, non-reductionist thinking is missing. E.g. scale of ambition, problem solving methods, policy beyond targets and fiscal tools, alternative framings such as security.
- You asked me to do this survey twice by the time I clicked on the second page in. The first page in was a bio. I went ahead and took the survey to tell you that you ask about the survey taking much too soon. I have no opinion about the site or platform because I haven't browsed around it yet. I just want the stupid survey request to stop popping up.
- Discussing problems and solutions is very important, but I think a teaching approach at this point about these plans and actions are equally important. Due to the enormous amount of data available out there, developing countries such as Brazil, need a teaching/update infrastructure to replicate and importantly interpret (not just translate), these many findings on "Green Economy consciousness" at university graduation levels and executives that are entering the working markets, so they can take to their workplace this world changing and challenging concept, and may I remind the roll Brazil plays when it comes to natural resources. I'm developing an EaD platform to teach an interpreting tool based on these finding from all kinds of sources, such as from this organization, and convert them from Portuguese to English. However, I still need financial aid to put this project into practice, maybe someone can steer us in the right direction. I'm [*Name and contact details removed by the evaluation*]

2.3. Usefulness of the Sections of the GGKP Website

What sections of the GGKP website do you find most useful to your work?	Very useful	Significantly useful	Moderately useful	Slightly useful	Not useful	Do not know	Total responses	Indices
Themes	35,70%	40,10%	14,91%	1,71%	0,24%	7,33%	409	4,18
Sectors	33,92%	40,20%	14,07%	2,26%	0,50%	9,05%	398	4,15
Best Practices	34,65%	34,65%	14,11%	5,45%	0,99%	10,15%	404	4,07
News	30,77%	36,48%	13,65%	6,70%	1,24%	11,17%	403	4,00
Countries	33,09%	30,39%	22,06%	4,66%	1,23%	8,58%	408	3,98
Library	27,20%	32,90%	19,43%	6,99%	0,78%	12,69%	386	3,90
Learning Database	24,94%	31,62%	19,28%	4,88%	1,54%	17,74%	389	3,89
Search function	23,92%	30,65%	23,66%	5,65%	2,15%	13,98%	372	3,80
Events	25,55%	31,94%	20,39%	7,37%	2,95%	11,79%	407	3,79
Project Database	21,78%	28,87%	22,05%	6,56%	2,36%	18,37%	381	3,75
Data Explorer	17,80%	27,49%	24,61%	6,81%	2,09%	21,20%	382	3,66
Research Committees	17,19%	29,95%	20,05%	8,33%	3,65%	20,83%	384	3,62
Insights Blog	14,59%	25,20%	26,79%	8,75%	2,65%	22,02%	377	3,52
Big-E Database	14,78%	20,70%	23,66%	8,06%	3,49%	29,30%	372	3,50

Key findings:

- More than 70% of survey respondents find the sections on *Themes* and *Sectors* to be Very to Significantly Useful
- Less than 50% of the respondents find the sections on *Data Explorer*, *Research Committees*, *Insights Blog*, and *Big-E Database* to be *Very or Significantly Useful*; these sections seem to be unknown from more than 20% of the participants.

Comments provided by respondents:
- Global Data bases in general are highly useful
- Very Informative website
- My only contact is through participation in a webinar on economic development and climate goals
- I have never used the website for my work
- I used the opportunity of this survey to update myself on the GGKP site and its contents. I must admit that I had not used it sufficiently before. I had mainly seen the ppts sent in emails. It is a very good initiative for sharing best practices
- There were a lot of functions on your web that I have not explored yet. Will do!
- Better updating of project information needed, perhaps as a responsibility of party's supplying the info (a kind of terms of service agreement).
- I am afraid that I do not use the site as much as I perhaps could. I think that will change as I learn more about what you can provide.
- Keenly waiting for future developments
- I never visit the website
- Information is not consistent, especially through the search function
- I don't have any experience using GGKP for the purposes starting line no.5 (learning database) till the end. Thus, I marked 'moderately useful' as a default answer.
- Improve the fair quote
- As far as Events and annual GGKP conferences are concerned, I suggest that these events would also be held in developing countries (Latin America including Brazil; Africa and south Asia)
- I do not use the website often so have not used many of its features.
- looking forward to interacting more with these and forming a more definite opinion.
- I work in the pulp and paper industry. I miss best practice info and also a bench mark study about climate change mitigation but also adaptation plans. More specific info like this is very relevant for the P&P industry to promote initiatives internally.
- The structural design of evaluation assessments survey is well structured.
- The GG map is very useful. It would be good if the pages in the databases can open with a map then narrow it by country.
- I have not used Big E Database. I do not know what it is
- I have not spent much time on the site. I did look up some info on Canada at one time and found that useful
- None   sorry I have some technical problems after a major hack in our town and my equipment is still slowly coming along!
- GGKP rend d'énormes services dans toutes ces sections, mais le problème c'est de rendre compréhensible et accessibles tous ces secteurs à ceux qui parlent une autre langue comme le français. Par exemple, pour remplir ce formulaire, je suis obligé de passer par la traduction Google pour comprendre de quoi il s'agit dans ce que vous demandez.
- I'm not a heavy user of GGKP but have found the website and its part useful when needed.
- it is difficult to answer: too detailed
- I don't feel able to answer this question effectively as I do not use the website enough
- Establishing youth green forum is essential and it should give focus.
- I don't think the website is very user friendly and the impression is that the GGKP is more about gathering together organizations than contributing to key themes in the debate. Honestly, I think

lots of things should change.

3. Assessment of the GGKP Outputs and Outcomes

3.1. GGKP Outputs

In your opinion, to what extent were the following GGKP outputs achieved?	Fully achieved	Significantly achieved	Moderately achieved	Slightly achieved	Not achieved	Do not know	Valid N	Indices
The GGKP research committees produced collaboratively knowledge gap analyses and research products	15,52%	44,33%	18,72%	4,19%	0,49%	16,75%	406	3,84
The GGKP web platform is updated and populated with relevant green growth research, data, projects, learning resources, news, and events	23,17%	47,56%	15,85%	2,93%	0,49%	10,00%	410	4,00
Knowledge exchange and interaction among the green growth community of practice are facilitated through the GGKP in-person events and web-based engagement	19,90%	38,82%	19,41%	5,16%	2,21%	14,50%	407	3,81

Key findings:
- More than 70% of survey respondents indicated that the GGKP has Fully or Significantly Achieved to develop a *Web platform that is updated and populated with relevant green growth research, data, projects, learning resources, news, and events*
- Less than 60% of respondents find that the GGKP has Fully or Significantly Achieved to install *Research committees that produced collaboratively knowledge gap analyses and research product*s

Cross-tabulations:

	The GGKP research committees produced collaboratively knowledge gap analyses and research products	The GGKP web platform is updated and populated with relevant green growth research, data, projects, learning resources, news, and events	Knowledge exchange and interaction among the green growth community of practice are facilitated through the GGKP in-person events and web-based engagement	Average assessment
Policy-making	4,20	4,15	3,96	4,10
Researcher/Thematic Expert/ Technical Advisor	3,70	3,93	3,71	3,78
Practitioner (e.g. project management and delivery)	3,81	4,10	3,86	3,93
Communications/Advocacy/Evalua	4,12	4,05	3,76	3,98

tion				
Other (please specify)	3,86	3,82	3,87	3,85

- Respondents in a Policy-making function make the most positive assessment[58] of the level of achievement of GGKP Outputs
- Researchers/Thematic Experts/ Technical Advisors provide the lowest assessment

Comments provided by respondents:

- I have no valid excuse, but I have not been engaged.
- I have selected Significantly achieved, mainly based on the GGKP reputation and standing, however I do not have the adequate knowledge & background to pass reliable judgment in this respect
- Last: more by events than by web
- I think you very likely achieve your goals here!
- Keep it up
- Need to respond to the community questionnaire
- Very satisfying but add in more data on donor funds available would be more valuable
- More encouragement to exchange among researchers on this platform could increase its use and relevance
- It's difficult for me to say/compare as the GGKP is now my primary source on this.
- As mentioned in the item n°3, the GGKP's structures (Board, Advisory Team, Research committees...) should also include "experts/collaborators" working on the ground and in universities of developing countries.
- The platform is very useful, but research committees could collaborate more actively and take leadership in their fields
- More awareness and education is needed to CGKP outputs like Green Economy
- Outputs achieved to a great extent.
- For instance, we are biomass to energy developers under the CDM and VCS standard. We contribute approximately 7% of world emission reductions under biomass to energy category, but this info is not available in this platform. Also and as I commented before more detail info about best practices in the pulp & paper industry to mitigate climate change cannot be found, neither adaptation practices.
- I do not have sufficient information to conclude that the GGKP Research Committee achieved the outputs to produce collaboratively gap analyses and research products. The same applies to populating the web platform and interactions
- Remarkable from what I saw!
- Still room for improvement: e.g. see previous comment on GGEO
- Je n'ai pas d'avis du fait que tous les textes de rapport sont en anglais et inaccessibles à la compréhension des francophones
- Young green leaders have limited access to involve and participation in exchange and interaction. Therefore, youth should be encouraged to participate in the events and communication to build green thinker future generation in the world.
- See my previous comment. The research output is not at the frontier. And in terms of data collections much more can be done. It is a pity, really a missed opportunity for scholars working on these topics.
- I didn't find any knowledge gad analysis. Is this hidden or missing? The platform is populated with conventional stuff; you could say it keeps us 'green' folk busy while meanwhile all the global problems continue to rage out of control.

3.2. GGKP Outcomes

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[58] Likert scales converted into indices from 1 (e.g. Not relevant/Not achieved/Not useful) to 5 (Highly relevant/Fully achieved/Very useful)

How do you assess the contribution of the GGKP to the following outcomes?	High contribution	Significant contribution	Moderate contribution	Slight contribution	No contribution	Do not know	Valid N	Indices
Informing programmes, projects, publications, research, monitoring systems, or training and education activities	29,48%	42,01%	15,48%	3,44%	0,98%	8,60%	407	4,05
Monitoring the achievement of national objectives on green growth	14,81%	34,57%	26,67%	7,16%	1,98%	14,81%	405	3,62
Improving national policies, strategies, or legislative frameworks	15,88%	30,02%	24,32%	9,43%	2,98%	17,37%	403	3,56
Developing and/or adopting, and implementing green growth practices	16,83%	38,12%	20,79%	5,69%	2,72%	15,84%	404	3,72
Increasing national capacities (human, financial) for green growth	15,08%	29,65%	24,87%	9,30%	2,76%	18,34%	398	3,55
Fostering gender and human rights based approaches in the green economy	13,78%	24,81%	22,81%	9,52%	3,51%	25,56%	399	3,48

Key findings:
- More than 70% of survey respondents indicated that the GGKP has had a High or Significant contribution in *Informing programmes, projects, publications, research, monitoring systems, or training and education activities*
- Only 38% of respondents find a High to Significant contribution of the GGKP in *Fostering gender and human rights based approaches in the green economy*

Cross-tabulations:

	Informing programmes, projects, publications, research, monitoring systems, or training and education activities	Monitoring the achievement of national objectives on green growth	Improving national policies, strategies, or legislative frameworks	Developing and/or adopting, and implementing green growth practices	Increasing national capacities (human, financial) for green growth	Fostering gender and human rights based approaches in the green economy	Average assessment
Policy-making	4,04	3,76	3,80	3,93	3,61	3,35	3,75
Researcher/Thematic Expert/Technical Advisor	4,07	3,54	3,50	3,71	3,61	3,50	3,66

Communications/Advocacy/Evaluation	4,14	3,79	3,94	3,75	3,82	3,93	3,90
Practitioner (e.g. project management and delivery)	3,96	3,58	3,41	3,57	3,33	3,30	3,53
Other (please specify)	4,09	3,54	3,70	3,72	3,31	3,67	3,67

- The GGKP Outcomes are less favorably assessed by Practitioners (e.g. project management and delivery)

Comments provided by respondents:
- As the GGKP has not even made it to my consciousness before March 2017, I can only presume that it has been relatively ineffective in all of its goals
- Ok, one has to be honest here- I don´t know. How should I be able to know? I don´t research you before doing this survey. Who do you think you aim this question at? (I am in the same situation of trying to get user´s feedback on what we do, so no offence, but this question was a bit unrealistic.
- Overall significant
- GGKP has had a lot of focus on global analysis and is yet to action at regional and national levels proactively
- Quick dissemination of knowledge and best practise
- Very difficult to assess whether the GGKP has directly beneficial impacts at the country level.
- It is difficult to judge beyond how i personally have used the site
- I am new to this and do not have extensive experience yet with the site
- Green economy philosophy yet to gain traction in developing countries like Kenya in Africa.
- GGEO is missing
- Vous pouvez faire des statistiques, il y a plus d'anglophones qui participent aux événements sur la croissance verte que les francophones
- youth focus approaches in the green economy building also important to create green researcher, activists and practitioners more.
- we used it to contribute to the development of Nat. Strategy on Sust. development in Botswana (theme: changing consumption & production patterns)

3.3. Sample GGKP Outcomes

If possible, please provide specific examples where the knowledge developed or conveyed by the GGKP was taken up and had positive outcomes:

- Looking for national statistics
- Arguments and support information to develop national position for multilateral agreements
- Fiscal policy area, indicators.
- In my country, Egypt, I am not in a (professional) position to provide examples, i.e. I do not belong to a national, Government, or private body where I can access data
- community development project
- Case studies showing green growth policies in practice with economic and environmental outcomes are very useful to making the case domestically. More examples from developed countries as well may be useful.
- The webinar on economic development and climate goals gave useful insight into ways in which 'greener' business models might be embedded in society + change perspectives on how people think about sustainable development
- http://www.walter-araya.com/429473662
- CLIMATE CHANGE AWARENESS
- Developing master plan for the country we need reference from other country

- Gender and Climate Change Policy Brief: Gender and Climate Finance
- Many countries really need warehouse for many sides.
- Congratulations!
- It is working for National development is highly praiseworthy.
- green growth indicators work
- I participated in several Webinars organized by GGKP. I learn the new issues and new ideas that can be a topic for policy research in my country, such as green banking and finance.
- Best practices   Webinars
- A worldwide centralized platform allowing benchmark between countries on the way to green economy
- In the development of the Green Economy Framework for my project
- Mainstreaming Gender and Human rights into projects.
- We collaborative with you. E.g. We co-hosted the Annual conference at Jeju island in 2016. We try to share your knowledge with our researchers and we are part of your committees etc..
- The examples were used to convince the clients and the results were positive.
- Improving national policies, strategies, or legislative frameworks
- Sorry no time.
- apply updated data to our research group
- Green cities
- In academics and application in the field
- International support: EU funding
- In Kenya, through my effort, the Institute for climate Change and Adaptation the University of Nairobi is a knowledge partner for GGKP, the Institute has introduced a topic on Green Economy on post graduate courses at the University; Kenya's Green Economy Strategy and Implementation Plan is greatly informed by scientific information generated by GGKP because of my fast-hand access to knowledge of work by GGKP
- Formulation of research objectives.
- Personal awareness increased
- We are helping in transitioning two counties to Green Economy and the information is useful to us.
- In Ethiopia I myself developed CRGE doc being power and energy sector chair person, Industry, Transport and REDD+, Municipality and Environmental Protection Authority Technical person. Now I am developing 15 Project design Documents for Ethiopia. But no claim so far
- Learning experiences
- Informing OECD environmental policy reviews and other country reviews, leading to improvements in national policy making.
- Case studies of best practices(examples) from other developing Countries within green technology ..and which, the Government of South Sudan has consequently included in her Transport Sector Development & strategic plans 2017-2022
- We find very relevant information in carrying out research and reports
- Most practitioners from the developing countries whom I have recommended to join some of the GGKP webinar expressed gratitude that they learnt a lot and are applying such knowledge
- The conference in Venice on environmental taxes improved knowledge about policies elsewhere influencing our own research plans.
- Updating on GE &GG
- I do not know of any specific example where the knowledge developed or conveyed by the GGKP was taken up and had positive outcomes
- on the discussions held in Brazil to develop PAGE project in Mato Grosso State
- I find the GGKP to be an amazing source of information and useful insight in several subjects. Useful for any policy maker, academic or member of the engaged civil society.
- I used the platform in some desk researches as a basic for a transnational European on

transversal "greening skills" within a "greening economy".

- I'm trying to develop a portfolio of innovations that contribute to the green economy (eg., patents through the green channel etc.) a way of comparing to similar organisations would be helpful. Also from my perspective it would be useful to know what the public sector contributions are to the green economy in terms of innovations derived from the public purse through public sector research organisations.
- Circular economy
- The policy makers and businessmen gathered for green growth mainly informed by your publications
- Experiences and lessons learnt and practices on new and advanced technological solution with cheap and high quality is important for GGKP for developed and developing world.
- no specific example in mind, however, i do believe knowledge provided by GGKP over green growth events and best practice stories and green GDP project have helped us a lot within the scope of our work.
- Exchange of experiences through the annual knowledge platform.
- It is very model for monitoring and evaluation that I am interested in best practices for my works and developing in the climate resilience and green development in Cambodia.   More important things are for ideas to be included in drafting environmental and natural resource code to wards to green corridor of biodiversity and ecosystem conservation.   Furthermore, the building green city concepts and policy would be helpful to Cambodia, especially all provinces of new infrastructure resilience and green developments with growing trees. More important are mainstreaming green growth development into national and sub-national development has been started through the reviewing of the report of the environmental impact assessments approving by the Environmental Impact Assessment Committee (growing trees insides and outside constructed buildings of companies).
- the knowledge developed or conveyed by the GGKP was very useful to develop important work for sustainable development which I have done for a National Think Tank and a NGO.
- Including indigenous practice in the natural resource management.
- 1)The Webinar held on 27 July 2015: Towards Green Growth? Official Launch of the OECD's Tracking Progress Report (Jointly organized by the GGKP and OECD on 27 July 2015:15.00-16.30) had positive outcomes 2) Out of the four GGKP's Annual Conferences, the Third held in Venice(29-30 January 2015) had positive outcomes and we still remember the appointment of Mr Elliott Harris by the UN Secretary-General Ban Ki-moon just a few weeks following that GGKP's third annual conference.
- I used it for my research project
- I have no overview of uptake at country level. Significant knowledge is bundled on the website and in the excellent annual conferences.
- In grass root level examples are nil
- I use the website to find information I need at a specific moment, usually to inform the development of communications products for other projects. This is a very specific use, so I am unable to answer this question.
- For example, The Business Case for Reducing Food Loss and Waste
- In my case, the knowledge was useful for bringing themes on my final work for master
- Research on inclusiveness; understanding broad and upcoming GG issues etc.
- Not possible at the moment.
- Sorry. I have no idea as I did not Know still very well this platform, but I will look it in much more detail in the coming future.
- In creating awareness and practice of waste to wealth in mainstreaming waste disposal management. Household Kitchen organic waste segregation, collection and use for energy (electricity and liquid manure).
- I used the knowledge for a Rural project in Kenya
- Financing for green growth contributor.
- The knowledge products provided on the platform are quite informative. I assume that relevant policy makers and practitioners are making use of these products.

- I have not had that experience
- If a country is implementing GG information (or at least talks about it or cites it), then I guess it is a positive outcome.
- In mention in public dialogues and probably to a small extent in some national policies, but that is where it seems to stop. There is little or no translation into implementation of green growth actions or strategies
- In conference paper presentation and workshop
- Decisions taken about actions and activities in my farm
- Trade-off between impacts of economic activities and ecological functions
- The concepts of "deep uncertainty" and "robust decision making" were compellingly and creatively shared through a game session at a WB senior leadership event, inspiring colleagues to want to learn more about the role of changing risks and unavoidable lack of future knowledge in the design of investments
- Coordination between organizations to other one, specific sector of their involvement
- In South America and even in Pakistan where I was pleasantly surprised to hear about your work staying with the now late Farooq Legharis family former president of the country and all involved in cotton plantations! The awareness in the country exists and has to be and can be reinforced continuously, very important!
- In designing SUNx strategies and data support functions
- The data and case studies provided by GGKP focusing on green growth help my research a lot
- Greenpeace. growth policies benchmarking
- I READ WHAT I WANT MAINLY FOR THE INFORMATION VALUE
- Insights and examples from webinars were useful to feed internal discussions.
- No information, sorry
- It has had a major impact on my research purposes.
- Aucun exemple où la GGKP a assuré le développement des connaissances transmises. A l'atelier GGKP sur la croissance verte en avril 2014 à Kinshasa RDC, trois solutions énergétiques vertes mondiales ont été présentées par des chercheurs congolais, mais aucune attention ni suivi pour ces innovations par la GGKP.
- Good enough
- The experiences shared through the page has been used to construct policies at national and local levels
- I use GGKP as source of information and I also recommend it to my network
- Environmental taxation. Still under development, but the work of GGKP contributes to knowledge and data on the subject.
- In my community
- Informing programmes, projects, publications, research, monitoring systems, or training and education activities to inform own project development and drafting
- Below speaks
- For example, in my country Ethiopia green economy building initiative I get good information and news from GGKP to mobilize youth environment leaders across the nations as I am youth green leaders.
- Association with/ following of GGKP has likely to have helped Individual researchers and those in a position of contributing to policy making; inform/influence policies in their own respective countries as well as other countries. Documentation of this is not readily available but GGKP can work towards that. I do not know if GGKP directly works with governments with a view to inform policies. GGKP may also consider organizing its events in developing countries in expanding its reach.
- See above. Used for best practices and discovery of new potential tools.
- www.asiacleanenergyforum.org
- Have not much relevant experience
- It's through partnership development

- Elaboration of classes in the university and of thesis and research
- GGKP webinars
- Methodology for measurement of green growth has had a somewhat positive outcome in some analytical work.
- I don't have any
- Algeria

3.4. Constraints to Implementation

If you did not use or apply the knowledge developed or conveyed by the GGKP, what were the main reasons? Please mark all that apply:	#	%
Limited relevance to your work	75	23,36%
Poor quality of the analysis or knowledge conveyed	17	5,30%
Not in your job function to turn the knowledge on green growth into action	54	16,82%
The issues conveyed by the GGKP are too distant from practical implementation	37	11,53%
Lack of compatibility with regional/national practices, experiences, or values	54	16,82%
Lack of resources (e.g. programmes, projects, capacities, etc.) to implement existing knowledge on green growth	95	29,60%
Lack of partnerships (e.g. public or private sector, international organizations, etc.) to implement existing knowledge on green growth	73	22,74%
Not applicable	116	36,14%
Total respondents	321	100,00%

Key findings:
- About 36% of survey respondents find that the knowledge developed or conveyed by the GGKP was not put into use because of being *Not applicable*
- Close to 30% of respondents indicate that the *Lack of resources to implement existing knowledge on green growth* has been a reason to a lack of application
- Only 5% of respondents indicate an absence of use due to the *Poor quality of the analysis or knowledge conveyed*

Cross-tabulations:

If you did not use or apply the knowledge developed or conveyed by the GGKP, what were the main reasons? Please mark all that apply:	Limited relevance to your work	Poor quality of the analysis or knowledge conveyed	Not in your job function to turn the knowledge on green growth into action	The issues conveyed by the GGKP are too distant from practical implementation	Lack of compatibility with regional/national practices, experiences, or values	Lack of resources (e.g. programmes, projects, capacities, etc.) to implement existing knowledge on green growth	Lack of partnerships (e.g. public or private sector, international organizations, etc.) to implement existing knowledge on green growth	Not applicable
Africa	16,46%	5,06%	8,86%	5,06%	13,92%	39,24%	34,18%	39,24%
Asia	27,27%	10,39%	19,48%	22,08%	27,27%	28,57%	29,87%	27,27%
Europe	22,89%	1,20%	18,07%	4,82%	13,25%	30,12%	13,25%	37,35%
Latin America & Caribbean	24,32%	10,81%	18,92%	16,22%	13,51%	21,62%	8,11%	45,95%

	Limited relevance to your work	Poor quality of the analysis or knowledge conveyed	Not in your job function to turn the knowledge on green growth into action	The issues conveyed by the GGKP are too distant from practical implementation	Lack of compatibility with regional/national practices, experiences, or values	Lack of resources (e.g. programmes, projects, capacities, etc.) to implement existing knowledge on green	Lack of partnerships (e.g. public or private sector, international organizations, etc.) to implement existing knowledge on green growth	Not applicable
North America	25,00%	0,00%	35,00%	15,00%	5,00%	10,00%	10,00%	45,00%
Oceania	50,00%	0,00%	0,00%	0,00%	0,00%	50,00%	50,00%	50,00%

- For 39% of the survey respondents working in *Africa,* the *Lack of Resources* is the primary factor for not using or applying the knowledge developed or conveyed by the GGKP
- Less than 5% of respondents working in *Europe* find the issues conveyed by the GGKP *too distant from practical implementation*
- *Lack of partnerships* is a factor that impedes implementation according to 30% of respondents in Asia

If you did not use or apply the knowledge developed or conveyed by the GGKP, what were the main reasons? Please mark all that apply:	Limited relevance to your work	Poor quality of the analysis or knowledge conveyed	Not in your job function to turn the knowledge on green growth into action	The issues conveyed by the GGKP are too distant from practical implementation	Lack of compatibility with regional/national practices, experiences, or values	programmes, projects, capacities, etc.) to implement existing knowledge on green	Lack of partnerships (e.g. public or private sector, international organizations, etc.) to implement existing knowledge on green growth	Not applicable
Policy-making	13,64%	9,09%	13,64%	15,91%	22,73%	29,55%	22,73%	38,64%
Researcher/Thematic Expert/Technical Advisor	21,90%	4,38%	14,60%	8,76%	15,33%	28,47%	18,98%	39,42%
Practitioner (e.g. project management and delivery)	23,08%	4,62%	16,92%	10,77%	13,85%	36,92%	30,77%	35,38%
Communications/Advocacy/ Evaluation	21,74%	8,70%	30,43%	13,04%	17,39%	17,39%	17,39%	43,48%
Other (please specify)	41,94%	6,45%	19,35%	16,13%	16,13%	25,81%	22,58%	25,81%

- *Practitioners* emphasize the *Lack of resources* (37%) and *Lack of partnerships* (31%) as the main reason for not using the knowledge conveyed by the GGKP

	Limited relevance to your work	Poor quality of the analysis or knowledge conveyed	Not in your job function to turn the knowledge on green growth into action	The issues conveyed by the GGKP are too distant from practical implementation	Lack of compatibility with regional/national practices, experiences, or values	Lack of resources (e.g. programmes, projects, capacities, etc.) to implement existing knowledge on green growth	Lack of partnerships (e.g. public or private sector, international organizations, etc.) to implement existing knowledge on green growth	Not applicable
Female	21,43%	1,02%	22,45%	7,14%	10,20%	27,55%	18,37%	41,84%
Male	23,38%	7,96%	13,43%	13,43%	19,40%	30,85%	24,38%	35,32%

- Female respondents indicate the *Lack of resources* (28%) followed by *Not having in their job function to turn the knowledge on green growth into action* (22%) as the main reasons for not implementing the knowledge conveyed by the GGKP

Comments provided by respondents:
- Lack of awareness
- I am in my early stages of (aspiring) to be a Sustainability Practitioner/adviser GGKP, is a very rich resource but my penetration in the market/field is in its infancy
- Cannot comments on any
- As above, I have not yet had the opportunity to discover the full extent of the GGKP's value proposition
- Raising awareness of the possibilities is an important first step
- The material is very useful. I believe I will us this a lot more going forward
- Knowledge platforms are good for learning, a bit challenging to implement in such a platform especially where all stakeholders are aware or are not in the platform
- Good question, as a communication officer of one of your partner organizations, i try to share your event etc..
- I am using the relevant information
- Would prefer more focus on South Asian region and encourage / support academicians for research projects at individual level.
- I am not sure that GGKP has any great influence on showing "true cost" of production. Meaning, that prices on the stock market and on consumer shelves still do not include the cost to the earth, the animals, plants, the air, etc. We see the World Bank and the OECD as part of this network but prices have not yet risen to include the price of reversing negative externalities. The rubber hits the road when sellers and companies have to pay to reverse the true cost of their products and services, not when a research article has been published.
- An occasional outreach to me would be great...a reminder that I can find great resources at GGKP
- I applied
- With South Sudan being a new developing Country, we have found ALL the knowledge very relevant
- If I require knowledge for my work, I google ....
- Unfortunately, GGKP still not globally recognized at least within my region MENA, which would undermine knowledge conveyed
- Haven't had time to fully investigate it may use more in future
- Good job.
- Lack of training and conceptual knowledge about Green technologies
- Knowledge put to great use.
- Drowning in information and portals on green economy, natural capital etc. This is yet another one. I don't mean it's not good, but this is a crowded field
- I think it is necessary to regionalize. The problems of the third world are significantly different from those of Europe or USA
- I am interested in the topic but currently not relevant with my work.
- Gaps in the available green growth information, making it difficult to implement as presented
- My main focus is on the local government sector
- Limited relevance to current job role. Am studying the material in a part-time Master program
- if I can be of any help in some countries in South America and Pakistan on governmental level and private due to my sector of horse racing please feel free to contact me! [*Contact details removed by the evaluation]*
- I READ MAINLY FOR PERSONAL INFORMATION AND TO KEEP ABREAST OF NEW KNOWLEDGE IN THE FIELD
- Pas de suivi ni d'accompagnement du secteur privé de la recherche et innovation

- Insufficient relevance for least developed countries
- It will be more good and relevant if the green growth institutions include green moral, ethical and spiritual values also.
- Too many other things to do to use GGKP resources as extensively as I would wish
- GGKP work is of high quality in both theoretical and policy domains. Its work for instance on perverse subsidies and renewable energy innovation has informed the policy debate in my country which itself is a big achievement. Also, since policy making is a lengthy process it would take some more time to be able to say this idea is fully inspired by GGKP work.
- Discussing problems and solutions is very important, but I think a teaching approach at this point about these plans and actions are equally important. Due to the enormous amount of data available out there, developing countries such as Brazil, need a teaching/update infrastructure to replicate and importantly interpret (not just translate), these many findings on "Green Economy consciousness" at university graduation levels and executives that are entering the working markets, so they can take to their workplace this world changing and challenging concept, and may I remind the roll Brazil plays when it comes to natural resources. I'm developing an EaD platform to teach an interpreting tool based on these finding from all kinds of sources, such as from this organization, and convert them from Portuguese to English. However, I still need financial aid to put this project into practice, maybe someone can steer us in the right direction, I'm [*name and contact details removed by the evaluation*]

4.   Pending Needs

4.1.   Priority activities to improve the value of the GGKP

In your opinion, what types of activities should the GGKP prioritize to improve its value to your work and the way you use it? Please select three:	#	%
Develop and/or disseminate additional knowledge products and publications	159	41,95%
Translate existing studies and publications into synthesized knowledge products (e.g. policy briefs, case studies, articles, etc.)	163	43,01%
Facilitate short-term visits / missions of institutions, experts, and practitioners to support information sharing and capacity building (e.g. study tours, south-south exchanges, etc.)	148	39,05%
Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities (e.g. project co-funding, joint project delivery, etc.)	193	50,92%
Improve thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners	166	43,80%
Expand the focus to include knowledge products and data relevant to the green business and finance communities	149	39,31%
Total respondents	379	100,00%

Key findings:
- A majority of survey respondents (51%) would recommend the GGKP to further *Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities (e.g. project co-funding, joint project delivery, etc.)*
- Other proposed activities are quite comparably prioritized by ca. 40% of survey participants

Cross-tabulations:

In your opinion, what types of activities should the GGKP prioritize to improve its value to your work and the way you use it? Please select three:	Develop and/or disseminate additional knowledge products and publications	Translate existing studies and publications into synthesized knowledge products	Facilitate short-term visits / missions of institutions, experts, and practitioners to support information sharing and capacity building	Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities	Improve thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners	Expand the focus to include knowledge products and data relevant to the green business and finance communities
Policy-making	50,91%	41,82%	38,18%	45,45%	47,27%	43,64%
Researcher/Thematic Expert/Technical Advisor	46,01%	42,33%	37,42%	52,76%	42,94%	42,33%
Practitioner (e.g. project management and delivery)	34,94%	42,17%	45,78%	50,60%	49,40%	32,53%
Communications/Advocacy/Evaluation	52,00%	40,00%	40,00%	56,00%	36,00%	32,00%
Other (please specify)	37,14%	60,00%	37,14%	54,29%	42,86%	45,71%

- According to 51% of the respondents in a *Policy-making* function, the GGKP should *Develop and/or disseminate additional knowledge products and publications* to improve its value to their work
- For 51% of the *Researchers/Thematic Experts/Technical Advisors*, the GGKP should *Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities* to improve its value to their work
- Practitioners indicate that the GGKP could improve the value to their work by *Supporting collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities* (51%) and by *Improving thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners* (49%)

In your opinion, what types of activities should the GGKP prioritize to improve its value to your work and the way you use it? Please select three:	Develop and/or disseminate additional knowledge products and publications	Translate existing studies and publications into synthesized knowledge products	Facilitate short-term visits / missions of institutions, experts, and practitioners to support information sharing and capacity building	Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities	Improve thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners	Expand the focus to include knowledge products and data relevant to the green business and finance communities
Africa	41,05%	35,79%	45,26%	45,26%	34,74%	32,63%
Asia	42,27%	43,30%	46,39%	49,48%	41,24%	34,02%
Europe	49,04%	47,12%	22,12%	58,65%	51,92%	43,27%
Latin America & the Caribbean	30,43%	36,96%	52,17%	52,17%	45,65%	39,13%
North America	54,55%	59,09%	31,82%	40,91%	45,45%	59,09%
Oceania	0,00%	75,00%	50,00%	25,00%	50,00%	50,00%

- For 45% of the respondents working in *Africa* the GGKP should in priority *Support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities* and *Facilitate short-term visits / missions of institutions, experts, and practitioners to support information sharing and capacity building*
- For 55% of the respondents working in *North America*, the GGKP should *Translate existing studies and publications into synthesized knowledge products* and *Expand the focus to include knowledge products and data relevant to the green business and finance communities*

Comments provided by respondents:
- More on the ground research
- Facilitate the participation and networking with and of shy, private citizens, who would be more involved if they were less overwhelmed by the breadth and depth of info.
- Hard but very good question. What should really be your niche to provide and what shall your collection from your partners and display. E.g. policy briefs, translated material etc. You need to think about what value you can add. What can you (the platform provide that your partners can not...?)
- GGKP can change its measures of success by including KPIs which are based on actual and real change in behaviour of corporations and its suppliers.
- Best of all is this approach
- All the above... Simple due to the different development models
- Maybe we could share our experiences, to amplified views, to learn how to introduce activities and concepts in countries which are in the way of a more efficient relation with the environment and resources.
- Also relevant is "Improve thematic networking including online discussions and the sharing of resources between policy-makers, experts, and practitioners"
- I am not sure if GGKP is needed at all
- A focus on public sector outputs would be helpful
- Unclear
- Harmonization of frameworks for collecting and reporting statistics on the green economy and green growth.
- There are other organisations involved in on-the-ground delivery, GGKP competitive advantage lies in knowledge creation & bundling 6 exchange
- There's a problem with your survey question. All the circles that need to be ticked say 'selected activity'. In terms of prioritisation, I choose:1. Facilitate short-term visits; 2. translate studies; and 3. Support collaboration bet institutions, experts and practitioners
- Need to popularize the concept of green growth, especially among legislators and government technocrats who are involved in policy, legislation, planning and decision-making for them to integrate green growth concepts in national development plans and actions
- This section doesn't appear to be formatted properly
- Less but better
- All subjects mentioned are important according to each country and referring to its specific development
- All three options are titled "selected activity" here, so it is not clear what the rating is.
- Les autres activités ne sont pas de moindre importance, il faut voir au cas par cas selon les besoins en présence
- Expand the theme so as to include green values, green ethics and green spirituality.
- facilitate short term communication and experience sharing event and interactive youth forum
- Site is currently old-fashioned, not asking what it is missing, not asking for comments, not providing ways of interacting, not supporting new thinking beyond the conventional reductionist approach.
- Ask for failures in the field. You actually learn more from failures that from success stories.

- Don't know...haven't browsed the site yet...
- Discussing problems and solutions is very important, but I think a teaching approach at this point about these plans and actions are equally important. Due to the enormous amount of data available out there, developing countries such as Brazil, need a teaching/update infrastructure to replicate and importantly interpret (not just translate), these many findings on "Green Economy consciousness" at university graduation levels and executives that are entering the working markets, so they can take to their workplace this world changing and challenging concept, and may I remind the roll Brazil plays when it comes to natural resources. I'm developing an EaD platform to teach an interpreting tool based on these finding from all kinds of sources, such as from this organization, and convert them from Portuguese to English. However, I still need financial aid to put this project into practice, maybe someone can steer us in the right direction, I'm [*contact details removed by the evaluation*]

4.2. Content Types

What are the most relevant types of resource materials that the GGKP website should make available to support your professional activities?	Highly relevant	Significantly relevant	Moderately relevant	Slightly relevant	Not relevant	Do not know	Valid N	Indices
Studies and analysis	49,60%	37,74%	10,51%	0,54%	0,27%	1,35%	371	4,38
National development and environmental plans and strategies	47,09%	35,18%	12,19%	2,77%	1,11%	1,66%	361	4,26
Evaluations and lessons learned	45,96%	37,05%	11,42%	2,23%	1,95%	1,39%	359	4,25
Training materials & handbooks	43,14%	32,49%	14,01%	4,48%	3,64%	2,24%	357	4,09
Policy database	37,99%	34,92%	19,27%	5,31%	0,56%	1,96%	358	4,07
National-level data	38,97%	33,24%	19,20%	4,87%	2,01%	1,72%	349	4,04
Project database	31,69%	28,78%	27,91%	6,40%	2,33%	2,91%	344	3,84
Requests for proposals	28,99%	28,41%	20,29%	11,01%	6,96%	4,35%	345	3,64
Legal and regulatory documents	24,56%	29,88%	27,81%	11,83%	3,25%	2,66%	338	3,62
Policymaker interviews	23,17%	26,69%	28,74%	13,20%	6,45%	1,76%	341	3,48
Video and audio recordings	21,35%	26,02%	28,65%	12,87%	5,56%	5,56%	342	3,47
Job openings	22,06%	23,53%	25,59%	14,71%	10,29%	3,82%	340	3,34

Key findings:
- A vast majority of survey respondents would recommend the GGKP to make available more *Studies and analysis* (87%) followed by *National development and environmental plans and strategies* and by Evaluations of lessons learned (ca. 82%)
- Less than 47% of respondents would find *Job openings* and *Video and audio recordings* to be *Highly or Significantly relevant* to their professional activities

Cross-tabulations:

	National development and environmental plans	Studies and analysis	Training materials & handbooks	Policy database	Evaluations and lessons learned	Legal and regulatory documents	Job openings	Requests for proposals	Policymaker interviews	National-level data	Video and audio recordings	Project database
Policy-making	4,35	4,50	4,17	4,20	4,27	3,57	3,20	3,69	3,74	3,96	3,45	3,85
Researcher/Thematic Expert/Technical Advisor	4,18	4,41	3,99	4,08	4,23	3,55	3,27	3,61	3,30	4,08	3,33	3,82
Practitioner (e.g. project management and delivery)	4,35	4,35	4,24	4,01	4,33	3,64	3,48	3,61	3,47	3,96	3,66	3,93
Communications/Advocacy/Evaluation	4,25	4,21	3,96	3,90	4,05	3,84	3,26	3,81	3,82	3,90	3,36	3,52
Other (please specify)	4,35	4,24	4,12	4,09	4,31	3,94	3,33	3,53	3,61	4,26	3,61	3,71

- Respondents in a *Policy-making* function prioritize *Studies and analysis* followed by *National development and environmental plans* as the most relevant types of resource materials that the GGKP website could make available to support their professional activities

	National development and environmental plans	Studies and analysis	Training materials & handbooks	Policy database	Evaluations and lessons learned	Legal and regulatory documents	Job openings	Requests for proposals	Policymaker interviews	National-level data	Video and audio recordings	Project database
Africa	4,47	4,47	4,43	4,11	4,42	3,94	3,77	4,14	3,74	4,47	3,70	4,00
Asia	4,30	4,32	4,12	4,11	4,21	3,74	3,29	3,51	3,60	3,94	3,42	3,89
Europe	4,09	4,31	3,71	3,96	4,12	3,23	2,95	3,42	3,20	3,88	3,24	3,63
Latin America & the Caribbean	4,34	4,62	4,46	4,07	4,30	3,83	3,49	3,43	3,56	3,90	3,95	3,85
North America	4,10	4,20	3,28	4,24	4,28	3,39	3,18	3,56	3,00	4,20	2,89	3,82
Oceania	3,75	3,75	3,33	3,67	3,75	2,75	2,75	3,50	3,00	2,50	2,75	3,67

- Some discrepancies between regions can be observed, for instance with *National-level data* rated as most relevant by respondents from *Africa* or *Training materials & handbooks* more highly requested by respondents from *Latin America & the Caribbean*

Comments provided by respondents:
- I could not say what should not be there- but I think you need to think of what you can provide/ produce that no-one else does?
- Almost covered
- I would find more M&E related studies useful.
- The most relevant resource materials are those that show change in policies and enforcement, as well as the real change on the ground, not just at the level of academics.
- GGKP should be a platform to share and comment new research and reports in the field of Green Growth

- Expand geographical coverage
- Never to forget that each country is different and that you need support on each level which is feasible without problems in countries I mentioned !!
- Les ressources à quelque niveau que ce soit sont des outils à la fois d'aide à la compréhension et à la pratique à mettre en œuvre
- Don't know...

5. Final Comments

Close to 120 participants shared final comments.

Any final comments on the GGKP?
- The website can be used to do a rough check of the National Communications results
- Thank you for an already extraordinary effort in favour of the Green Economy and Society!
- Keep up the good work, and thank you for your interest in my humble opinions
- carry on with the good work!
- I appreciate you all for the support received during the execution of different activities in developed initiatives.
- Good idea
- Opportunities for online meetings would be appreciated instead of physical meetings which is more difficult to attend. Also, GGKP should foster network with other relevant platforms and should clarify respective roles.
- GGKP should be help young researchers to finish their research
- Thanks
- Excellent (no interview proposed/requested, just to be sure that I am in the mailing list)
- Very Good!
- It should be given due consideration specially the NGO having expert knowledge and coming from under developed country and having financial shortage for its rapid progress and to focus in the Global market.
- Should be developed and promoted more and more.
- Should focus on how to shift the paradigm to transform development and climate challenges into inclusive business opportunities for long term and sustainable impact!
- I do not use the site regularly so these comments should be interpreted with that in mind.
- No thanks
- Great learning platform on issues of green growth
- Thank you very much for selecting me for the study to assess the relevance, efficiency and effectiveness of the GGKP to the work of its users.
- The platform has been of immense value to my work. I would like the geographical spread to fully cover Green economy initiatives in Africa (i.e West Africa-Nigeria etc) Keep it up
- Thank you for valuing my views
- Please enhance and continue
- Good work.
- A unique initiative that has produced much and holds even greater potential for the green growth we need
- I would very much appreciate if you contacted me for an in depth interview. particularly since I am also working on developing website for the EfD initiative. org. I hope we can learn more from one another. That would be my pleasure.
- More exposure visits to National Government officials
- GGKP is doing a great job with limited resources both human and financial.
- Keep up the good work!

- Amazing results are being awaited
- Wonderful Event
- GGKP is a useful global partnership but should have regional presence through regional organizations to enhance relevance of the products and services at national level
- It is a very useful and resourceful platform for furthering research and policy implementation related to a country's economic development with green growth.
- The GGKP is going in the right direction and produces important work. However, the need for action outweighs the need for more research. There are a few things that we already know and need to address right away, like oversupply of consumer goods, waste of food, air pollution, deforestation, water pollution, poaching, and brutalities towards indigenous groups who take care of the environment. There must be something in there that we can just DO something about rather than continuing to study about it. I do agree that time and work need to go into cross-jurisdictional networks and agreements. But there are things we know we need to stand beside ... we need to show people that the green economy can be just as viable as the dark economy; that we need not fear the shift. But we need to show people that the shift is not only necessary, it is imperative and they don't have to suffer to do it. We need substitute jobs for people in the green economy then, maybe, we can find the general populace as allies rather than sceptics who minimize the destructive issues we all face.
- You are always improving.
- We must make our world a conducive, comfortable and adorable place for living
- No further comments
- Please respond on any queries. till today many queries are raised by me none of them are responded
- Keep it up and upgrade it according our comments
- I really appreciate the work GGKP does and the useful resources that it provides. Many thanks
- It is a very educative platform for development practitioners like me
- Keep up the good work!
- Thank you! I would be in contact to exchange materials, experiences and so on.
- would be most glad to partner on more issues with your org.to bring needed value to my local community,
- Great work! Keep it up
- To have in-depth knowledge in water sector, to take into account experience of others
- To me the added value of the GGKP is not clear.
- Thanks GGKP for its useful support to elaborate green growth. As many partnerships on green growth or green economy are now available (PGE and GGGI), I suggest to use GGKP as a common Platform for knowledge sharing a dissemination.
- I apologise for the paucity of input, but I have not used the GGKP platform/website to any extent in the past 2 years.
- THANK YOU VERY MUCH! And please keep on the good work.
- Thank you and keep up the good work.
- Keep in touch and I need further communication and capacity building and global experience sharing opportunity from you
- A very useful and important platform.
- When filling the survey, I realized a string focus on sectoral or thematic clusters, which makes it more difficult to provide information on cross-sectoral and integrated policy approaches. However, those are particularly relevant to green growth/green economy.
- Good work, it's hard to get a message through, case studies that sectors can relate to are good mechanisms.
- Research collaboration between policy-maker, industry and academic or research institutions
- GGKP should improve cooperation Future Earth, Climate change adaptation, Sustainable cities and other global networks.
- GGKP could provide a platform for scholars from developing countries to debate and discuss

issues related to environmental governance and making growth sustainable and inclusive. Scholars may be asked to contribute policy relevant research to GGKP as working paper and policy briefs.

- Many Thanks for your efforts. keep it up
- Thanks for worry the environment.
- Not sure if my feedback was useful, as I haven't really used the website to a great extent.
- Good resource plan to check it out more haven't spent a lot of time with it
- Good job!
- It is helpful as a main of components' mitigation and can be use as additional to LEDS and NAMA.
- It is an excellent resource for information and data on green economy and green growth.
- The Annual conferences are excellent, but two narrowly focused, hence it is difficult to nurture an interactive research community if conferences are only relevant e.g. to "infrastructure experts" in one year and "fiscal reforms experts" in another year
- Develop publications for poor developing countries.
- All the best
- Nothing on Cultural Anthropology--Cross-Culture Network. I am the Executive Director, New Leaf Technology for Tree Planting, Growing and Food Security Program with Solar Technology for Lighting, Cooking and Water Schemes (Domestic Sanitation and Irrigation). Team Leader, AFCI--Mobile School of World Mission and Inter-Cultural Studies. Kampala, Uganda.
- GGKP should bring various users together from around the World to share their concerns and to learn from each other's experience -which might be adapted to each national or regional situation.
- You rock!
- Keep providing this noble service and may God bless you in a big way.
- As bottom line this is a valuable tool to gather relevant data useful to promote best practices on climate change mitigation and hopefully on adaptation as well. This tool is useful to converge with different sectors/ industries which face common problems. Such as climate change and adaptation. I recognize that I need to involve more with this platform to get a more depth and precise opinion. Thanks!
- I hope it turns out to be a useful resource. But with the proliferation of related resources, at some point one has to ask, is all this adding up to a greater collective service to the world, or are we getting ever more drowned in similar yet separate and silo-ed initiatives?
- Great initiative, I haven't dealt with it enough to fully appreciate its potentials
- Plan for the successful projects to cascade to the smallest community.
- Keep up with the great work!
- Thank you
- I applaud GGKP contribution to green growth, I believe that more can be achieved.
- Keep up the good work guys
- The Secretariat consists mostly of white male staff. There is a need for more diversity (i.e. geographical and gender balance).
- GGKP is a good platform whose information needs to be translated to non-internet users in briefs e.g. brochure, bulletins, newsletters, etc. especially in the developing world
- For region - we cover all regions mentioned as we include all 52 countries of the Commonwealth
- I appreciate all information put out to make us conscious about the importance of taking every step in our lives guided by a sustainability thought
- Keep on the good work you are doing and consider youth in all your programmes
- Very high regard for GGKP initiative.
- I need to pay closer attention to the GGKP... will endeavour to do so, moving forward
- You're doing great.
- Thank you

- I want to mention that I have been active for over 40 years in South America, Central and North, in Australia and Pakistan and Europe in France where I am living with my own agency and are delighted to help in advice and connections in these areas!
- A hugely valuable resource
- Keep working, all the best.
- Information its the key to transform the economy towards a greener economy, breaking paradigms its difficult in developing countries therefore efficient communication it's important from my point of view events and visual material are essential since in our work line time is a commodity that we don't have
- Well-done survey questions
- None.
- It would great to secure funding for research purposes.
- Excellent work
- It's a great place to obtain information on renewable energy resources
- Keep up the good work
- Great work, keep going and try to further strengthen inclusiveness and connectivity.
- GGKP is a very good platform and gives current development and global perspective of GG for young professionals like me
- La GGKP est une plateforme à vocation mondiale et nous proposons qu'elle prenne en compte les autres langues qui véhicules d'autres formes et modes de pensée et de réflexion telle que le français pour permettre de répondre aux défis mondiaux ensemble dans la diversité linguistique
- GREAT SOURCE OF KNOWLEDGE PRODUCTS RELATED TO THE GREEN ECONOMY...HIGHLY RELEVANT FOR ANYBODY INTERESTED IN SUSTAINABLE DEVELOPMENT
- Turn the grey world into a green one.
- GGKP should be further open to African cooperation
- Do evaluation every year to improve the institutional performance
- I wish I had time to take more advantage of it - you should not take my limited engagement with GGKP as an implied criticism. I think it does very important work.
- I have so grateful for the supportive work of GGKP
- GGKP is interesting and very important platform that helps us a lot to know what's going on green economy building initiations in the world. However poor access and opportunities for youth green economy activist/leaders to participate and share experiences in your events and programs should be expanded. But we are trying to share and disseminate your important information for members of Tunza Ethiopia Youth platform at UNEP office. with best regards, keep in touch!
- GGKP is doing great. GGKP is very receptive to ideas. I have had occasions to work with it.
- Excellent and necessary initiative!
- I found the platform, in particular its website very useful in terms of data and information. .
- Good work please keep it up
- Currently none
- NEED MORE PARTNERSHIP DEVELOPMENT
- The annual conferences are excellent
- Highly useful
- I love this initiative
- Very important tool. Long live the GGKP!!
- Is there any prize for this survey?
- Good site but not set up to really solve anything or to stand up against any of the non-green trends.
- I think it's a great initiative. Keep up the good work.
- Discussing problems and solutions is very important, but I think a teaching approach at this

point about these plans and actions are equally important. Due to the enormous amount of data available out there, developing countries such as Brazil, need a teaching/update infrastructure to replicate and importantly interpret (not just translate), these many findings on "Green Economy consciousness" at university graduation levels and executives that are entering the working markets, so they can take to their workplace this world changing and challenging concept, and may I remind the roll Brazil plays when it comes to natural resources. I'm developing an EaD platform to teach an interpreting tool based on these finding from all kinds of sources, such as from this organization, and convert them from Portuguese to English. However, I still need financial aid to put this project into practice, maybe someone can steer us in the right direction, I'm [*name and contact details removed by the evaluation*]

6. Survey Demographics

6.1. Organizations

In which type of organization do you work?	#	%
National Government, Ministry, or Agency	61	15,76%
UN agency or Inter-Governmental Organization	62	16,02%
Bilateral Donor Organization	11	2,84%
Academic or Research Institution	103	26,61%
Private Sector	62	16,02%
Civil Society Organization or NGO	65	16,80%
Media	3	0,78%
Other	20	5,17%
Total respondents	387	100,00%

Key findings:
- The highest proportion of respondents comes from *Academic or Research Institutions* (ca. 27%)
- Participants from *National Government, Ministry, or Agency*, from *UN agency or Inter-Governmental Organizations*, from the *Private Sector*, and from *CSOs/NGOs* are almost evenly represented (ca. 16% each)
- Few respondents from *Bilateral Donor Organizations* and from the *Media*
- Close to 60 participants did not answer the question

6.2. Job function

What is your main job function?	#	%
Policy-making	57	14,77%
Practitioner (e.g. project management and delivery)	86	22,28%
Researcher/Thematic Expert/Technical Advisor	177	45,85%
Communications/Advocacy/Evaluation	27	6,99%
Other (please specify)	39	10,10%
Total respondents	386	100,00%

Key findings:
- Participants indicate being primarily *Researchers, Thematic Experts, or Technical Advisors*
- The second most represented group involves the *Practitioners* (ca. 22%)
- Close to 15% of the respondents are in a *Policy-making* function

6.3. Sectors

What is your primary sector of work or interest (you may pick several)?	#	%
Agriculture	143	37,24%
Biodiversity	119	30,99%
Buildings	69	17,97%
Energy	208	54,17%
Finance	98	25,52%
Fisheries	36	9,38%
Forestry	93	24,22%
Manufacturing	72	18,75%
Metals & Minerals	31	8,07%
Tourism	60	15,63%
Transport	85	22,14%
Waste	131	34,11%
Water	150	39,06%
Other (please specify)	53	13,80%
Total respondents	384	100,00%

Key findings:
- More than half of the respondents (54%) indicate the *Energy* sector as their primary sector of work or interest
- The sectors that have the smaller number of participants working or interested in are *Fisheries* (9%) and *Metals & Minerals* (8%)

6.4. Themes

What is your primary thematic area of work or interest (you may pick several)?	#	%
Cities	136	35,42%
Climate Change	270	70,31%
Consumption	94	24,48%
Development	222	57,81%
Fiscal Instruments	74	19,27%
Gender	48	12,50%
Government Procurement	36	9,38%
Health	48	12,50%
Indicators & Measurement	107	27,86%
Informal Economy	56	14,58%
Institutions & Governance	140	36,46%
Investment	98	25,52%
Jobs	63	16,41%
Market Mechanisms	58	15,10%
Poverty & Equity	112	29,17%
Risk & Resilience	103	26,82%

Standards & Regulations	82	21,35%
Technology & Innovation	169	44,01%
Trade & Supply Chains	77	20,05%
Other (please specify)	16	4,17%
Total respondents	384	100,00%

Key findings:
- *Climate Change* is the primary thematic area of work or interest most often mentioned (70%) followed by *Development* (58%)
- *Government Procurement* (9%) and *Gender* (12.5%) are the thematic areas of work or interest the least represented

6.5. Geographic focus

In which region do you work?	#	%
Africa	97	25,26%
Asia	100	26,04%
Europe	113	29,43%
Latin America & the Caribbean	47	12,24%
North America	23	5,99%
Oceania	4	1,04%
Total respondents	384	100,00%

Key findings:
- Quite comparable levels of participation (25-29%) from GGKP users in *Africa*, *Asia*, and *Europe*
- Fewer participants from *Latin America & the Caribbean* (12%), *North America* (6%), and *Oceania* (1%)

6.6. Gender

4. Sex	#	%
Female	120	31,33%
Male	263	68,66%
Total respondents	383	100,00%

Key findings:
- One-third of survey participants is *Female* and two-third *Male*

ANNEX 5. GGKP Knowledge Partners Survey Results

This annex provides a summary and analysis of the online survey conducted to gather perspectives and feedback from the GGKP knowledge partners on the functioning of and outcomes of the GGKP.

1. Background

The survey questionnaire has been developed in collaboration with the GGKP Secretariat. It has taken into consideration the survey of GGKP users to avoid duplicating questions.

The survey has been opened during 1.5 weeks, from 18 April to 28 April 201. The survey was anonymous and the questionnaire was made available in English. The survey was sent to the list of 77 focal points of the GGKP's 55 knowledge partner institutions. The survey compiled feedback from 19 respondents or a response rate of 25%. A detailed review of the responses did not lead to identify and remove any invalid contribution. The methodology used to disseminate the survey did not aim for a sample that would be statistically representative of the entire population. The findings analyzed below are based on the opinion of 19 respondents that do not necessarily represent the entire community of GGKP knowledge partners. Analysis of the results is based on the number of responses per question and on a conversion of the Likert scales into indices from 1 (Not satisfactory) to 5 (Highly satisfactory).

2. Assessment of the functioning of the GGKP

2.1. Functioning of the GGKP

To what extent do you find the functioning of the GGKP satisfactory?	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
Current process of integrating additional partners in the GGKP	21,05%	26,32%	21,05%	5,26%	0,00%	26,32%	19	3,86
Opportunities for your institution to contribute to the effectiveness and thematic quality of the GGKP through feedbacks and participation in reviews, planning, and decision-making	21,05%	15,79%	47,37%	10,53%	0,00%	5,26%	19	3,50
Alignment of the GGKP activities with your institution's strategies or activities	15,79%	42,11%	26,32%	10,53%	0,00%	5,26%	19	3,67
Provision of up-to-date information on GGKP activities	42,11%	36,84%	5,26%	10,53%	0,00%	5,26%	19	4,17
Communication between the GGKP	42,11%	5,26%	5,26%	36,84%	5,26%	5,26%	19	3,44

Secretariat and the partner institution focal points								

Key findings:

- Close to 79% of survey respondents find the *Provision of up-to-date information on GGKP activities* to be *Highly to Significantly Satisfactory*
- Only 37% of responding partners are *Highly to Significantly Satisfied* with the *Opportunities for their institution to contribute to the effectiveness and thematic quality of the GGKP through feedbacks and participation in reviews, planning, and decision-making*

2.2. Involvement in the Functioning of the GGKP

To what extent do you find the involvement of your institution in the functioning of the GGKP satisfactory?	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
Time committed by your institution to support the functioning of GGKP	21,05%	15,79%	36,84%	5,26%	10,53%	10,53%	19	3,35
Resources committed by your institution for the continuation of the GGKP	21,05%	10,53%	15,79%	15,79%	21,05%	15,79%	19	2,94
Integration of the GGKP in your institution's strategies and work plans	5,26%	15,79%	31,58%	10,53%	26,32%	10,53%	19	2,59

Key findings:

- Less than one-third of survey respondents are *Highly to Significantly Satisfied* by the *Resources committed by your institution for the continuation of the GGKP*
- Only 21% of the respondents find the *Integration of the GGKP in your institution's strategies and work plans* to be *Highly or Significantly Satisfactory*

2.3. Comments

Any comments?

- We are very new to GGKP so it would be unfair to comment
- Funds for Partner Institutions that could enable them to contribute more actively to new knowledge generation through research and analytical studies from their work / action on ground would be useful.
- We need more justification for allocation of funds to support and link to GGKP.
- GGKP secretariat does an excellent job of communicating with its partner organizations.
- My institution devotes very limited resources to GGKP related activities. This can be resolved by increasing alignment of strategic priorities between the two institutions.
- I think it would be useful for the integration of new members to have interactive talks in other languages besides English. My mother tongue is Spanish and I would appreciate meeting other Hispanic members.

- Perhaps webinars or conference calls could be in order so that priorities are reviewed and more information is exchanged or deadlines can be assigned from the communications perspective.
- Funding is a problem for many knowledge partners, and without funding, it is difficult to free up capacity to contribute.

3. Assessment of GGKP Activities

3.1. Knowledge Generation

How do you assess the effectiveness of the GGKP on Knowledge Generation?	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
Inclusion of your institution's relevant experts in the GGKP research committees	31,58%	36,84%	15,79%	5,26%	0,00%	10,53%	19	4,06
Identification and prioritization of green growth knowledge gaps	15,79%	21,05%	31,58%	5,26%	10,53%	15,79%	19	3,31
Development of coordinated responses to address identified gaps	10,53%	10,53%	42,11%	10,53%	5,26%	21,05%	19	3,13
Stimulation of research on Annual Conference themes	26,32%	26,32%	26,32%	5,26%	0,00%	15,79%	19	3,88
Production of joint publications on research priorities	10,53%	10,53%	36,84%	15,79%	10,53%	15,79%	19	2,94

Key findings:
- Only 21% of responding partners find *Highly to Significantly Satisfactory* the *Production of joint publications on research priorities* as well as the current *Development of coordinated responses to address identified gaps*
- Close to 68% of respondents find *Highly* to *Significantly Satisfactory the Inclusion of their institution's relevant experts in the GGKP research committees*

3.2. Knowledge Management

How do you assess the effectiveness of the GGKP on Knowledge Management?	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
Maintenance and improvement of the GGKP web platform	31,58%	57,89%	5,26%	0,00%	0,00%	5,26%	19	4,28
Inclusion of your institution's recent knowledge products (reports, studies,	31,58%	31,58%	5,26%	15,79%	5,26%	10,53%	19	3,76

	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
training materials) in the GGKP knowledge platform website								
Support to the development of green growth capacity building products and services	22,22%	22,22%	11,11%	11,11%	11,11%	22,22%	18	3,43

Key findings:

- Almost 90% of the respondents assess the *Maintenance and improvement of the GGKP web platform* as *Highly* or *Significantly Satisfactory*

3.3. Knowledge Sharing

How do you assess the effectiveness of the GGKP on Knowledge Sharing?	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
Provision of up-to-date information on recent green growth research and analysis	42,11%	21,05%	21,05%	0,00%	10,53%	5,26%	19	3,89
Convener of the GGKP Annual Conferences	42,11%	31,58%	5,26%	5,26%	0,00%	15,79%	19	4,31
Organization of workshops, trainings, and side events	31,58%	36,84%	10,53%	0,00%	5,26%	15,79%	19	4,06
Engagement through social media	26,32%	10,53%	21,05%	0,00%	5,26%	36,84%	19	3,83
Promotion of Insights blog	10,53%	26,32%	26,32%	0,00%	0,00%	36,84%	19	3,75
Production of newsletters	21,05%	31,58%	15,79%	10,53%	5,26%	15,79%	19	3,63
Hosting webinars	21,05%	21,05%	31,58%	5,26%	0,00%	21,05%	19	3,73
Leading outreach campaigns	5,26%	10,53%	21,05%	15,79%	5,26%	42,11%	19	2,91

Key findings:

- The effectiveness of the GGKP as Convener of the GGKP Annual Conferences is assessed as *Highly* or *Significantly Satisfactory* by 73% of the respondents
- Only 16% of the respondents assess *Highly or Significantly Satisfactory* the effectiveness of the GGKP in *Leading outreach campaigns*
- More than 40% of the knowledge partners responding to the survey *Do not know* how to assess the effectiveness of the GGKP in *Leading outreach campaigns*

3.4. Comments

Any comments?

- We are very new to GGKP so it would be unfair to comment
- Partners can be more actively involved
- Webinars are a good option but it would be good to have face-to-face meetings by regions and (I

insist) integration between groups that speak the same language, from countries with similar economies and similar problems. (Latin America for example).

- Perhaps the Focal Point of each Knowledge Partner should also be involved in the work each expert is doing in the respective committees so that internal communications are improved.

4. Assessment of the GGKP Outcomes

4.1. Intermediate Outcomes

How do you assess the contribution of the GGKP to the following intermediate outcomes?	Highly satisfactory	Significantly satisfactory	Moderately satisfactory	Slightly satisfactory	Not satisfactory	Do not know	Valid N	Indices
Increasing outreach of green growth knowledge generated by your institution	21,05%	26,32%	26,32%	10,53%	5,26%	10,53%	19	3,53
Making green growth knowledge more accessible and less "compartmentalized" between sectors, themes, and user groups	15,79%	42,11%	15,79%	5,26%	5,26%	15,79%	19	3,69
Sparking new research initiatives by making knowledge more easily accessible or by promoting networking among knowledge seekers and knowledge providers	10,53%	31,58%	15,79%	15,79%	0,00%	26,32%	19	3,50
Improving the relevance or thematic quality (operational and policy level) of research on green growth	15,79%	10,53%	42,11%	10,53%	0,00%	21,05%	19	3,40
Providing easier access to up-to-date green growth knowledge products	31,58%	36,84%	15,79%	5,26%	0,00%	10,53%	19	4,06
Providing easier access to the best experts on green growth	10,53%	21,05%	42,11%	10,53%	0,00%	15,79%	19	3,38
Establishing a common language and taxonomy on green growth between partners	10,53%	15,79%	31,58%	10,53%	10,53%	21,05%	19	3,07
Developing learning and the building-up of thematic	5,26%	31,58%	36,84%	5,26%	5,26%	15,79%	19	3,31

knowledge on green growth								

Key findings:

- Close to 68% of the respondents find that the contribution of the GGKP to *Providing easier access to up-to-date green growth knowledge products* to be *Highly or Significantly Satisfactory*
- 58% of the partners return a similar assessment for the contribution of the GGKP to *Making Knowledge more accessible and less "compartmentalized" between sectors, themes, and user groups*
- Only 26% of the respondents indicate that the contribution of the GGKP to *Improving the relevance or thematic quality (operational and policy level) of research on green growth* is either *Highly or Significantly Satisfactory*

4.2. Recommendations

Do you have any recommendations for the GGKP going forward?

- There is a need for a broader discussion with stakeholders and partners
- There is need for a rethink on realigning strategic priorities among partners.
- Organize face-to-face or virtual meetings between groups of nationalities with similar backgrounds such as: Language, Levels of corruption, economy, democracy, population, geographic location, etc.
- Financial support for research papers/ policy briefs from research committees
- More networking opportunities amongst the Knowledge Partners to understand the research priorities and make more synergies.

5. Comparative Assessment

A ranking of the indices returned by the assessment is provided in the following table. Knowledge Partners rank more favorably the following items:

- Convener of the GGKP Annual Conferences
- Maintenance and improvement of the GGKP web platform
- Provision of up-to-date information on GGKP activities
- Inclusion of your institution's relevant experts in the GGKP research committees
- Organization of workshops, trainings, and side events

The items that return the lowest assessment according to the GGKP Knowledge Partners include:

- Establishing a common language and taxonomy on green growth between partners
- Resources committed by your institution for the continuation of the GGKP
- Production of joint publications on research priorities
- Leading outreach campaigns
- Integration of the GGKP in your institution's strategies and work plans

Assessment Area	Assessment Item	Indices
Knowledge Sharing	Convener of the GGKP Annual Conferences	4,31
Knowledge Management	Maintenance and improvement of the GGKP web platform	4,28
GGKP Functioning	Provision of up-to-date information on GGKP activities	4,17
Knowledge generation	Inclusion of your institution's relevant experts in the GGKP research committees	4,06

Knowledge Sharing	Organization of workshops, trainings, and side events	4,06
Intermediate Outcomes	Providing easier access to up-to-date green growth knowledge products	4,06
Knowledge Sharing	Provision of up-to-date information on recent green growth research and analysis	3,89
Knowledge generation	Stimulation of research on Annual Conference themes	3,88
GGKP Functioning	Current process of integrating additional partners in the GGKP	3,86
Knowledge Sharing	Engagement through social media	3,83
Knowledge Management	Inclusion of your institution's recent knowledge products (reports, studies, training materials) in the GGKP knowledge platform website	3,76
Knowledge Sharing	Promotion of Insights blog	3,75
Knowledge Sharing	Hosting webinars	3,73
Intermediate Outcomes	Making green growth knowledge more accessible and less "compartmentalized" between sectors, themes, and user groups	3,69
GGKP Functioning	Alignment of the GGKP activities with your institution's strategies or activities	3,67
Knowledge Sharing	Production of newsletters	3,63
Intermediate Outcomes	Increasing outreach of green growth knowledge generated by your institution	3,53
GGKP Functioning	Opportunities for your institution to contribute to the effectiveness and thematic quality of the GGKP through feedbacks and participation in reviews, planning, and decision-making	3,50
Intermediate Outcomes	Sparking new research initiatives by making knowledge more easily accessible or by promoting networking among knowledge seekers and knowledge providers	3,50
GGKP Functioning	Communication between the GGKP Secretariat and the partner institution focal points	3,44
Knowledge Management	Support to the development of green growth capacity building products and services	3,43
Intermediate Outcomes	Improving the relevance or thematic quality (operational and policy level) of research on green growth	3,40
Intermediate Outcomes	Providing easier access to the best experts on green growth	3,38
Partners Involvement	Time committed by your institution to support the functioning of GGKP	3,35
Knowledge generation	Identification and prioritization of green growth knowledge gaps	3,31
Intermediate Outcomes	Developing learning and the building-up of thematic knowledge on green growth	3,31
Knowledge generation	Development of coordinated responses to address identified gaps	3,13
Intermediate Outcomes	Establishing a common language and taxonomy on green growth between partners	3,07
Partners Involvement	Resources committed by your institution for the continuation of the GGKP	2,94
Knowledge generation	Production of joint publications on research priorities	2,94
Knowledge Sharing	Leading outreach campaigns	2,91
Partners Involvement	Integration of the GGKP in your institution's strategies and work plans	2,59

ANNEX 6. Overview of the Low Emission Development Strategies Global Partnership

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The Low Emission Development Strategies Global Partnership

The **Low Emission Development Strategies Global Partnership** (LEDS GP) is a network that facilitates peer learning, technical cooperation and information exchange between **practitioners** to support the **formation** and **implementation** of **low emission development strategies**. Founded in 2011, the focus of LEDS GP is on supporting developing countries and regions. The Partnership relies on a broad partnership network of leaders from more than 300 country governments and international organizations (and over 2000 practitioners) with a high rate of national institutions representing **79 countries**.

A **large Steering Committee** (24 members) guides and sets strategic direction for LEDS GP. A **global Secretariat** and a **regional Secretariat** coordinate the activities. Both Secretariats are staffed with part-time employees (equivalent to 5 FTE in total). The Partnership relies on a global and on four regional platforms. The agenda setting process of the LEDS GP is **bottom-up** from national partners up to the regions and global level.

Research work is focused on **applied research** that can directly inform and be used by **sub-national policy makers** and **practitioners**. Working groups bind from 400 to 700 members around 6 technical areas. Several partner institutions receive resources to facilitate the working groups and stir delivery. Task teams are formed to develop specific products (e.g. case studies, resource guides, tools, training materials, etc.) or to conduct activities (e.g. workshops, webinars, online discussions, etc.). More than 700 knowledge products (presentations, toolkits, webinar sessions, etc.) have been collected or developed and made available on the LEDS GP website. Technical assistance is proposed to practitioners and policy-makers with support from by 60+ experts, being either paid consultants or staff from the partner institutions. The secretariat does a matchmaking between requests and experts and, based on current capacities, aims to fulfil up to 24 requests per year.

On average, the budget attributed to the LEDS GP has been **between US$2M and US$3M per year**. Most of the funds are **attributed** to the **regions** and **working groups** (i.e. **US$100.000 per working group**) as the Partnership is not meant to be centralized. The Partnership is a distributed initiative for which the secretariat provides some direction and monitoring, but work planning and implementation are decentralized to increase **shared ownership**.

Source: LEDS GP and Evaluation, 2017

ANNEX 7: Detailed Recommendations

216. Based on the above findings and conclusions the evaluation formulates several key recommendations and sub-recommendations.

217. **The GGKP project should revisit its Theory of Change with a view to sharpening the causal pathways and formulate project outcomes that account for the current process of widening the range of project stakeholders**.

- The project should spell out outcomes for various types of stakeholders that highlight the short to medium term benefits of their involvement in the GGKP.

  o Academics and researchers should be presented with an outcome that reflects the added value of committing time to the project, such as more relevant research through access to new networks and national data; or stronger research uptake and monitoring through collaboration with policymakers and practitioners; or enhanced opportunities to formulate, fund, and implement research programmes with GGKP partners; etc.

  o Policymakers and practitioners should be presented with the benefits of accessing relevant knowledge and expertise on green growth, including in relation to green finance and partnerships, which are among the salient bottlenecks to knowledge adoption.

  o Private sector and finance actors should be added to the GGKP Theory of Change as a reflection of their inclusion in the project -e.g. through the Green Industry Platform. The added value of their involvement should be presented with a business objective actively pursued by the GGKP, such as increased business development opportunities; or financial growth; or access to new markets; etc.

- The project should focus its activities and maximize its network to reflect limited capacities and the need to continue delivering high quality products and services as a component of a strategic differentiation with other knowledge providers.

  o The project should review in an impact-effort matrix the range of knowledge management approaches and tools on the market and identify which ones are the most appropriate to respond to the overall goal of the GGKP in a context of limited capacities.

  o The modus operandi of the GGKP should embed a marketing perspective. The project should assess knowledge demand from segments of end-users. Knowledge Partners should be involved in designing needs assessments to create shared ownership and draw on their core competences and capacities to respond to the needs of specific target groups. The GGKP should build on the network of partners to respond to the knowledge needs of specific segments of users.

  o The project should build on the comparative advantages of its Knowledge Partners and synergies to support collaboration between institutions, experts, and practitioners in the delivery of on-the-ground activities (e.g. project co-funding, joint project delivery, etc.).

  o It would be beneficial for the project to explore and build knowledge on the range of mechanisms that foster knowledge translation at national level and adapt the range of GGKP products and services accordingly.

- The project should move up on the value chain and leverage its mandate and structure to create increased added-value for its partners, end-users, and stakeholders.
    - o The project should be able to advise Knowledge Partners on the effectiveness of their knowledge development on green growth. The GGKP should be able to report to Knowledge Partners on items such as: How many times were Knowledge Products from a given partner accessed on the GGKP website? How do products from different partners compare to each other in terms of access? What do policymakers or other users like the most about the knowledge products of a partner? To what extent have the knowledge products provided by a partner on the GGKP website contributed to the development of new policies? How could a given partner make its knowledge products on green growth more influential and used? Etc.
    - o The project could consider bringing the GGKP into the agenda of work of the Research Committees. For instance, the Research Committee on Metrics and Indicators could embark questions such as: How to measure the impact on policy development and green growth of the knowledge generated and disseminated by the GGKP? What are relevant national indicators to monitor the contribution of knowledge to green growth? Is there a relationship between the type of knowledge conveyed and impact on green growth? Etc. Similarly, the GGKP could be a case study for the Research Committee on Behavioural Insights, which could help to better understand the mechanisms that foster knowledge adoption: Are end-users more willing to take action after reading a publication on the GGKP website or after meeting with peers from other countries during the annual conferences? How can experts from the GGKP partner institutes and research centres be more effective at inducing behavioural change at national level? Etc.
- The project should explore the mechanisms of knowledge translation at country level and support its Knowledge Partners and national end-users in developing and adopting knowledge on green growth.
    - o The GGKP should strive to assist national partners in alleviating the bottlenecks of a lack of financial resources and partnerships that impede the adoption of knowledge on green growth and translation into policies and practices. The project should avoid overlapping with existing initiatives and projects from its Knowledge Partners and other national stakeholders but find a niche where financial resources and the capacities of its network of Knowledge Partners can further knowledge translation and uptake in national policies and practices.
    - o The project could consider establishing a new funding mechanism to channel resources to Knowledge Partners to strengthen their capacities on knowledge generation and translation at country level and upscale outputs and outcomes at global level through the GGKP.
    - o The project should assess the feasibility of providing national coordination services and knowledge brokering in pilot countries where such coordination mechanisms across the network of GGKP partners would seem lacking and where there is national demand.

218. **The GGKP should review the functioning of its constituencies and partnership and seek to generate higher added-value from its mandate and structure.**

- The Steering Committee should remain flexible and open to project innovations.

- To support prioritization and decision making on any new activity, the Steering Committee should receive more detailed prospective cost-benefit analysis or effort-impact assessment to keep focusing the GGKP on high-quality outputs while accounting for the limited staff and financial capacities available for project execution.

- Members of the Steering Committee should support the Secretariat in resource mobilization efforts. The project's Resource Mobilization strategy should elicit the roles and expected support from project partners and stakeholders.

- The Steering Committee should explore the feasibility to add a Community Manager post to the Secretariat to manage and incentivize a GGKP online Community of Practice.

- The project should make additional efforts to support the functioning and delivery of the Research Committees.

  - Recommendations from the previous Research Committees review should be analysed to identify remaining issues and bottlenecks and to draw additional lessons.

  - The project should consider offering different formats or types of Research Committees to give room to increased participation from policymakers and private sector actors.

  - The GGKP should consider aligning the number of Research Committees with the resources available to the project in order to provide sufficient support to the effective functioning of the committees that have been prioritized. Research Committees proposed beyond the level of resources committed by the project to this activity should be provided adequate funding by their initiating institutions or be formed after the identification of a research donor.

  - The Research Committees should develop a work plan indicating planned outputs over the course of the project cycle, resource requirements, committee composition, time commitment, relevant research grants, expected outcomes, etc. Resources should be provided to the Research Committees to enable their members to meet at least once a year and conduct the activities approved by the Steering Committee.

  - In order to incentivize knowledge generation, research activities and outputs should be linked to specific initiatives or events, such as the annual conference, a special issue in a journal, calls for research grant proposal, or requests from policymakers or other actors from the green growth community of practice.

  - The Research Committees should receive close support from the GGKP Research Officer across all their activities, e.g. drafting the work plan, arranging regular consultations, monitoring progress, developing applications for research grants or conducting resource mobilization efforts, etc.

- The Advisory Committee should have stronger oversight on, and contribution to, the activities of the Research Committees.

  - The Advisory Committee should be consulted prior to the establishment of any Research Committee and provide the Steering Committee with a substantiated assessment of the proposal including relevance of the theme, robustness of the proposed work plan, catalytic nature of the expected

outputs, realistic resource requirements, etc. The Advisory Committee should support Research Committees in prioritizing knowledge generation activities and proposals for research funding.

- o Members of the Advisory Committee should contribute regularly to the activities of the GGKP and take on the role of GGKP champions, such as reaching out to their own networks to promote GGKP publications or publications from the Knowledge Partners, giving GGKP webinars, recommending 3 to 5 organizations per year that could become a Knowledge Partner, etc. The Secretariat should guide the members of the Advisory Committee on becoming an effective GGKP champion.

- o The Advisory Committee should consider providing to the Secretariat and Steering Committee a work plan presenting expected activities over the coming year. Resources should be provided to the Advisory Committee to enable members to meet at least once a year and conduct the activities approved by the Steering Committee.

- The role of the GGKP coordinators should be aligned with the original intent set forth in the project document.

  - o The GGKP coordinators should develop jointly with their institution and the Secretariat a work plan that is reflective of the expected 50%-time commitment to the GGKP. This programme of work should be reviewed by the Steering Committee and integrated in the work plan of the project including for planning and monitoring purposes.

- Knowledge Partners should strive to mainstream and institutionalize the GGKP in their organization.

  - o Knowledge Partners should make efforts to integrate the GGKP in their programme of work, including in relevant staff's annual objectives and performance assessment. Partners should receive guidance from the Secretariat and other Knowledge Partners on institutionalizing the GGKP.

  - o Partners should provide pro bono / in-kind support to GGKP initiatives and its network when it creates synergies with their own activities. For instance, Knowledge Partners should leverage the GGKP network of partners and community of practice when drafting and reviewing knowledge products to bring complementary perspectives in their development and enhance dissemination.

  - o Knowledge Partners should be provided with increased opportunities to inform and influence the agenda of work of the GGKP.

219. **The GGKP should continue improving its products and services with close involvement from their end-users.**

- The project should continue improving the functional and content management capabilities of the GGKP website.

  - o Priority knowledge needs of end-users should be regularly assessed through a range of instruments such as surveys, polls, focus groups, workshop meetings. End-users should be consulted during the design, development, and testing of website functionalities. Website usability testing tools could be adopted by the project. The project should monitor over time the degree of fulfilment of end-users' needs.

- The GGKP Website should provide complementary metadata properties and taxonomy entities to categorize content and facilitate retrieval. Whenever applicable, knowledge products should be categorized according to their relationship to the SDG targets and the successive steps of the green growth transition process.

- Additional functionalities to facilitate access to website content should be considered, such as providing the list of knowledge products most viewed in the past few weeks; enabling users to register to push notifications to be alerted when new relevant content has been added; presenting the domain ontology around knowledge products with most viewed similar publications, relevant experts around the publication domain, relevant projects, learning resources, etc.

- The GGKP could commission a feasibility study to consider the cost and viability of installing open data standards and automated data exchange between platforms, enabling Knowledge Partners to pull GGKP data and integrate information seamlessly into their own website. The scoping study could propose an implementation roadmap for selected pilot UN Environment websites (e.g. 10YFP SCP, UNEP Live).

- The project should consider installing mechanisms that facilitate networking and exchange of tacit knowledge between members of the green growth community of practice.

  - The project should consider establishing and maintaining an online roster of experts to enable direct contact, mutual support, and networking between community members while accounting for the workload entailed by keeping such a database up-to-date.

  - The project should consider providing virtual collaborative spaces to members of the Research Committees to facilitate online collaboration between members, rapid on-boarding of new members, feedback from Advisory Committee members or members from other Research Committees, and easier oversight and stronger support from the Secretariat.

  - The project should consider launching and growing an online community of practice based on an electronic mailing list that would deliver four types of knowledge brokering functions: (i) peer-to-peer virtual support; (ii) feedback on draft policies and strategies; (iii) e-discussions; and (iv) knowledge development. The community of practice would be used to identify knowledge needs and to prioritize topics for e-discussions and knowledge development. Active facilitation should be expected to generate requests for virtual support, feedback on draft policies and strategies, e-discussions.

- The project should improve the organization of the GGKP Annual Conferences.

  - Additional efforts should be made on involving the green growth community of practice in the selection of the themes of the annual conference with a view to identify topics that are cross-cutting and relevant to attract policymakers and technocrats from various ministries beyond Environment and Climate Change.

  - The GGKP Annual Conference should install parallel tracks where members of Research Committees meet to review previous delivery, plan forthcoming activities, maintain bonds and keep building momentum for knowledge generation.

o The GGKP could consider installing a fund to support the participation in the Annual Conferences of selected representatives from governments and NGO staff in developing countries. Attribution of this fund could be conditioned to and incentivize participation in GGKP activities ahead of the conferences -e.g. Research Committees, webinars, "Insights" blog etc.-. It could lead to bring to the conferences selected members of the community of practice who are particularly active in sharing knowledge and are willing to share the outcomes of the conference with their networks once returned to their home country and institution.

o The GGKP should install some standards in the organization of the Annual Conferences, such as drawing a brief lessons learned note or After Action Review after a conference, surveying participants pre and post event to assess expectations and outcomes, reporting on the progresses of the Research Committees in the plenary, etc.

220. **The financial and staffing capacities of the project should be strengthened.**

- The Secretariat of the GGKP should remain innovative while staying conscious about the volume of work entailed by the need to continuously improve the quality of existing products and services and the resources required for any new activities.

o To facilitate decision making and prioritization, project management should assess and present ex-ante to the Steering Committee the expected staff time and resource requirements involved in launching any new activity. The Head of Secretariat should assess the time committed to project management functions with a view to preserve sufficient time to priority activities such as resource mobilization, outreach, and partnership building. On the latter, the Head of Secretariat should consult with Knowledge Partners periodically to identify what the GGKP can do for them and assist Knowledge Partners in mainstreaming the GGKP in their institution, including in internal strategies and work plans, project design, knowledge management activities, and staff time and objectives. The Head of Secretariat should advocate for stronger capacities including the creation of a Community Manager post.

o The Knowledge Manager should continue improving the GGKP website through "user-centred-design" and adoption of best practices. Interactive channels should be added to the website and integration with other web platforms piloted. The Knowledge Manager should inform Knowledge Partners about the level of use of their knowledge products on the GGKP website and advise on improving knowledge translation and uptake. Overall analysis of website content should be conducted periodically -sectors, themes, types, primary target audience, etc.-.

o The Research Officer should prioritize the support provided to Research Committees and the Advisory Committee on drafting research programmes and applications for research grants. The Research Officer should collaborate with partner organizations to include approaches from the theory of diffusion of innovations and related bodies of knowledge in research development and dissemination.

o The Communications Officer should include concepts from the Communication for Development (C4D) approach in the design of the GGKP communication strategy. The Communications Officer should explore the feasibility of organizing large online networking and advocacy events -e.g.

using UNDP e-consultations facility or similar platforms- that reach out to relevant actors beyond the green growth community of practice.

- o The project should consider adding a Community Manager post to the secretariat to manage the GGKP online community of practice and engage members in increased interaction and collaborative processes such as (i) peer-to-peer virtual support; (ii) feedback on draft policies and strategies; (iii) e-discussions; and (iv) knowledge development.

- Resource mobilization efforts should be strengthened.

- o The project should strive to increase the funding available to operate existing activities on knowledge generation -i.e. Research Committees and Advisory Committee-, knowledge management -website-, and knowledge sharing - meetings, outreach, etc.

- o Additional efforts should be put on developing applications for research grants and targeting research donors -e.g. EU ERC, UK GCRF, US foundations, etc.-.

- o As already initiated with UNECE or UNIDO, opportunities to operate and sustain knowledge management activities of other platforms should be further explored -e.g. ESPA-.

- o The project should work with its Knowledge Partners on mainstreaming knowledge generation, management, sharing, and translation in development projects and foster the inclusion of a funding window for such activities.

221. **The sustainability of the project should be strengthened.**

- The project should further codify its internal processes and knowledge.

- o GGKP processes and knowledge should be further codified and shared with guidelines covering activities such as the organization of the GGKP Annual Conferences, the procedure around the review and approval of the establishment of a new Research Committee, guidance for Knowledge Partners on mainstreaming the GGKP in their organization, modalities to access the proposed GGKP trust fund, etc.

- o Standards, forms and templates should be created to be used in relevant GGKP processes -e.g. template report for the Advisory Committee when assessing a proposal for installing a new Research Committee, including relevance of the theme, robustness of the proposed work plan, catalytic nature of the expected outputs, realistic resource requirements, etc.-

- The exit strategy of the GGKP should be clarified.

- o In order to plan for and improve the sustainability of project outcomes, the GGKP should devise and prepare an exit strategy that provides a way forward for the maintenance of the web platform and community of practice.

- o By the end of the next project cycle, the GGKP should review the resources that were committed to its functioning and assess the best options to ensure its institutional sustainability such as a transition to a standalone legal entity, integration of the GGKP in an institute, or institutionalization of the initiative in the core budget of UN Environment or another founding member.

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ANNEX 9. Brief CV of consultant

Patrick Breard, Ph.D., has focused most of his career on Organizational Development and Public Administration Reform. For the past 15 years he has worked with national and international public sector organizations primarily within the UN system. He has a strong experience in carrying out evaluations and reviews of knowledge initiatives and networks. In 2001 he joined the United Nations Development Programme to coordinate UNDP's Knowledge Management activities. In this position he helped to transform UNDP into a globally networked and knowledge-based organization. From 2004 to 2008 he was the instructor for the e-learning course on *Managing for Development Results* at UNDP Virtual Development Academy. In parallel he performed several mid-term reviews and final evaluations for a number of UNDP projects focusing on Capacity Development and Institutional Transformation. From 2005 to 2011 he conducted half a dozen reviews and global surveys to assess organizational capacities and knowledge needs of staff and partners from international organizations (IFAD, UNV, UNIFEM, UNESCO, UNCCD, and the GEF). In the early 2010's he advised the Secretariat of the UN Convention to Combat Desertification (UNCCD) on approaches to foster knowledge uptake and to bridge policy, science, and practice. In 2014 he led the institutional evaluation of SDC networks. In 2015 he was the lead consultant for the outcome evaluation of FAO's contribution to the dissemination of knowledge on food, agriculture, and natural resources. In 2017 he was one of the team members evaluating UNDP's Strategic Plan 2014-2017.

Prior to working with the international development sector, he was a Director and board member of the e-Consulting Group, a strategic consulting firm. He entered the consulting industry as a Manager with Ernst & Young. Patrick Breard has also headed the international development of ESCP Europe, a French elite business school. He started his career working on IT / e-administration projects at the Paris Chamber of Commerce and Industry.

Patrick Breard holds a Ph.D. in Strategic Foresight, a MBA in International Business Management, a MA in European Economics.

Annex 10. Quality Assessment of the Evaluation Report
Evaluation Title:

Green Growth Knowledge Platform

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. *This is an assessment of the quality of the evaluation report rather than the consultant.* Nevertheless the quality assessment is used as a tool for providing structured feedback to the evaluation consultants.

The quality of both the draft and final <u>evaluation report</u> is assessed and rated against the following criteria:

	UNEP Evaluation Office Comments	Draft Report Rating	Final Report Rating
Substantive report quality criteria			
Quality of the Executive Summary: Does the summary stand alone as an accurate summary of the main evaluation product? It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.	Draft report: Clear summary, need to add evaluation objectives and scope Final report: Sections added	5	6
I. Introduction Is there a brief introduction, identifying the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (eg Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (eg mid-term, part of a synthesis evaluation, evaluated by another agency etc)? Does the introduction include a concise statement of the purpose of the evaluation and the key intended audience for the findings?	Draft report: All elements included Final report: No additional comments	5	5
II. Evaluation Methods Does the section include a description of how the TOC at Evaluation was designed (who was involved etc) and applied to the context of the project? A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods	Draft report: Need to add section on choice of methods and strategies to increase participation, add type of informants Final report: Brief sections added	5	5

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used (eg qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (eg triangulation, review by stakeholders etc). The methods used to analyse data (eg. scoring; coding; thematic analysis etc) should be described. It should also address evaluation limitations such as: low or imbalanced response rates across different groups; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome. Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views.			
III. The Project This section should include: • *Context:* Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (ie synopsis of the problem and situational analyses). • *Objectives and components*: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised). • *Stakeholders:* Description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* A description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* Any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Draft report: All elements included, milestones section follows previous report structure Final report: Same as above	6	6

IV. TOC A summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the *TOC at Evaluation*[59]. The TOC at Evaluation should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.	Draft: Need to reconcile a few elements and define some causal pathways in a more specific way (outcome – intermediate states – impact section) Final report: Brief text added in narrative	4	5
V. Key Findings A. **Strategic relevance**: The evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements: 5. *Alignment to the UNEP Medium Term Strategy (MTS) and Programme of Work (POW)* 6. *Alignment to UNEP/GEF/Donor Strategic Priorities* 7. *Relevance to Regional, Sub-regional and National Environmental Priorities* 8. *Complementarity with Existing Interventions*	Draft report: Covers all elements Final report: Same as above	6	6
B. Quality of Project Design Are strength and weaknesses of the project design effectively summarized?	Draft report: Yes Final report: Same as above	6	6
C. Nature of the External Context Have the key external features of the project's implementing context that may have been reasonably expected to limit the project's performance (eg conflict, natural disaster, political upheaval) been described? *(where appropriate)*	Draft report: N/A – favourable, brief explanation provided Final report: N/A		

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59 During the Inception Phase of the evaluation process a *TOC at Design* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions). During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

	Draft/Final report		
D. Effectiveness (i) How well does the report present a well-reasoned, complete and evidence-based assessment of the achievement of outputs, and direct outcomes? How convincing is the discussion on attribution and contribution? How well are limitations to attribution discussed?	Draft report: Use of survey results, complete presentation Final report: Same as above	5	5
(ii) How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact? How well and explicit are the description of change processes, key actors and the related drivers and assumptions discussed?	Draft report: Need to finalise link to ToC Final report: Link with reconstructed ToC added, but it could more direct	5	5
E. Financial Management Integrated analysis of all dimensions evaluated under financial management. Include the completed 'financial management' table. How well does the report address the following: • *completeness* of financial information, • *communication* between financial and project management staff and • *compliance* with relevant UN financial management standards and procedures.	Draft report: Does not follow this structure (previous template) but all points covered Final report: Same as above *(if this section is rated poorly as a result of limited financial information from the project, this is not a reflection on the consultant)*	5	5

F. Efficiency Has the report present a well-reasoned, complete and evidence-based assessment of efficiency under the categories of cost-effectiveness and timeliness including: • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of (making us of/building on) pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • Consider the extent to which the management of the project minimised UNEP's environmental footprint.	Draft report: All components covered with the exception of environmental footprint Final report: Same as above	5	5
G. Monitoring and Reporting How well does the report assess: • Monitoring design and budgeting *(including SMART indicators, resources for MTE/R etc.)* • Monitoring implementation *(including use of monitoring data for adaptive management)* • Project reporting *(e.g. PIMS and donor report)*	Draft report: Well covered Final report: Same as above	6	6
H. Sustainability How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct outcomes including: • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability *(including issues of partnerships)*	Draft report: Well covered Final report: Same as above	6	6
I. **Factors affecting project performance**: Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance, i.e. Preparation and readiness, Project implementation and management, Stakeholder participation and public awareness, Country ownership and driven-ness, Financial planning and management, UNEP supervision and backstopping, Monitoring and evaluation?	Draft report: Review preparation and readiness section Final report: Done	5	5

J.	**Quality of findings:** Do the findings respond directly to the evaluation criteria and questions? Are they based on evidence and reflect systematic and appropriate analysis and interpretation of the data?	Draft report: Overall yes, could have a section summarising answers to key evaluation questions Final report: No summary of evaluation questions	5	5
K.	**Quality of the conclusions:** Do the conclusions highlight the main strengths and weaknesses of the project, and connect those in a compelling story line? Are conclusions well substantiated by the evidence presented and are logically connected to evaluation findings?	Draft report: Could add clear reference to findings in next draft Final report: Same as above	5	5
L.	**Quality and utility of the recommendations**: Are recommendations supported by evidence and based on explicit evaluation findings? Do recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?)'. Can they be implemented? Were recommendations developed with the involvement of relevant stakeholders?	Draft report: Recommendations to be refined/grouped/ checked for feasibility Final report: Recommendations grouped and streamlined	4	5
M.	**Quality and utility of the lessons**: Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?	Draft report: Add prescriptive elements in some of the lessons Final report: Same as above	4	4
N.	**Evaluation methods and information sources:** Are evaluation methods and information sources clearly described and the rational for selecting them explained? Does the evaluation report present some clear examples where findings have been triangulated from different data sources? Are details of stakeholder consultations provided? Are any inherent imbalances or biases that interviews and other data collection may have created discussed? Is the mix of qualitative and quantitative data used appropriate? If focused on one or the other, is it adequately explained why? Has data availability been described? Was enough data (baseline, monitoring, final and target figures) available to make solid statements on progress and trends? Are the limitations of evaluation methods and information sources described? Were beneficiaries consulted and has their feedback been included in the evaluation?	Draft report: Only section at the start as required in previous template Final report: Same as above		

Were human rights and gender perspectives sufficiently integrated into the method and questions? Where appropriate, was disaggregated data collected to show differences between groups? Are the data collection instruments (e.g. surveys, checklists, open interviews) well designed; and where applicable, are procedures for scoring and interpreting scores explained?			
Report structure quality criteria			
O. **Structure and clarity of the report:** Does the report structure follow EO guidelines? Are all requested Annexes included and complete? Do Annexes increase the usefulness of the report?	Draft report: Complete, except co-finance, not available Final report: Same as above	5	5
P. **Quality of writing**: Was the report well written (clear English language and grammar)? Is the language adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Draft report: Good Final report: Same	5	5
Q. **Report formatting**: Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: Good, check font colour and size in some sections Final report: Well presented report	5	6
OVERALL REPORT QUALITY RATING		5	5.3

The quality of the <u>evaluation process</u> is assessed at the end of the evaluation and rated against the following criteria:

	UNEP Evaluation Office Comments		Rating
Evaluation process quality criteria			
R. **Preparation:** Was the evaluation budget agreed and approved by the EOU? Was inception report delivered and approved prior to commencing any travel?	Yes – inception report completed after inception mission, but key sections drafted before		6
S. **Timeliness:** Was a TE initiated within the period of six months before or after project completion? Was an MTE initiated within a six month period prior to the project's mid-point? Were all deadlines set in the ToR respected?	Yes		6
T. **Project's support:** Did the project make available all required documents? Was adequate support provided to the evaluator(s) in planning and conducting evaluation	Yes, team was very supportive of evaluation process		6

	missions?			
U.	**Recommendations:** Was an implementation plan for the evaluation recommendations prepared? Was the implementation plan adequately communicated to the project?	Yes		6
V.	**Quality assurance:** Was the evaluation peer-reviewed? Was the quality of the draft report checked by the evaluation manager and peer reviewer prior to dissemination to stakeholders for comments? Did EOU complete an assessment of the quality of the final report?	Yes		5
W.	**Transparency:** Were the draft ToR and evaluation report circulated to all key stakeholders for comments? Was the draft evaluation report sent directly to EOU? Were all comments to the draft evaluation report sent directly to the EOU and did EOU share all comments with the commentators? Did the evaluator(s) prepare a response to all comments?	Yes		6
X.	**Participatory approach:** Was close communication to the EOU and project maintained throughout the evaluation? Were evaluation findings, lessons and recommendations adequately communicated?	Yes, regular communication with the team at all stages		6
Y.	**Independence**: Was the final selection of the evaluator(s) made by EOU? Were possible conflicts of interest of the selected evaluator(s) appraised? Does the report indicate whether the evaluator/ evaluation team was able to work freely and without interference? Were information sources and their contributions independent of other parties with an interest in the evaluation?	Yes		6
OVERALL PROCESS RATING				6

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1

The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.

ANNEX 11. Quality Assessment of the Evaluation Process

At the end of the evaluation compliance of the <u>evaluation process</u> against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	Compliance	
	Yes	**No**
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	Y	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	Y	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	Y	
4. Was the evaluator contracted directly by the Evaluation Office?	Y	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	Y	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		N
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?	-	-
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	Y	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	Y	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	Y	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six month period prior to the project's mid-point?	Y	
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	Y	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	Y	
Project's engagement and support:		
14. Did the project team, Sub-Programme Coordinator and identified project stakeholders provide comments on the evaluation Terms of Reference?	Y	
15. Did the project make available all required/requested documents?	Y	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?		N
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	Y	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	Y	
19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	Y	
20. Did the project team, Sub-Programme Coordinator and any identified project stakeholders provide comments on the draft evaluation report?	Y	
Quality assurance:		
21. Were the evaluation Terms of Reference, including the key evaluation	Y	

	questions, peer-reviewed?		
22.	Was the TOC in the inception report peer-reviewed?	**Y**	
23.	Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?	**Y**	
24.	Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?	**Y**	
Transparency:			
25.	Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	**Y**	
26.	Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?	**Y**	
27.	Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?	**Y**	
28.	Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	**Y**	
29.	Did the Evaluation Consultant(s) prepare a response to all comments?	**Y**	
30.	Did the Evaluation Office share all comments and Evaluation Consultant responses with all those who were invited to comment?	**Y**	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

Process Criterion Number	Evaluation Office Comments
16.	A breakdown of co-financing was not available at an accessible summary level although the project holds detailed information.