



**Independent
Evaluation Office**
GLOBAL ENVIRONMENT FACILITY

IEO Evaluation Process Guidelines

July 2026

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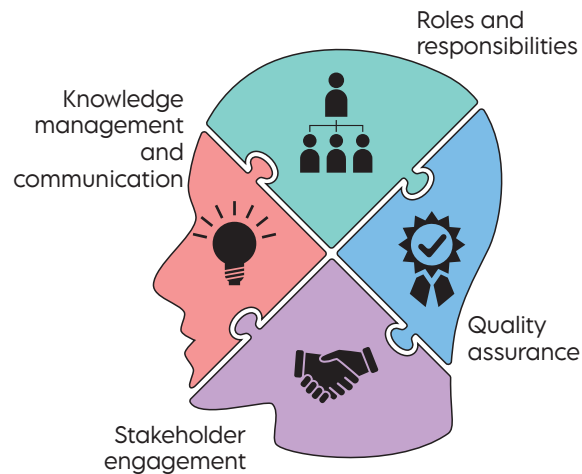
Abbreviations

BTOR	back-to-office report
GEF	Global Environment Facility
IEO	Independent Evaluation Office
STAP	Scientific and Technical Advisory Panel
TTL	task team leader

Introduction

1. These guidelines for the Independent Evaluation Office (IEO) of the Global Environment Facility (GEF) outline the processes and procedures for planning, conducting, and completing an evaluation. They are organized around four key areas: (1) roles and responsibilities, (2) quality assurance, (3) stakeholder engagement, and (4) knowledge management and communication (figure 1).

Figure 1: Focus areas of the IEO Evaluation Process Guidelines



2. The guidelines focus on evaluation processes and *not* on evaluation methods. Methodological approaches and tools are addressed in a separate companion guidance document.

3. These process guidelines apply to all IEO evaluative work intended for presentation to the GEF Council or the replenishment consultation process. The sections that follow describe the key tasks and responsibilities associated with each phase of the evaluation cycle, and the annex provides a summary checklist for reference.

4. An overview of the key phases of an evaluation is presented in figure 2 and detailed in the sections that follow. These phases are not perfectly sequential and may overlap in part, and activities may occur iteratively across phases. For example, an initial round of data collection may need to be undertaken before the scoping and preparatory phase is fully completed. As illustrated in the figure, the findings and lessons learned from an evaluation will be systematically fed back into future evaluations through an after action review process. They will also inform the comprehensive evaluation (OPS) at the end of each GEF replenishment.

Figure 2: Key phases in an evaluation process



1: Scoping, approach paper preparation, and launch



Phase summary

Typical duration: 2–3 months

Key steps:

1	2	3	4	5	6
Define evaluation purpose, scope, and approach	Conduct preliminary data review and stakeholder consultations	Prepare draft approach paper and communications plan	Undertake peer review of approach paper	Share final approach paper with key stakeholders for review and written comment	Finalize and disclose approach paper; provide audit trails documenting responses to stakeholder comments

Expected outputs:

- Approved approach paper (posted on IEO website)
- Initial portfolio analysis

1.0 Overview. During this phase, the purpose, scope, and methodological approach of the evaluation are defined. This phase establishes the foundation for all subsequent work—ensuring that objectives are clear, stakeholders are identified, and the process is aligned with IEO standards and Council requirements. The main output is the approach paper, which formalizes the evaluation design, timeline, and resource needs.

1.1 Defining the evaluation purpose, scope, and approach. The task team leader (TTL) and IEO management begin the evaluation process with preliminary discussions to clarify the evaluation’s purpose, key questions, intended users, tentative scope, and proposed approach to data collection and analysis.

- a. As a good practice, the TTL prepares a concise **two-page evaluation concept note** (or brief PowerPoint presentation) outlining these elements. This note, which remains internal to the IEO, serves as a basis for an initial scoping “whiteboard” discussion between the TTL and IEO management.
- b. The TTL may also consult with other IEO colleagues to draw on relevant expertise, methodological skills, and subject matter knowledge.
- c. Aspects such as budget requirements, team composition, and other resource considerations are discussed with IEO management at this stage.

1.2 Reviewing data and consulting with stakeholders. The TTL—with support from IEO staff and consultants, as appropriate—develops a deeper understanding of the evaluation context, refines the scope of the evaluation, and clarifies its boundaries.

- a. The TTL conducts an initial assessment of the portfolio through **exploratory portfolio mapping**, document reviews, and selected stakeholder interviews. This work helps characterize the portfolio within the evaluation period (e.g., number of projects, GEF financing, cofinancing, project modalities, thematic focus, and performance trends) and informs the development of evaluation questions and the evaluation theory of change.
- b. In consultation with the IEO Director and as needed, the TTL **engages with colleagues** from the GEF Secretariat, the GEF Agencies, the GEF Scientific and Technical Advisory Panel (STAP), and other relevant stakeholders or external subject matter experts. These consultations draw on existing evidence, operational experience, published work, and learning priorities to help refine the evaluation's scope, focus, and key questions.

1.3 Drafting the approach paper and communications plan. The approach paper consolidates the evaluation team's design and provides the framework for conducting the evaluation. It outlines the evaluation's purpose, scope, key questions, theory of change, methodological framework, governance arrangements, timelines, and budget.

- a. The TTL prepares the **draft approach paper**, drawing on guidance provided during the initial scoping whiteboard sessions, as well as insights gained from the preliminary data review and stakeholder consultations.

See box 1.1 for an overview of the elements to be included in the approach paper.

- b. In parallel, the evaluation team works with the Senior Knowledge Management and Communication Officer to develop a **communication and knowledge management plan** that supports stakeholder engagement, learning, and dissemination throughout the evaluation process.

1.4 Conducting a peer review of the approach paper. The TTL coordinates a peer review of the approach paper to strengthen its quality and rigor. This review typically involves IEO management, senior evaluation officers, and other IEO colleagues identified by them or by the TTL, based on their expertise, subject matter knowledge, or experience with similar evaluations.

- a. For evaluations that are particularly complex, innovative, or technically specialized, the IEO may engage an **external independent advisor and/or subject matter expert** to provide an additional layer of quality assurance.
- b. External reviewers offer independent perspectives on the evaluation design, methods, evidence, and conclusions, helping to strengthen the credibility, rigor, and relevance of

Box 1.1: General requirements for an approach paper

These should be adapted to the specific case.

Length: Not to exceed 8 pages for the main text

Contents

1. **Description of the evaluation subject.** Brief description of the program, policy, strategy, portfolio, thematic area, or initiative being evaluated; its rationale and significance to the GEF; relevant policy, strategic, programmatic, or Council mandates; and the broader international context.
2. **Rationale for the evaluation.** Summary of evidence from previous evaluations and related assessments; justification for conducting the evaluation at this point in time from an IEO and GEF perspective; and the expected value added of the evaluation.
3. **Theory of change and evaluation framework.** Description of the theory of change and/or conceptual framework underpinning the evaluation, including the evaluation scope, key assumptions, and level(s) of analysis (e.g., strategic, institutional, operational, programmatic, or project level).
4. **Evaluation questions and criteria.** Presentation of the key evaluation questions and their relationship to the evaluation criteria and analytical framework.
5. **Methodology and data collection strategy.** Description of the proposed methods for data collection and analysis, including approaches to stakeholder engagement. Where country case studies are planned, the paper should indicate the expected number of countries, modalities for data collection (field missions and/or remote methods), and the criteria for country selection.
6. **Expected deliverables.** Description of the planned evaluation outputs, including working papers, background studies, knowledge products, and the final evaluation report.
7. **Limitations and risk mitigation.** Identification of anticipated methodological, data, operational, or contextual limitations and the measures proposed to address them.
8. **Evaluation team and governance arrangements.** Description of the evaluation team composition, roles and responsibilities, and any governance or advisory arrangements.
9. **Communication and knowledge management plan.** Overview of the planned communication and dissemination activities, including potential knowledge products such as policy briefs, blogs, videos, webinars, journal articles, or other outreach materials.
10. **Evaluation process and timeline.** Description of the evaluation process, stakeholder engagement strategy, key milestones, and indicative timeline for major evaluation activities and deliverables.

Annexes

1. Descriptive statistics/information on the evaluand.
2. Findings from previous evaluations.
3. Evaluation question matrix (questions to operationalize evaluation materials and expected information sources).
4. List of reference documents/publications.

the evaluation. They may be invited to review the draft approach paper, major interim deliverables, and the draft final report. The decision to engage an external adviser or peer reviewer is made by the TTL in consultation with IEO management, taking into account the evaluation's scope, complexity, risks, and resource requirements.

- c. The TTL revises the approach paper to address peer review comments, and submits the revised draft to IEO management for final review and clearance. The approach paper is shared with the GEF Secretariat and other relevant stakeholders for their review and feedback.

1.5 Sharing the revised approach paper for review. The Director shares the revised approach paper—in PDF format—with the GEF Secretariat, relevant GEF Agency focal points, and other stakeholders as appropriate for review and comment. Depending on the nature of the evaluation, stakeholders may include GEF operational focal points, Council members, Agency representatives, STAP members, and other interested parties.

- a. Stakeholders are typically given **10 working days** to provide written comments.
- b. The IEO Director requests the GEF Secretariat to designate a **focal point** to coordinate with the IEO throughout the evaluation process. The focal point serves as the primary liaison and facilitates access to relevant information, documentation, data, and stakeholder contacts as needed.

1.6 Revising and finalizing the approach paper. The TTL is responsible for revising and finalizing the approach paper in response to stakeholder comments and preparing an audit trail documenting how comments were addressed. The TTL submits the revised approach paper and audit trail to the Director for final review and approval.

- a. Following approval, the Senior Knowledge Management and Communication Officer posts the approach paper on the IEO website through a dedicated webpage for the evaluation.
- b. The Director shares the final approach paper with the GEF Secretariat and other relevant stakeholders. The audit trail is provided separately to those stakeholders who submitted comments.
- c. In coordination with the TTL, the Senior Knowledge Management and Communication Officer disseminates the launch of the evaluation through the IEO website, newsletter, social media channels, events, and other appropriate communication platforms.

2: Data collection and analysis



Phase summary

Typical duration: 3–6 months

Key steps:

1	2	3	4	5	6	7
Finalize evaluation team composition; prepare detailed workplan	Notify key stakeholders of planned consultations, missions, surveys, and data collection activities	Develop, test, and harmonize data collection instruments and protocols	Prepare for field missions, including coordination with country counterparts, logistical arrangements, preparation of mission briefs and itineraries	Conduct missions, including kickoff and debriefing meetings, stakeholder consultations, site visits, and data collection in accordance with IEO policies and quality standards	Document mission findings in back-to-office reports	Analyze and triangulate evidence from multiple sources to develop and refine key evaluation findings, conclusions, and messages; and prepare a detailed outline for the evaluation report

Expected outputs:

- Analytical working papers and evidence products, as relevant, including portfolio analyses, literature reviews, thematic studies, country case studies, survey analyses, geospatial analyses, mission working papers, and other technical background papers
- Photo and video documentation from field missions and evaluation activities, as appropriate
- Back-to-office reports summarizing mission activities, preliminary observations, and follow-up actions
- Emerging evaluation findings, conclusions, and key messages based on the analysis and triangulation of evidence
- A proposed evaluation report outline, including the overall structure and key areas of analysis

2.0 Overview. This is the core phase of the evaluation process, during which the evaluation team collects, verifies, and analyzes evidence to answer the evaluation questions set out in the approach paper. The phase also provides opportunities to engage with key stakeholders, gather their perspectives, and test emerging findings. The objective is to ensure methodological rigor and generate credible, evidence-based findings that support learning, accountability, and decision-making across the GEF partnership.

Analysis begins early in the evaluation process and continues throughout implementation. Initial reviews of evidence help identify patterns, emerging findings, and preliminary

hypotheses that can guide subsequent data collection and lines of inquiry. These hypotheses are continuously tested, refined, and triangulated using evidence from multiple methods, data sources, stakeholder consultations, and case studies. As a result, data analysis is iterative and continues throughout the active phases of the evaluation.

2.1 Organizing the evaluation team and workplan. The TTL confirms the composition of the evaluation team and prepares a detailed workplan that specifies roles, responsibilities, timelines, and key milestones.

- a. The workplan should clearly identify all planned data collection and analysis activities—such as portfolio reviews, document analysis, stakeholder interviews, surveys, case studies, field missions, geospatial analysis, and other methods—and explain how these will contribute to the evaluation questions, evidence synthesis, and triangulation strategy.
- b. Consistent with the approach paper, the TTL develops a detailed calendar of activities, missions, consultations, analytical outputs, and deliverables.
- c. Throughout the evaluation, the TTL maintains regular communication with team members and key stakeholders to monitor progress, address emerging issues, and ensure implementation remains aligned with the workplan.

2.2 Communicating with key stakeholders. The TTL ensures that the GEF Secretariat, the GEF STAP, the GEF Agencies, and relevant country stakeholders are informed in advance of planned consultations, missions, surveys, and other evaluation activities.

- a. The IEO Director sends an introductory communication to key stakeholders informing them of the evaluation and its objectives.
- b. The TTL leads day-to-day engagement with stakeholders, including requests for meetings and information. Requests involving senior management or higher-level officials are generally communicated by the Director or Deputy Director.
- c. The TTL maintains regular contact with the GEF operational focal points, GEF Agency representatives, and other relevant stakeholders throughout the evaluation process.

2.3 Preparing data collection instruments. The TTL oversees the development, testing, and quality assurance of all data collection instruments, including interview protocols, questionnaires, survey tools, and templates for document reviews or case studies. These instruments are discussed and confirmed with IEO management to ensure harmonization within the Office.

2.4 Preparing for a mission. The TTL is responsible for coordinating and preparing all mission-related activities, including stakeholder outreach, logistics, documentation, and data collection planning.

- a. **At least five weeks in advance of a mission**, the TTL prepares a draft notification letter to the country's political and operational focal points. The letter is reviewed by the Deputy Director and approved and sent by the Director. It should describe
 - The purpose and rationale of the evaluation;
 - The key topics and questions to be explored;
 - The projects, sites, or initiatives proposed for review; and
 - Any support requested from national stakeholders, including introductions, coordination, and logistical arrangements.
- b. The letter is accompanied by the approach paper. If the approach paper is not available, a **mission brief**, two pages in length, should be prepared. This will outline the mission objectives, scope, duration, key evaluation questions, stakeholder groups to be consulted, and projects or sites to be visited.
- c. The TTL prepares a proposed **mission itinerary** in consultation with the relevant focal points, GEF Agencies, and other partners, and submits it to IEO management. The itinerary should include
 - The mission objectives and rationale;
 - Key questions and evidence requirements;
 - Categories of stakeholders to be interviewed;
 - A schedule of meetings and interviews;
 - A schedule of field visits, including locations, projects, and organizations to be visited; and
 - Relevant data collection instruments, where appropriate.
- d. Following approval by the Director IEO, the mission travel proceeds.

2.5 Conducting a mission. Missions are generally led by the TTL. For evaluations involving multiple countries or extensive fieldwork, the TTL may delegate selected mission activities to another IEO staff member, consulting firm, independent contractor, or consultant, provided that clear protocols are established and the arrangement is appropriate to the country context. TTLs are responsible for ensuring that consultants working on their evaluations follow IEO rules, procedures, and codes of conduct.

- a. Missions should normally begin with a **kickoff meeting** involving the operational focal point and other relevant stakeholders. The evaluation team explains the purpose of the evaluation, planned activities, and the expected role of national stakeholders.
- b. Interviews, field visits, and other consultations are conducted in accordance with the evaluation design and data requirements. Throughout the mission, the evaluation team is expected to uphold professional standards and adhere to the [UNEG 2020 Ethical](#)

[Guidelines for Evaluations](#) and applicable World Bank policies, including [data privacy requirements](#).

- c. In addition to written notes and interview records, the team will collect photo and video documentation to support communication and knowledge-sharing products. Such materials should be coordinated with the Senior Knowledge Management and Communication Officer, and all necessary permissions should be obtained.
- d. If the itinerary permits, the evaluation team may organize a **debriefing meeting** at the end of the mission to share preliminary observations and receive stakeholder feedback.

2.6 Documenting the mission. The TTL and evaluation team document mission activities, observations, and findings through a **back-to-office report (BTOR)**.

- a. The TTL prepares a BTOR within two weeks of mission completion, prior to approval of travel expenses. The BTOR is an internal document, typically two to three pages in length, summarizing key activities, preliminary observations, and implications for the evaluation and broader IEO work. Annexes may include the mission itinerary, list of stakeholders consulted, selected photographs, and other relevant information.
- b. When several countries are included in one mission, a single BTOR may cover multiple countries.

2.7 Developing key evaluation messages and the evaluation report outline. The evaluation team systematically analyzes and compares evidence across methods, sources, and stakeholder groups to identify consistent patterns, explain discrepancies, and develop robust findings.

- a. Data analysis is conducted throughout the evaluation in parallel with data collection. The process involves the synthesis, validation, and triangulation of evidence from all sources.
- b. Emerging findings and messages are discussed with IEO management through one or more whiteboard sessions.
- c. Based on these discussions, the TTL and evaluation team refine the evaluation's key findings and messages, and prepare a detailed outline for the evaluation report.
- d. All data sets, analytical outputs, and supporting documentation are systematically archived, together with appropriate metadata, to ensure transparency, traceability, and future accessibility.

3: Report preparation



Phase summary

Typical duration: 2–3 months

Key steps:

1	2	3	4	5
Draft evaluation report in line with key messages developed	Submit draft report for internal peer review and quality assurance	Submit revised report, including quick scan/executive summary, for stakeholder review	Update report based on comments received, prepare audit trail, refine findings and conclusions and develop recommendations with IEO management	Finalize evaluation report for Council presentation and website, including editorial review, formatting, and quality control

Expected outputs:

- Draft evaluation report
- Stakeholder review draft, including a quick scan/executive summary
- Final Council-formatted evaluation report
- Final quick scan/executive summary
- Audit trail(s) documenting responses to peer reviewer and stakeholder comments

3.0 Overview. This phase transforms the evaluation’s evidence base into a coherent and compelling narrative that presents findings, conclusions, and recommendations. It involves synthesis, reflection, peer review, stakeholder validation, and quality assurance to ensure that the evaluation is methodologically sound, evidence based, clearly communicated, and relevant to policy and decision-making.

3.1 Drafting and peer reviewing the report. Building on the report outline and key messages developed during the previous phase, the TTL leads the preparation of the draft evaluation report and coordinates contributions from team members.

- a. Based on the nature of the evaluation and the expertise required, the TTL may identify one or more colleagues to serve as lead peer reviewers. The draft report is shared with IEO management, senior evaluation officers, relevant staff, and any [previously designated](#) external independent adviser or subject matter expert for formal peer review.
- b. The peer review focuses on

- The appropriateness, clarity, and credibility of the methodology;
 - The quality and strength of the evidence base;
 - The validity and relevance of the findings;
 - The clarity, readability, and logical organization of the report;
 - The extent to which the conclusions accurately reflect the evidence and key messages; and
 - The extent to which the recommendations are evidence based, actionable, and realistic.
- c. The TTL convenes a peer review discussion involving the evaluation team, peer reviewers, and IEO management to review comments, discuss major issues, and identify revisions required before stakeholder review.

3.2 Revising the report for stakeholder review. Following the peer review, the report is revised and prepared for broader review by the GEF partnership and other relevant stakeholders.

- a. The TTL oversees revision of the report and submits the revised draft, together with a summary of the major changes made, to IEO management for approval. At this stage, the TTL also prepares a draft quick scan or executive summary, typically four to six pages in length.
- b. Following management clearance, the report is sent for editing and for Council formatting in parallel. The editor reviews the report for consistency, readability, grammar, style, and source attribution. The Senior Executive Assistant prepares the evaluation report in Council format.

This initial edit is ongoing during stakeholder review. The editor will ensure that all data cited are sourced and consistent, as well as checking grammar and syntax.

- c. The Director shares the Council-formatted draft report and accompanying quick scan/executive summary with the GEF Secretariat and, as appropriate, GEF Agencies. Written comments are normally requested within **15 working days**.

3.3 Incorporating stakeholder feedback. Upon receipt of stakeholder comments, the TTL leads the revision of the report and prepares an audit trail documenting how comments were considered and addressed.

- a. The TTL reviews and documents all comments received:
- Comments that correct factual errors or update information are generally incorporated in full.
 - Comments related to interpretation, analysis, conclusions, or evaluative judgments are considered on a case-by-case basis, with the IEO response documented in the audit trail.

- b.** Recommendations should already be included in the stakeholder review draft. Following review, the Director convenes a discussion with the evaluation team and the GEF Secretariat, and may invite other stakeholders as appropriate to discuss the clarity, feasibility, and usefulness of the proposed recommendations. While recommendations remain the sole responsibility of the IEO, stakeholder discussions can help strengthen their relevance, practicality, and clarity.
- c.** Based on stakeholder feedback and management discussions, the TTL may refine the findings, conclusions, recommendations, and supporting analysis and prepares the final audit trail.

3.4 Finalizing the report for Council consideration. The TTL finalizes the evaluation report for presentation to the GEF Council.

- a.** The TTL incorporates editorial revisions and final quality control updates, as appropriate, and submits the report and quick scan/executive summary to the Director for approval.
- b.** Once approved, the Senior Executive Assistant prepares the evaluation in Council format and posts the report on the relevant GEF and IEO websites, as appropriate.
- c.** The Director shares the final report and relevant audit trails with the GEF Secretariat and relevant Agencies.

4: Report presentation and dissemination

Phase summary

Typical duration: 2–3 months

Key steps:

1	2	3	4
Prepare concise and audience-focused presentation including slides and talking points	Present evaluation to GEF Council and respond to questions	Publish final edited, designed, and approved report on dedicated evaluation webpage	Develop and disseminate knowledge and communications products in line with plan in approach paper

Expected outputs:

- Council presentation package, including slides and talking points
- Published evaluation report and associated materials
- Knowledge and communication products delivered in accordance with the evaluation dissemination plan, including at least one publication and one learning or outreach event
- Updated evaluation dissemination plan reflecting completed and planned dissemination activities
- Documentation and summary records of learning, outreach, and dissemination events



4.0 Overview. This phase focuses on communicating evaluation findings to decision-makers and broader audiences through Council presentations, publications, learning events, and other outreach activities. The objective is to maximize the use and influence of evaluation evidence by ensuring that findings are accessible, timely, and relevant. Evaluation results are disseminated through the dedicated evaluation webpage, the IEO newsletter, social media channels, webinars, conferences, and other appropriate platforms.

4.1 Preparing the evaluation presentation. The TTL, in collaboration with the Senior Knowledge Management and Communication Officer, prepares a PowerPoint presentation and talking points highlighting the evaluation's key findings, conclusions, recommendations, and implications.

- a. Presentations should be concise, strategic, and tailored to the needs and priorities of the GEF Council. As a general rule, formal Council presentations should not exceed 10 minutes.
- b. Prior to Council presentation, the IEO Director organizes an internal rehearsal to review content, messaging, timing, and presentation style. Final approval of the presentation and talking points rests with the Director.

4.2 Presenting the evaluation to the GEF Council. The TTL (or the Director) presents the evaluation at the Council meeting. The IEO Director responds to questions, comments, and requests for clarification from Council members and other participants.

4.3 Publishing the evaluation report. Following Council consideration, the TTL coordinates with the front office to prepare the report for final publication.

- a. The TTL submits the final report package, including editable graphics, high-resolution maps and photographs, and other supporting materials, for final editing, design, and production.
- b. Where needed, the report undergoes a final editorial review to strengthen clarity, consistency, and readability. Council documents should not be modified or revised substantially.
- c. To the extent possible, the TTL responds to editorial comments and queries within **10 working days**.
- d. The TTL prepares draft foreword and acknowledgment sections and submits them to the Director for approval. Once approved, these are incorporated into the final publication.
- e. In coordination with the Senior Knowledge Management and Communication Officer, the TTL provides high-quality visual materials and supporting content for the report's webpage and digital publication formats.

4.4 Disseminating the findings. Following Council presentation, the TTL and the Senior Knowledge Management and Communication Officer implement the dissemination and knowledge-sharing plan outlined in the approach paper, adapting it as necessary to respond to emerging opportunities, stakeholder demand, and strategic priorities.

- a. The TTL and the Senior Knowledge Management and Communication Officer explore opportunities to present the evaluation, including IEO channels, partner organizations, communities of practice, and relevant thematic networks.
- b. Dissemination products may include
 - Policy briefs and blogs;
 - Short videos and multimedia products;
 - Webinars and learning events;
 - Presentations at conferences and professional meetings; and
 - Journal articles, book chapters, or other publications.
- c. The IEO seeks to leverage dissemination opportunities through communities of practice Eval4Earth and partner organizations, including [Eval4Earth](#), the Adaptation Fund, the Climate Investment Funds, the Green Climate Fund, the United Nations Evaluation Group, the Evaluation Cooperation Group, the International Development Evaluation Association (IDEAS), and other relevant evaluation and thematic networks.

- d. The TTL ensures that key evaluation findings, lessons, and/or methodological innovations are disseminated through at least one external learning or outreach event. Where appropriate, stakeholders may be invited to contribute to or participate in these events to extend the reach and value of the evaluation.
- e. The Senior Knowledge Management and Communication Officer promotes evaluation products and events through the evaluation webpage, the IEO newsletter, social media platforms, and other communication channels, and maintains records of dissemination and learning activities.

5: Archiving



Phase summary

Typical duration: Within 30 days following Council presentation

Key steps:

1	2
Apply appropriate metadata, file naming conventions, and version control practices to all evaluation-related materials to ensure consistency, traceability, and ease of retrieval	Upload and archive all evaluation materials, data sets, working documents, and supporting files in the designated IEO SharePoint repository

Expected outputs:

- Complete digital archive of evaluation data, documentation, analytical products, and dissemination materials, tagged and organized in accordance with IEO standards
- Archive summary note documenting the contents, location, and organization of archived materials

5.0 Overview. Archiving ensures that all evaluation data, documents, and outputs are systematically stored, documented, and accessible for future reference and use. Effective archiving strengthens transparency, institutional memory, knowledge continuity, and learning across the IEO.

Materials to be archived include, as applicable, approach papers, stakeholder contact lists, data collection instruments, data sets, analytical products (including back-to-office reports and mission working papers), presentations, reports, audit trails, communication products, and dissemination materials.

Archived materials are intended primarily for internal IEO use. Archiving practices should be consistent with relevant institutional guidance and good practices, including the International Monetary Fund's [Data Quality Assessment Framework](#) and the [World Bank Policy on Access to Information](#).

5.1 Tagging and organizing materials. The Senior Knowledge Management and Communication Officer ensures that evaluation materials are appropriately tagged and organized using standard metadata and file management practices.

- a. Materials should be tagged, as relevant, by country, focal area, theme, evaluation type, methodology, date, and other applicable metadata to facilitate retrieval and future use.

- b. File names, folder structures, and version control should follow established IEO conventions to ensure consistency and traceability across evaluations.

5.2 Uploading and archiving materials. The TTL is responsible for ensuring that all evaluation materials are complete, organized, and archived in the designated IEO document management and knowledge repository.

- a. The TTL verifies that all key evaluation documents, data sets, analytical outputs, presentations, communication products, and supporting materials have been uploaded, appropriately tagged, and organized.
- b. Upon completion of the archiving process, the TTL prepares a brief archive summary note describing the materials archived, their organization, and any relevant considerations for future access and use.
- c. The archive summary note is archived together with the evaluation materials to facilitate future reference, retrieval, and institutional learning.

Annex: Summary of tasks and responsibilities by phase

Step	Person responsible	Output
1. Scoping, approach paper preparation, and launch		
1. Define evaluation purpose, scope, and approach	TTL, evaluation team, IEO management, IEO staff	- Two-page evaluation concept brief/PowerPoint - Deputy Director's/TTL's email to staff scheduling initial discussion as needed
2. Conduct preliminary data review and stakeholder consultations	TTL, evaluation team	- Initial portfolio analysis - Director's email to GEF Secretariat and relevant announcing consultations for scoping
3. Draft approach paper and communications plan	TTL, evaluation team, IEO management, IEO staff, Senior KM&C Officer	- Draft approach paper with workplan/calendar and knowledge management and communications plan - Deputy Director's/TTL's email to staff scheduling internal peer review - IEO calendar updated
4. Conduct peer review of approach paper	TTL, IEO management, IEO peer reviewers/lead	- Revised draft approach paper - Audit trail of response to external feedback (optional) - Director's email to GEF Secretariat and relevant stakeholders requesting feedback
5. Share final approach paper with key stakeholders for written comment	TTL, evaluation team, IEO management	- Stakeholder contacts list - Director's email to GEF Secretariat and relevant stakeholders - Dedicated evaluation webpage; newsletter, social media, events, etc.
6. Finalize and post approach paper; share audit trails with stakeholders	TTL, front office	Approved approach paper posted on IEO website
2. Data collection and analysis		
1. Finalize evaluation team composition; prepare detailed workplan	TTL	- Detailed evaluation workplan - TTL's email to Deputy Director with evaluation schedule

Step	Person responsible	Output
2. Notify key stakeholders regarding planned engagement/data collection activities	TTL, Director	• Director's emails to management-level staff • TTL's follow-up communications (broader engagement through social media and other channels optional)
3. Prepare and harmonize data collection instruments	TTL, Director, IEO management, front office	Data collection instruments (e.g., survey, interview questions, case study templates)
4. Prepare for a mission, including notifying country contacts and preparing a mission brief and itinerary	TTL, evaluation team, Director	• Mission letter • Mission brief and tentative mission itinerary • TTL's email to IEO management scheduling missions • Director's emails to GEF political and operational focal points • TTL's follow-up communications
5. Conduct mission, including kick-off and debriefing meetings, and data collection in line with requirements and policies	TTL, evaluation team	• Mission briefing material • Mission debrief material • Photo and video documentation of mission • Meetings with GEF focal point(s) (other country stakeholders optional)
6. Document the mission in a back-to-office report and analytic mission working paper	TTL, evaluation team	• BTORs emailed to staff • Mission working paper (internal and external circulation optional)
7. Develop and refine key evaluation messages and outline the evaluation report in line with analysis, synthesis, and triangulation of findings	TTL, evaluation team, Director, IEO management	• Analytical products (e.g., data sets, case study reports, maps) • Key emerging evaluation messages • Proposed report outline • TTL's email to IEO management scheduling whiteboard discussion
3. Report preparation		
1. Draft evaluation report in line with key messages developed	TTL, evaluation team	• Draft evaluation report • Deputy Director's/TTL's email to staff scheduling internal peer review • IEO calendar updated
2. Submit draft report for internal peer review	TTL, Director, IEO lead peer reviewer (if any), IEO staff	TTL's email to IEO management

Step	Person responsible	Output
3. Submit revised report, including quick scan/executive summary, for stakeholder review	TTL, Director	Director's email of draft to GEF Secretariat and other stakeholders (as appropriate)
4. Update report based on comments received; prepare comment audit trail for each respondent; develop recommendations with IEO management	TTL, IEO management	- Revised draft evaluation report - Draft audit trails
5. Finalize evaluation report for web posting/Council presentation, including incorporating changes from editor, formatting report, and sending out audit trails to relevant stakeholders	TTL, evaluation team, IEO management, front office	- Final Council-formatted evaluation report with quick scan/executive summary posted on Council webpage - Final audit trails - Director's email to staff, GEF Secretariat, and relevant stakeholders - TTL's email to other evaluation stakeholders e.g., in countries
4. Report presentation and dissemination		
1. Prepare concise and relevant presentation including slides and talking points	TTL, Senior KM&C Officer	- Council presentation with talking points - Director's email on rehearsal schedule - IEO calendar updated
2. Present evaluation at Council and address any questions	TTL, Director	- Summary of key issues that emerged during Council discussion - Evaluation webpage updated; newsletter, social media, etc.
3. Publish edited and designed full report to dedicated evaluation webpage	TTL, front office	- Published report - TTL's emails to key stakeholders and networks - Evaluation webpage updated; newsletter, social media, etc.
4. Develop and disseminate knowledge and communications products in line with approach paper plan	TTL, Senior KM&C Officer	- Updated evaluation dissemination plan - At least 1 publication - At least 1 event - Documentation of learning events - TTL's emails to key stakeholders and networks (before and after publication/ event) - IEO calendar updated - Publication and/or event outputs posted on website; social media, etc. (before and after publication/ event)

Step	Person responsible	Output
5. Archiving		
1. Tag all materials related to evaluations using appropriate metadata and naming conventions	Senior KM&C Officer	Tagged files
2. Upload all materials to IEO SharePoint	TTL	• Summary note • Email to staff re. summary of uploaded files

Note: KM&C = knowledge management and communication.



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