



THE IEU'S INDEPENDENT REVIEW OF THE GREEN CLIMATE FUND'S RESULTS MANAGEMENT FRAMEWORK

INCEPTION REPORT

TABLE OF CONTENTS

I. OBJECTIVE AND RATIONALE

II. BACKGROUND

III. GUIDING PRINCIPLES OF THE REVIEW

IV. KEY LEARNING QUESTIONS OF THE REVIEW

V. TOOLS AND METHODS

VI. PHASES OF THE REVIEW

VII. REVIEW TIMELINE

ANNEX I The Performance Measurement Frameworks of the GCF

ANNEX II Review Matrix

ANNEX III List of projects with available Annual Performance Reports

ANNEX IV Key themes and challenges of results-based management emerging from relevant literature



I. OBJECTIVE AND RATIONALE

This review has two main objectives, one is to assess the design, implementation, and utility of the results management framework (RMF) of the Green Climate Fund (GCF). The second is to support institutional learning by deriving lessons and recommendations based on the review's findings to help inform the results management framework as a tool for achieving the long-term objectives and impacts of the Fund.

The mandate for this review is provided by the Terms of Reference of the Independent Evaluation Unit of the GCF (IEU), which states that *'taking into account international experience, and in light of the results of its evaluations, the IEU will make recommendations to improve the Fund's performance indicators and its results management framework.'*¹ Additionally, as indicated by the approved 2018 Work Plan of the IEU², *"the review will summarize lessons learnt from an assessment of the capacity of entities on the ground. It will summarize the extent to which there is potential to measure the effects of the programs on the ground, given the current capacity of the implementing entities."*³

The review will be carried out by two consultants under the supervision of an IEU Principal Evaluation Officer and led by the Head of the Independent Evaluation Unit. Findings from this review will be submitted by the IEU to the Board at its 21st meeting.

II. BACKGROUND

The GCF's results management framework has been developed and updated through several Board decisions since the inception of the Fund. The latest Board-approved updates were at B.08, in 2014.

At its 5th meeting (B.05), the Board decided that *'the Fund's results management framework will: (i) enable effective monitoring and evaluation of the outputs, outcomes and impacts of the Fund's investments and portfolio, and the Fund's organizational effectiveness and operational efficiency; (ii) include measurable, transparent, effective and efficient indicators and systems to support Fund's operations, including inter alia, how the Fund addresses economic, social and environmental development co-benefits and gender sensitivity'*⁴. The Board also decided that *'lessons learned will feed back into the design, funding criteria and implementation of Fund activities, based on results'*⁵.

The primary organizing construct of the results management framework are the levels of the mitigation and adaptation logic models (paradigm-shift objective, Fund-level impact, project/programme-level outcome), and the corresponding result areas, as seen in Figure 1. The logic models, adopted at B.07, reflect how inputs and activities are translated into results at strategic levels. There are nine result areas selected for mitigation. Out of these, four result areas reflect desired aggregate impact at Fund-level, while the remaining five indicate the outcome objectives at programme or project level. Similarly, the adaptation logic model consists of four Fund-level result areas and another four potential result areas at the level of a project or a programme.

¹ GCF/B.06/18/ Annex III/ (7.).

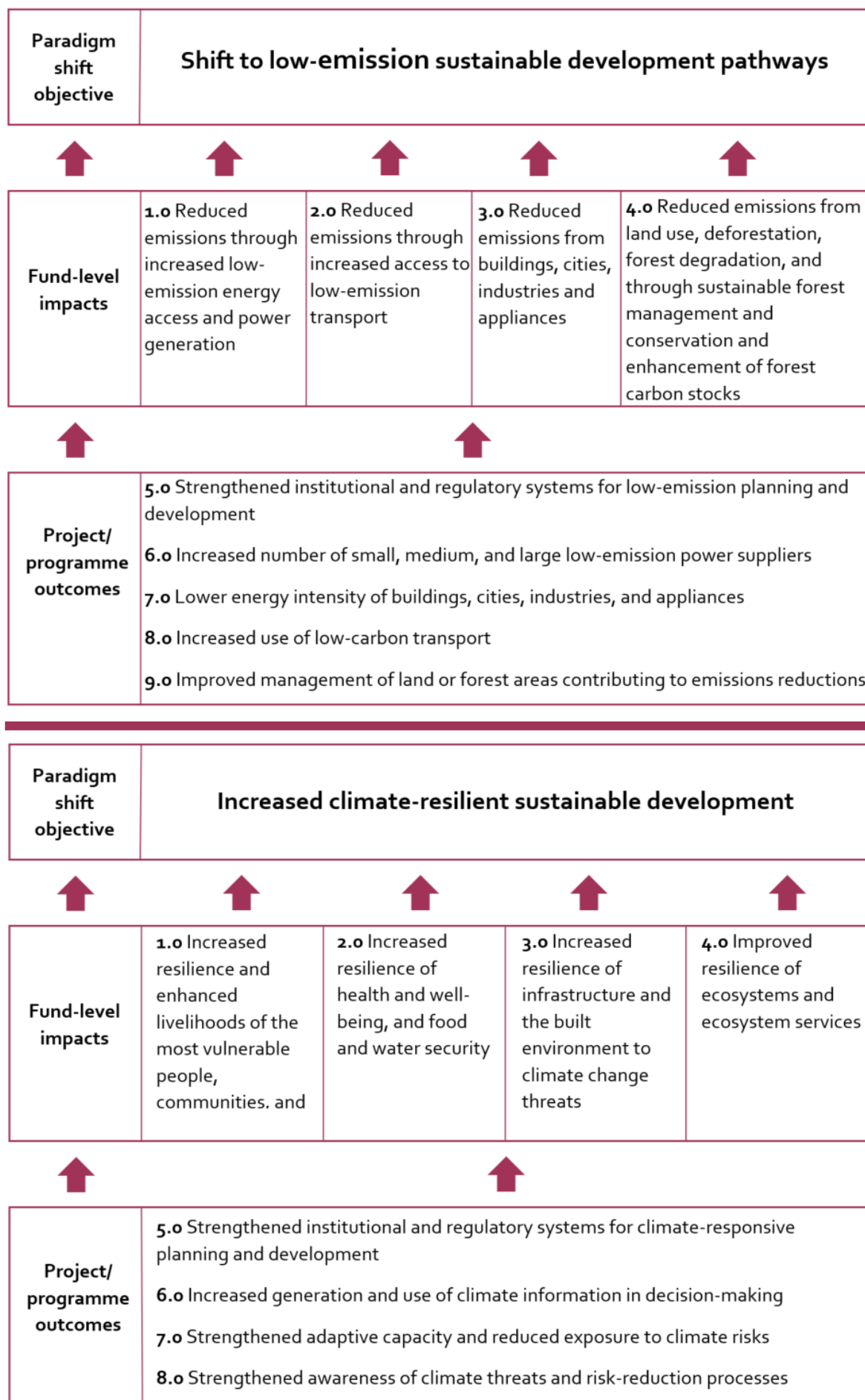
² GCF/B.19/43/ Decision B.19/21.

³ GCF/B.19/43/ Annex XXI/ (5.) / (c).

⁴ GCF/B.05/23/ Decision B.05/03/ (g).

⁵ GCF/B.05/23/ Decision B.05/03/ (h).

Figure 1 The mitigation and adaptation logic models of the GCF.⁶



⁶ Adapted from GCF/B.07/04/ Annex II-III and GCF/B.07/11/ Decision B.07/04.



These seventeen results areas (see Figure 1), eight on impact and nine on outcome level, are tracked by corresponding indicators to measure the progress of the GCF's investments. The impact and outcome indicators form the performance measurement frameworks (PMFs) for mitigation and adaptation. The latest version of the PMFs can be found in Annex I.

At B.07, four Fund-level impact indicators, called core indicators, were approved.⁷ Core indicators do not correspond to any one result area, but apply to all GCF projects and programmes, depending on their type.

For mitigation projects and programmes, Board-approved Fund-level core impact indicators are:

- Tonnes of carbon dioxide equivalent (tCO₂eq) reduced as a result of Fund-funded activities;
- Cost per tCO₂eq decreased for all Fund-funded mitigation projects/programmes;
- Volume of finance leveraged by Fund lending, disaggregated by public and private sources;

For adaptation projects and programmes Board-approved Fund-level core impact indicators are:

- Total number of direct and indirect beneficiaries; and number of beneficiaries relative to total population.

At B.08, additionally to the core impact indicators, which apply to all projects and programmes, four impact and three outcome indicators were approved for mitigation impact and outcome result areas, and four impact and one outcome indicator were approved for adaptation result areas. In addition to these approved indicators, 20 other outcome or impact indicators were noted by the Board, but not approved.⁸

In addition to the logic models and performance measurement frameworks for mitigation and adaptation, the GCF Board also approved a logic model and corresponding indicators for REDD+ results-based payments, in line with the Warsaw Framework on REDD+.⁹ Although the REDD+ PMF is an integral part of the mitigation PMF, results-based payments differ from the Fund's other ex-ante financed mitigation and adaptation activities in that payments are made after the results have been measured, reported, and verified. The levels of expected results of the activities are one of the key criteria for allocating resources.¹⁰ As of May 2018, no REDD+ results-based payment projects had been approved.

These indicators, summarised in Annex I, are intended to create the basis for monitoring, reporting and evaluating the work of the Fund over time. The Board also decided that *'the Fund will assess project and programme proposals in each result area using the same impact indicators'*¹¹. The indicators are not prespecified for *outputs* or *activities*, and they differ for each project and programme, to be determined by the implementing entities. The Board also decided that *'national and sector-wide indicators will be used only at the discretion of the recipient country'*¹². Furthermore, *'in designing local frameworks for results management, the fund will develop indicators to measure the impact of the Fund on strategic improvements at a country level'*¹³.

At B.12, the GCF Secretariat submitted a document aimed at the *further development of indicators in the performance management frameworks*¹⁴. However, the Board decided to defer the consideration of the

⁷ GCF/B.07/11/ Decision B.07/04/(c)-(d).

⁸ GCF/B.08/45/ Decision B.08/07/ (a) and GCF/B.08/45/ Annex VIII.

⁹ GCF/B.08/45/ Decision B.08/08 and GCF/B.08/45/ Annex X – XI.

¹⁰ GCF/B.07/05/ (27.).

¹¹ GCF/B.05/23/ Decision B.05/03/(i).

¹² GCF/B.05/23/ Decision B.05/03/(j).

¹³ GCF/B.05/23/ Decision B.05/03/(k).

¹⁴ GCF/B.12/13.



document to B.13.¹⁵ At B.13, a revised document¹⁶ on the same topic was presented to the Board, which once again was deferred to B.14¹⁷. Since then, no document regarding the RMF or the PMFs has been considered by the GCF Board.

III. GUIDING PRINCIPLES OF THE REVIEW

The IEU's review of the GCF's results management framework is guided by some key principles that have been previously laid down by the GCF Board and the Fund's Governing Instrument. First, the GCF RMF is still under construction. This review thus examines the existing RMF/PMFs, its use and credibility and identifies lessons that the Secretariat may employ while developing the framework

Second, the review acknowledges the importance of maintaining the flexibility of the framework to allow for the effective and efficient inclusion of lessons learnt¹⁸. This is also in line with the provisions of the Governing Instrument, which states that the Fund will be '*flexible and will be a continuously learning institution*'¹⁹.

Third, the review underscores that the RMF/PMFs must acknowledge the importance of country-drivenness. The review is designed in light of this principle: The review will use both a bottom-up and top-down inquiry with the objective of integrating perspectives across the spectrum of GCF stakeholders. This aims to ensure that both Fund concerns and country priorities are taken into consideration.²⁰

Fourth, the Governing Instrument of the Fund underlines the importance of taking a gender-sensitive approach^{21,22}. In line with this, the review will use a gender-sensitive approach in relation to the analysis of the indicators in the performance measurement frameworks.

Fifth, the Board also decided that '*in designing its results management framework, the Fund will use the experience of other relevant entities*'²³. In light of this, the review will also carry out a benchmarking exercise to build on the experience of relevant entities to ensure that the results management framework is informed by international best practice.

IV. KEY LEARNING QUESTIONS OF THE REVIEW

¹⁵ GCF/B.12/32/ Decision B.12/33.

¹⁶ GCF/B.13/26.

¹⁷ GCF/B.13/32/Rev.01/ Decision B.13/34.

¹⁸ GCF/B.05/23/ Decision B.05/03/ (h) '[The Board] Further decides that the Fund, as a continuously learning institution, will maintain the flexibility to refine its results management framework, result areas and performance indicators [...]'.
¹⁹ FCCC/CP/2011/9/Add.1, Decision 3/CP.17 Annex, (3.).

²⁰ GCF/B.04/17/ Decision B.04/04/ (b) '[The Board] Reaffirmed that country ownership will be a core principle of the business model framework of the Fund and that countries will identify their priority result areas in line with their national strategies and plans'.

²¹ FCCC/CP/2011/9/Add.1, Decision 3/CP.17 Annex, (3.).
²² GCF/B.07/11/ Decision B.07/04/ (d) '[The Board] Decides that the results management framework should take a gender-sensitive approach and that the results should be disaggregated by gender where relevant'.

²³ GCF/B.05/23/ Decision B.05/03/ (l) '[The Board] Further decides that in designing its results management framework, the Fund will use the experience of other relevant entities, and, where appropriate, align the framework and indicators with existing best practice models'.



In light of the guiding principles and the objectives of this review, and to contribute to the continuous learning of the institution, the review team has identified three key learning questions that will serve as the core structure of the review. The three key learning questions are the following:

1. What are we learning from the design of the GCF's results management framework?
2. What are we learning from the application of the RMF to funding proposals in GCF's portfolio?
3. What are we learning about the RMF from projects or programmes under implementation?

These questions were chosen to reflect the different stages where the results management framework interacts with the GCF's project cycle. They will help the review team to assess the design, the implementation and the utility of the RMF and to derive lessons for its improvement.

In answering these three key learning questions, the review team is guided by the principles laid down by the Board and the Governing Instrument, and is also guided by the evaluation criteria of the Independent Evaluation Unit, stated in its Terms of Reference²⁴. In light of these, the review team has established and operationalised criteria for the purpose of this review, as seen in Box 1. These review criteria have then been applied to each key learning question, thus creating a review matrix, which can be found in Annex II. The following paragraphs summarise the approach taken to answer each key learning question.

1. What are we learning from the design of the GCF's results management framework?

The first learning question is aimed to explore the design of the results management framework. The review team will assess the extent to which the RMF provides adequate and sufficient guidance for the monitoring and evaluation of the GCF portfolio's results and performance.

Through consultations with key stakeholders, the review team will map the current systems and practices in place through which the results information is transmitted. This will explore the relevant guidance that is provided to countries at project design, the provisions for reporting and monitoring, and the analysis of incoming results information. The appraisal of these internal processes will help the review team to understand the implications of the current design of the results management framework on its effectiveness, as defined in Box 1, and to other aspects.

The review will also take into account international experience to learn from and build on the experience of other organisations with reporting and results-feedback. It will also provide information to help assess the extent to which the Fund's RMF is congruent with that of the GCF's accredited entities.

²⁴ GCF/B.06/18/ Annex III/ (17.).



Box 1 The review criteria

For the purpose of this review, the IEU's evaluation criteria have been operationalised in the following manner:

RELEVANCE will assess the extent to which the RMF addresses the key priorities of the GCF and the beneficiary countries.

EFFECTIVENESS will address the extent to which the monitoring and reporting systems of the Fund and the projects are set up to track the key components of the RMF, including the chain of causality from activities to impacts, as well as the designation of roles and responsibilities within these systems.

EFFICIENCY will assess the level of effort, and the financial and non-financial requirements at various level (project, programme, country, Fund) to implement and inform the GCF RMF.

IMPACT will address the extent to which the RMF makes provisions for capturing the effects of the projects on emission reduction and the increase in people's resilience to climate change.

SUSTAINABILITY will address the extent to which the RMF makes provisions for monitoring risks to the change trajectory of the project, during and beyond project implementation.

COHERENCE will address the extent to which reporting on different project and programme components are consistent with each other and are aligned with other non-GCF reporting burdens.

GENDER EQUITY will address the extent to which the framework captures gender disaggregated information, including in priorities, processes, and impacts.

COUNTRY OWNERSHIP will assess the extent to which the RMF considers country capacities and priorities, and delivers high utility to countries.

INNOVATIVENESS will assess the extent to which the RMF provides reporting guidance on innovative solutions for paradigm-shift.

REPLICATION AND SCALABILITY will assess the extent to which the RMF guides the reporting of catalytic mechanisms for paradigm-shift.

UNEXPECTED RESULTS, BOTH POSITIVE AND NEGATIVE will address the extent to which the RMF supports and contributes to the aim of the Fund to be a continuously learning institution in a way that is free of bias.

FIDELITY OF REPORTING will assess the methods used for data gathering and analysis to inform the RMF.

Through the exercises carried out under the first key learning questions, the review team will also take into consideration the main themes and challenges of results management emerging from the relevant literature (summarised in Annex IV). Issues such as clarity of purpose, supportive institutional culture, and the structure of accountability within the organisation will be addressed.

2. What are we learning from the application of the RMF to funding proposals in the GCF portfolio?

The second key learning question of the review will explore how the Fund's results framework is applied to projects and programmes in the GCF's portfolio.

Through a desk review of the approved funding proposals, the review team will assess the design of projects' results frameworks and the extent to which the design corresponds to the GCF's RMF. It will assess the frequency of use of the indicators of the PMFs, the various methodologies assigned for data collection, and the extent to which the Fund's result areas are informed by the projects in credible ways.

This part of the review will also build on a portfolio analysis already carried out by the IEU for its "Stoplight Study", where the projects' and programmes' theories of change and causal pathways were assessed, among other aspects.

For this part of the review, the review team will also consult National Designated Authorities (NDAs), focal points (FPs), and Accredited Entities (AEs) at two upcoming Structured Dialogues of the GCF. These facilitated discussions and semi-structured interviews will try to capture the experience of these stakeholders with the Fund's RMF, especially in light of country priorities and capacities.

Similarly to the first key learning question, the second one will also be supported by building on key themes and challenges emerging from the literature on international experience, such as the appropriateness, and feasibility of goals and targets, and the strength of causality from activities to impacts.



3. What are we learning from the application of the RMF at project or programme implementation?

In the third and last part of the review, we extract lessons related to the RMF from projects and programmes that are already under implementation. The first disbursements to approved GCF projects started in 2017. There are currently 18 projects in the portfolio that have submitted their first Annual Progress Reports (APRs), which will serve as one of the key information sources for this part of the review.

The team will review the available APRs of projects under implementation and assess their quality, relevance and completeness of reporting. They will also assess issues related to country ownership, and the extent to which the provided information supports learning and the management of projects during implementation.

The review will also explore the extent to which the institutional culture is supportive to monitoring and evaluation, and will seek to understand how monitoring and reporting interact in the results management process of the project or programme. For this reason, the desk review will be complemented with semi-structured interviews with NDAs and Accredited Entities at two upcoming GCF Structured Dialogue, as well as with in-depth stakeholder consultations with implementing partners on the ground. This bottom-up inquiry will develop further insights on the factors affecting reporting, particularly on agency and country monitoring and evaluation capacities on the ground.

The selection of the countries for field visit was based on the consideration of a number of factors. First of all, the in-depth inquiry on the ground is targeting projects and programmes, which are already under implementation. Thus, the 18 projects with available APRs were considered. Out of these 18, due to budgetary and time constraints, only three are selected. The primary criterion to narrow down the pool of projects was the access modality (international, direct (national), and direct(regional)). The different modalities of access also represent different challenges in capacity. Thus, the review team aims to ensure that all three types of modalities are covered by the three country visits. The selection also aimed to cover regions to the greatest possible extent. The third selection criterion aimed at covering both public and private sector projects. Last but not least, the selected projects aim to cover both mitigation and adaptation result areas to the greatest extent. Based on these four criteria (access modality, region, sector, theme) the following projects were selected for field visit:

Table 1 Projects selected for field visits

Code	Project name	Access Modality	Accredited Entity	Country	Sector	Theme
FP001	Building Resilience of Wetlands in the Province of Datem del Maranon	Direct (national)	Profonanpe	Peru	Public	Cross-cutting
FP005	KawaSafi Ventures Fund in East Africa	Direct (regional)	Acumen	Rwanda & Kenya	Private	Cross-cutting
FP013	Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam	International	UNDP	Viet Nam	Public	Cross-cutting



V. TOOLS AND METHODS

The tools and research methods for this review include the following:

- **A desk review and analysis of key documents** will provide information on the elements of the GCF's RMF, and corresponding performance measurement frameworks, information on the projects and programmes and the application of the results management framework to the design throughout the portfolio, as well as information on projects and programmes under implementation.
- **Review of international experience** will allow the review team to build on international best practice and take into consideration themes and challenges that are emerging from other organisations' results management
- **A survey** will be used to gather relevant information, mostly related to the perception of stakeholders of the framework. The survey will be targeted at NDAs and Focal Points.
- **Key informant interviews** will be carried out with stakeholders, such as GCF Secretariat staff, NDAs, AEs, and implementing teams/delivery partners etc. on the ground to capture the relevant experience and insights into the processes and capacities related to the implementation of the results management framework.
- **Field work** will be carried out in the form of country visits to engage with implementing entities on the ground. This will provide useful insights into aspects of country priorities and capacities related to the implementation and the informing of the GCF's results management framework.

The review team will also explore the possibilities of obtaining data in other ways.

VI. PHASES OF THE REVIEW

The review process consists of two phases. The first phase is the inception phase, which consists of the scoping work for the review. The second, main phase is focused on primary, and secondary data gathering and analysis.

Inception Phase (February-May 2018)

The inception phase has involved the definition of the research questions, the development of a conceptual framework for analysis, the sampling of projects to be used during the analysis, and the creation of databases for further analysis. The key output of the inception phase is this Inception Report, which will also be published on the IEU's website for comments over a two-week period. More specifically, the following activities have been undertaken during this phase:

- A desk review of relevant board documents and decisions to collate information on the adopted RMF and performance measurement frameworks.
- The desk review of a sample of approved projects to gain initial insights into the application of the RMF at project design.
- The identification of projects that have submitted Annual Performance Reports (APRs) to be used in the review during the identification of lessons during implementation. The full list of projects with available APRs can be found in Annex III.
- The building of an indicator and results database of the GCF portfolio to allow for qualitative and quantitative analysis of the application of the GCF RMF to project design, quality at entry, and overall portfolio review.



- A desk review to identify the major themes and challenges in the design and implementation of results-based management in international development organizations. Annex IV includes the key themes and challenges that emerged from this review.
- The elaboration of the criteria for the review, based on the guiding principles from the Board, the Governing Instrument, the IEU's Evaluation Criteria, and the relevant themes and challenges of results-based management of international organizations found in the literature. The review criteria are used during the assessment through the three key learning questions of the review.
- An external consultant has also been procured and hired to extend the capacities of the IEU to carry out this review.
- The IEU has also developed a two-page long Summary of the Inception Report, as well as an IEU Brief, which are available on the IEU website.

Main Phase (June-October 2018)

The main phase of the review will seek to answer the three key learning questions of the identified above, in section IV. This work will be guided by the review matrix outlined in Annex II. The review work will comprise of the analysis of the databases created built the inception phase, and stakeholder consultations outlined in previous sections, including the consultation with GCF staff, as well as country partners, accredited entities, and implementing entities.

The main phase will culminate in two key outputs: A final report on the independent review of the results management framework of the Green Climate Fund will be published. The IEU will also prepare a separate document for the consideration of the GCF Board at B.21, summarising the lessons learnt, and the recommendations derived from this review.

ANNEX I The Performance Measurement Frameworks of the GCF

Adaptation Performance Measurement Framework			
Level of Category	Result Area	Adaptation Indicator (* = Core Indicator)	
Paradigm-shift Objective	Increased climate-resilient sustainable development	Degree to which the Fund is achieving a climate-resilient sustainable development impact (<i>Noted, but further refinement needed; TBD by the Board</i>)	
Fund-level Impacts	* Total number of direct and indirect beneficiaries; Number of beneficiaries relative to total population		
	1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions	1.1 Change in expected losses of lives and economic assets (US\$) due to the impact of extreme climate-related disasters in the geographic area of the GCF intervention (<i>Noted, but further refinement needed; TBD by the Board</i>) 1.2 Number of males and females benefiting from the adoption of diversified, climate-resilient livelihood options (including fisheries, agriculture, tourism, etc.) (<i>Noted, but further refinement needed; TBD by the Board</i>) 1.3 Number of Fund-funded projects/programmes that supports effective adaptation to fish stock migration and depletion due to climate change (<i>Noted, but further refinement needed; TBD by the Board</i>)	
	2.0 Increased resilience of health and well-being, and food and water security	2.1 Number of males and females benefiting from introduced health measures to respond to climate-sensitive diseases 2.2 Number of food-secure households (in areas/periods at risk of climate change impacts) 2.3 Number of males and females with year-round access to reliable and safe water supply despite climate shocks and stresses	
	3.0 Increased resilience of infrastructure and the built environment to climate change threats	* 3.1 Number and value of physical assets made more resilient to climate variability and change, considering human benefits (reported where applicable) (<i>Noted, but further refinement needed; TBD by the Board</i>)	
	4.0 Improved resilience of ecosystems and ecosystem services	4.1 Coverage/scale of ecosystems protected and strengthened in response to climate variability and change (<i>Noted, but further refinement needed; TBD by the Board</i>) 4.2 Value (US\$) of ecosystem services generated or protected in response to climate change (<i>Noted, but further refinement needed; TBD by the Board</i>)	
	Project-level Outcomes	Number of technologies and innovative solutions transferred or licensed to promote climate resilience as a result of Fund support (<i>Noted, but further refinement needed; TBD by the Board</i>)	
		5.0 Strengthened institutional and regulatory systems for climate-responsive planning and development	5.1 Institutional and regulatory systems that improve incentives for climate resilience and their effective implementation (<i>Noted, but further refinement needed; TBD by the Board</i>) 5.2 Number and level of effective coordination mechanisms (<i>Noted, but further refinement needed; TBD by the Board</i>)
		6.0 Increased generation and use of climate information in decision-making	6.1 Use of climate information products/services in decision-making in climate-sensitive sectors (<i>Noted, but further refinement needed; TBD by the Board</i>)
		7.0 Strengthened adaptive capacity and reduced exposure to climate risks	7.1 Use by vulnerable households, communities, businesses and public-sector services of Fund-supported tools, instruments, strategies and activities to respond to climate change and variability (<i>Noted, but further refinement needed; TBD by the Board</i>) 7.2 Number of males and females reached by [or total geographic coverage of] climate-related early warning systems and other risk reduction measures established/strengthened (<i>Noted, but further refinement needed; TBD by the Board</i>)
		8.0 Strengthened awareness of climate threats and risk-reduction processes	8.1 Number of males and females made aware of climate threats and related appropriate responses

Mitigation Performance Measurement Framework			
Level of Category	Result Area	Mitigation Indicator (* = Core Indicator)	
Paradigm-shift Objective	Shift to low-emission sustainable development pathways	Degree to which the Fund is achieving low-emission sustainable development impacts (<i>Noted, but further refinement needed; TBD by the Board</i>)	
Fund-level Impacts	* Tonnes of carbon dioxide equivalent (t CO2eq) reduced as a result of Fund-funded projects/programmes		
	* Cost per t CO2eq decreased for all Fund-funded mitigation projects/programmes		
	* Volume of finance leveraged by Fund funding		
	1.0 Reduced emissions through increased low-emission energy access and power generation	* 1.1 Tonnes of carbon dioxide equivalent (t CO2eq) reduced or avoided as a result of Fund-funded projects/programmes - gender-sensitive energy access power generation (sub-indicator)	
	2.0 Reduced emissions through increased access to low-emission transport	* 2.1 Tonnes of carbon dioxide equivalent (t CO2eq) reduced or avoided as a result of Fund-funded projects/programmes -low-emission gender-sensitive transport (sub-indicator)	
	3.0 Reduced emissions from buildings, cities, industries and appliances	* 3.1 Tonnes of carbon dioxide equivalent (t CO2eq) reduced or avoided as a result of Fund-funded projects/programmes - buildings, cities, industries, and appliances sub-indicator	
	4.0 Reduced emissions from land-use, deforestation, forest degradation, and through sustainable management of forests and conservation and enhancement of forest carbon stocks	4.1 Tonnes of carbon dioxide equivalent (t CO2eq) reduced or avoided (including increased removals) as a result of Fund-funded projects/programmes -forest and land-use sub-indicator 4.2 Social, environmental, economic co-benefit index/indicator at impact level (<i>Noted, but further refinement needed; TBD by the Board</i>)	
	Project/ Programme-level Outcomes	Number of technologies and innovative solutions transferred or licensed to support low-emissions development as a result of Fund support (<i>Noted, but further refinement needed; TBD by the Board</i>)	
		5.0 Strengthened institutional and regulatory systems for low-emission planning and development	5.1 Institutional and regulatory systems that improve incentives for low-emission planning and development and their effective implementation (<i>Noted, but further refinement needed; TBD by the Board</i>) 5.2 Number and level of effective coordination mechanisms (<i>Noted, but further refinement needed; TBD by the Board</i>)
		6.0 Increased number of small, medium and large low-emission power suppliers	6.1 Proportion of low-emission power supply in a jurisdiction or market 6.2 Number of households, and individuals (males and females) with improved access to low-emission energy sources 6.3 MWs of low-emission energy capacity installed, generated and/or rehabilitated as a result of GCF support
7.0 Lower energy intensity of buildings, cities, industries, and appliances		7.1 Energy intensity / improved efficiency of buildings, cities, industries and appliances as a result of Fund support (<i>Noted, but further refinement needed; TBD by the Board</i>)	
8.0 Increased use of low-carbon transport		8.1 Number of additional female and male passengers using low-carbon transport as a result of Fund support (<i>Noted, but further refinement needed; TBD by the Board</i>) 8.2 Vehicle fuel economy and energy source as a result of Fund support (<i>Noted, but further refinement needed; TBD by the Board</i>)	
9.0 Improved management of land or forest areas contributing to emissions reductions		9.1 Hectares of land or forests under improved and effective management that contributes to CO2 emission reductions (<i>Noted, but further refinement needed; TBD by the Board</i>)	

REDD+ results-based payments Performance measurement framework		
Level of Category	Expected Result	REDD+ Mitigation Indicator
Fund-level Impacts	4.0 Reduced emissions from land-use, deforestation, forest degradation, and through sustainable management of forests and conservation and enhancement of forest carbon stocks	4.1 Tonnes of carbon dioxide equivalent (tCO2eq) reduced (including increased removals) from REDD+ activities
Programme-level outcomes	A. Reduced emissions (tCO2eq) from deforestation	Reduced emissions (tCO2eq)
	B. Reduced emissions (tCO2eq) from forest degradation	Reduced emissions (tCO2eq)
	C. Reduced emissions and increased removals (tCO2eq) through the conservation of forest carbon stocks	Reduced emissions and increased removals (tCO2eq)
	D. Reduced emissions and increased removals (tCO2eq) through the sustainable management of forests	Reduced emissions and increased removals (tCO2eq)
	E. Increased removals (tCO2eq) through the enhancement of forest carbon stocks	Increased removals (tCO2eq)

ANNEX II Review Matrix

Review criteria	Analytical questions	Sources of information/ Data collection methods
1. What are we learning from the design of the GCF's results management framework?		
<p>Relevance (extent to which the RMF addresses the key priorities of the GCF and the beneficiary countries)</p>	<p>To what extent does the RMF address the key priorities of the GCF, as laid out in the governing instrument, and of the beneficiary countries?</p> <p>To what extent do stakeholders find the RMF useful?</p>	<p>Survey to NDAs, and AEs</p> <p>Desk review of relevant of governing instrument and relevant Board documents</p> <p>Interviews with Secretariat, accredited entities, implementing partners</p>
<p>Effectiveness (extent to which the monitoring and reporting systems of the Fund and the projects are set up to track the key components of the RMF, including the chain of causality from activities to impacts, as well as the designation of roles and responsibilities within these systems)</p>	<p>To what extent does the RMF provide guidance related to the causal linkages between activities, outputs, and expected outcomes?</p> <p>To what extent does the RMF establish a causal logic between project outcomes and the enabling conditions for paradigm-shift?</p> <p>To what extent are the roles and responsibilities defined for the RMF across the GCF?</p> <p>To what extent do the GCF documents provide guidance to ensure the complementarity between the evaluation and monitoring functions?</p>	<p>Interviews with Secretariat, accredited entities, implementing partners</p> <p>Desk review of relevant Board documents</p> <p>Interviews with Secretariat staff</p> <p>Benchmarking of international experience</p>
<p>Efficiency (level of effort, and the financial and non-financial requirements at various level (project, programme, country, Fund) to implement</p>	<p>To what extent do Fund documents provide guidance on the allocation of resources (financial and non-financial) for M&E?</p> <p>To what extent do Fund documents provide guidance on the efficient use of resources (financial and non-financial)?</p>	<p>Desk review of relevant Fund documents</p> <p>Interviews with Secretariat, accredited entities, implementing partners</p> <p>Benchmarking of international experience</p>

and inform the GCF RMF)		
Impact (extent to which the RMF makes provisions for capturing the effects of the projects on emission reduction and the increase in people's resilience to climate change)	To what extent does the RMF provide guidance on project or programme results related to emissions reduction or increased resilience?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience
Sustainability (extent to which the RMF makes provisions for monitoring risks to the change trajectory of the project, during and beyond project implementation)	To what extent has the RMF made provisions and provides guidance related to the monitoring of risks within the projects and programmes To what extent has the RMF made provisions related to the long-term viability of monitoring schemes? To what extent does the RMF provide guidance to ensure monitoring and reporting capacities of other key actors (such as agencies)?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience
Coherence (extent to which reporting on different project and programme components are consistent with each other and are aligned with other non-GCF reporting burdens)	To what extent does the RMF provide guidance on the integration of project components towards a common overall objective?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience
Gender equity (extent to which the framework captures gender disaggregated information, including in	To what extent does the RMF provide guidance to projects and programmes on gender disaggregated reporting of priorities, processes and impact?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners

priorities, processes, and impacts)		Benchmarking of international experience
Country ownership (extent to which the RMF considers country capacities and priorities, and delivers high utility to countries)	To what extent does the RMF provide guidance for project design pertaining the country capacities, priorities and utility?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience
Innovativeness (extent to which the RMF provides reporting guidance on innovative solutions for paradigm-shift)	To what extent does RMF provide guidance to projects and programmes on innovative solutions?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience
Replication and scalability (extent to which the RMF guides the reporting of catalytic mechanisms for paradigm-shift)	To what extent does the RMF provide guidance related to the identification and reporting of the catalytic mechanisms for paradigm-shift, such as replication, scaling, mainstreaming, or innovation?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience
Unexpected results, both positive and negative (extent to which the RMF supports and contributes to the aim of the Fund to be a continuously learning institution in a way that is free of bias)	To what extent does the RMF provide guidance for the capturing of lessons and unexpected results (positive and negative) without bias?	Desk review of relevant Board documents and internal documents of the GCF Secretariat Interviews with Secretariat, accredited entities, implementing partners Benchmarking of international experience

Fidelity of reporting (methods used for data gathering and analysis to inform the RMF)	To what extent does the RMF provide guidance on methods for gathering and analysing results and performance information?	
2. What are we learning from the application of the RMF to funding proposals in the portfolio?		
Relevance (extent to which the RMF addresses the key priorities of the GCF and the beneficiary countries)	<p>To what extent are projects reporting impact in the results areas they are targeting? (see also at impact)</p> <p>To what extent do the objectives of the funding proposals address the long-term objectives of the GCF (low-emission, climate resilient development)?</p>	<p>Mining of databases developed during the inception phase of the review</p> <p>Mining of the report of the IEU “Stoplight Study”</p>
Effectiveness (extent to which the monitoring and reporting systems of the Fund and the projects are set up to track the key components of the RMF, including the chain of causality from activities to impacts, as well as the designation of roles and responsibilities within these systems)	<p>To what extent do the funding proposals present a clear causal logic between activities, outputs and expected outcomes?</p> <p>To what extent do the funding proposals establish a causal logic between project outcomes and the enabling conditions for paradigm-shift?</p> <p>To what extent do the projects or programmes make explicit key assumptions in the chain of causality?</p> <p>What key indicators are used by the funding proposals?</p> <p>To what extent are the GCF defined indicators used in the funding proposals?</p>	<p>Mining of databases developed during the inception phase of the review</p> <p>Mining of the report of the IEU “Stoplight Study”</p>
Efficiency (level of effort, and the financial and non-financial requirements at various level (project,	To what extent are the costs and staffing for implementing the M&E included in the project or programme budget?	This question will be addressed by the examination of all of the available project proposals budgets.

programme, country, Fund) to implement and inform the GCF RMF)		
Impact (extent to which the RMF makes provisions for capturing the effects of the projects on emission reduction and the increase in people's resilience to climate change)	<p>To what extent are projects reporting impact in the results areas they are targeting? (see also at relevance)</p> <p>What impact indicators are used by the funding proposals?</p> <p>To what extent are the GCF defined impact indicators are used by the funding proposals?</p>	Mining of databases developed during the inception phase of the review.
Sustainability (extent to which the RMF makes provisions for monitoring risks to the change trajectory of the project, during and beyond project implementation)	To what extent do funding proposals address the sustainability of the project M&E systems?	The response to these questions (sustainability and coherence) will require the examination of 76 project proposals in great depths. The review team will explore the extent to which this question can be addressed given the time constraints of this review.
Coherence (extent to which reporting on different project and programme components are consistent with each other and are aligned with other non-GCF reporting burdens)	To what extent do the funding proposals indicate how the project components will be integrated?	
Gender equity (extent to which the framework captures gender disaggregated information,	<p>To what extent do the funding proposals include gender disaggregated processes, outputs, outcome and impact in the reporting?</p> <p>To what extent are funding proposals able to report on their gender related priorities?</p>	Mining of databases developed during the inception phase of the review.

including in priorities, processes, and impacts)		The review team will also carry out word searches (gender, women, youth, etc.) to identify the relevant narratives within the project and programme proposals.
Country ownership (extent to which the RMF considers country capacities and priorities, and delivers high utility to countries)	To what extent does project design address in-country M&E capacities, priorities and utility?	Mining of report of the IEU “Stoplight Study”
Innovativeness (extent to which the RMF provides reporting guidance on innovative solutions for paradigm-shift)	To what extent do project proposals address innovativeness?	The response to this questions (innovativeness) will require the examination of 76 project proposals. The review team will explore the extent to which this question can be addressed given the time constraints of this review. The team review will do word searches on words related to innovation to identify the relevant narrative with in the project proposals.
Replication and Scalability (extent to which the RMF guides the reporting of catalytic mechanisms for paradigm-shift)	To what extent do the funding proposals identify catalytic mechanisms for paradigm-shift?	For the purpose of the review, there are three catalytic mechanisms identified: mainstreaming, replication and scaling up. The team review will do word searches to identify the relevant narrative with in the project proposals. The team review will also seek to identify other possible catalytic mechanisms during the review.
Unexpected results, both positive and negative (extent to which the RMF supports and contributes to the aim of the Fund to be a continuously learning institution in a way that is free of bias)	To what extent do the funding proposals indicate how they plan to capture unexpected results (positive and negative) using the M&E information during implementation and derive lessons?	Mining of report of the IEU “Stoplight Study”.

Fidelity of reporting (methods used for data gathering and analysis to inform the RMF)	To what extent are the M&E methods explained in the project document and what is the reporting completeness?	Mining of report of the IEU “Stoplight Study”.
3. What are we learning about the RMF from projects or programmes under implementation?		
Relevance (extent to which the RMF addresses the key priorities of the GCF and the beneficiary countries)	To what extent has the project systematically tracked and reported contributions to the long-term objectives of the GCF?	Review of APRs of 18 projects Information will be obtained during interviews with project managers in 4 country visits.
Effectiveness (extent to which the monitoring and reporting systems of the Fund and the projects are set up to track the key components of the RMF, including the chain of causality from activities to impacts, as well as the designation of roles and responsibilities within these systems)	<p>To what extent do APRs track and report on the validity of assumptions made during project design?</p> <p>To what extent is the project reporting on the indicators identified during project design?</p> <p>To what extent is the project reporting on the GCF defined indicators?</p> <p>To what extent has the M&E plan been carried out as planned? If modified, what changes were made during implementation?</p>	<p>Review of 18 APRs</p> <p>In-depth case information will be obtained during interviews with project managers in 4 country visits.</p>
Efficiency (level of effort, and the financial and non-financial requirements at	To what extent is the M&E staffing adequate and the budget sufficient and utilised?	Review of 18 APRs

various level (project, programme, country, Fund) to implement and inform the GCF RMF)		In-depth information on M&E staffing and budget utilization will be obtained during interviews with project managers in 4 country visits.
Impact (extent to which the RMF makes provisions for capturing the effects of the projects on emission reduction and the increase in people's resilience to climate change)	To what extent are the projects reporting on the GCF defined impact indicators?	Review of 18 APRs.
Sustainability (extent to which the RMF makes provisions for monitoring risks to the change trajectory of the project, during and beyond project implementation)	To what extent has the project monitored project risks? What actions have been taken to address project risks? To what extent have actions been taken to address the risk of the sustainability of the M&E system beyond project completion? To what extent has the M&E system produced information useful to the other key stakeholders (such as executing agencies and implementing agencies)?	In-depth information will be obtained during interviews with project managers, NDAs and other stakeholders during 4 country visits, and other events.
Coherence (extent to which reporting on different project and programme components are consistent with each other and are aligned with other non-GCF reporting burdens)	To what extent is the M&E burden manageable, in the context of other staff and time demands of project management?	In-depth information will be obtained during interviews with project managers, NDAs and other stakeholders during 4 country visits.
Gender equity (extent to which the	To what extent does the project reporting include gender disaggregated activities, outputs, outcomes and impacts?	Review of 18 APRs

framework captures gender disaggregated information, including in priorities, processes, and impacts)		
Country ownership (extent to which the RMF considers country capacities and priorities, and delivers high utility to countries)	<p>To what extent is the project M&E compatible with country capacities and priorities?</p> <p>To what extent is the M&E information gathering carried out by the country (especially in the case of international AEs)?</p> <p>What challenges have emerged during the implementation of the M&E?</p> <p>To what extent is the information gathered in the M&E process used by country partners?</p>	In-depth information will be obtained during interviews with project managers, NDAs and other stakeholders during 4 country visits, and other events.
Innovativeness (extent to which the RMF provides reporting guidance on innovative solutions for paradigm-shift)	To what extent are APRs reporting on innovativeness and progress to paradigm-shift?	<p>Review of 18 APRs.</p> <p>In-depth information on project mechanisms for innovativeness will also be obtained during interviews with project managers in 4 country visits, and other events.</p>
Replication and scalability (extent to which the RMF guides the reporting of catalytic mechanisms for paradigm-shift)	To what extent do the APRs report on the catalytic mechanisms aiming for the desired paradigm-shift?	Review of 18 APRs
Unexpected results, both positive and negative (extent to which the RMF supports and contributes to the aim)	To what extent has the project used the M&E information to adapt the project to unexpected circumstances and to derive lessons?	<p>Review of 18 APRs</p> <p>In-depth information on the use of M&E to adapt the project will also be obtained during interviews with project managers in 4 country visits.</p>

of the Fund to be a continuously learning institution in a way that is free of bias)		
Fidelity of reporting (methods used for data gathering and analysis to inform the RMF)	To what extent is reporting complete?	Review of 18 APRs

ANNEX III List of projects with available Annual Performance Reports (In **bold** the selection for field visits)

Project code	Project name	Theme	Country	Accredited Entity	Access Modality	Sector
FP001	Building Resilience of Wetlands in the Province of Datem del Maranon	Cross-cutting	Peru	Profonanpe	Direct (national)	Public
FP002	Scaling Up of Modernised Climate Information and Early Warning Systems in Malawi	Adaptation	Malawi	UNDP	International	Public
FP005	KawaSafi Ventures Fund in East Africa	Cross-cutting	Rwanda & Kenya	Acumen	Direct (regional)	Private
FP007	Support of Vulnerable Communities in Maldives to Manage Climate Change-Induced Water Shortages	Adaptation	Maldives	UNDP	International	Public
FP010	De-risking and scaling-up investment in energy efficient building retrofits in Armenia	Mitigation	Armenia	UNDP	International	Public
FP011	Large-scale ecosystem-based adaptation in Gambia river basin: developing a climate resilient, natural resource-based economy	Adaptation	Gambia	UNEP	International	Public
FP013	Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam	Cross-cutting	Viet Nam	UNDP	International	Public
FP015	Tuvalu coastal adaptation project	Adaptation	Tuvalu	UNDP	International	Public
FP016	Strengthening the resilience of smallholder farmers in the Dry Zone to climate variability and extreme events through an integrated approach to water management	Adaptation	Sri Lanka	UNDP	International	Public
FP018	Scaling-up of glacial lake outburst flood (GLOF) risk reduction in Northern Pakistan	Adaptation	Pakistan	UNDP	International	Public
FP019	Priming financial and land-use planning instruments to reduce emissions from deforestation	Mitigation (REDD+)	Ecuador	UNDP	International	Public

FP023	Climate resilient agriculture in three of the vulnerable extreme northern crop-growing regions (CRAVE)	Adaptation	Namibia	EIF	Direct (national)	Public
FP024	Empower to adapt: creating climate change resilient livelihoods through community-based natural resource management in Namibia	Adaptation	Namibia	EIF	Direct (national)	Public
FP028	Business loan programme for GHG emissions reduction	Mitigation	Mongolia	Xac Bank	Direct (national)	Private
FP033	Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius	Mitigation	Mauritius	UNDP	International	Public
FP034	Building resilient communities, wetland ecosystems and associated catchments in Uganda	Adaptation	Uganda	UNDP	International	Public
FP037	Integrated flood management to enhance climate resilience of the Vaisigano river catchment in Samoa	Adaptation	Samoa	UNDP	International	Public
FP039	Egypt renewable energy financing framework	Mitigation	Egypt	EBRD	International	Private

ANNEX IV Key themes and challenges of results management emerging from relevant literature

Clarity of Purpose

Is the purpose of the RBM system clear? To what extent does the system incorporate the purposes of the countries and other key stakeholders?

Chain of Causality

Are chains of causality contributing to paradigm shifts clear? Do the Performance Measurement Frameworks (PMF) demonstrate clear chain of causality between project inputs, outputs, outcomes and contributions to long term intended changes of the project.

M&E system fit for purpose

Is the M&E system fit for purpose? Does it include a manageable set of clear, reliable and practical indicators at all levels? Is there flexibility to balance prescribed (core) indicators and project/ country specific indicators? Do indicators reflect the interest of the key stakeholders and the likely information users? Are the monitoring and evaluation functions defined and carried out in complementary ways such as to enable synergies? Do indicators capture risks to benefits (sustainability) generated by GCF support?

Appropriate targets

Are there provisions in the RBM guidance for clear and realistic targets and expectations? Do targets address country priorities as well as global priorities?

Accountability structure

Is accountability for the different functions of RBM clear? Are the roles and responsibilities clearly defined at the relevant tiers? Are the M&E requirements clearly stated (such M&E project plans)? Are there clear provisions for the appropriate funding of RBM functions? Are there appropriate quality control instruments in place?

Supportive institutional culture

Are there provisions for building an institutional culture supportive to RBM? Including committed leadership, incentives structure, capacity development and communication.

Utilisation of information

What are the provisions to ensure the fidelity in reporting? What are the provisions in the RBM system to ensure the use information in reporting, management and learning? What RBM information is being used and by whom?

Adaptation and Sustainability

What provisions have been made to guide system adaptation of RBM frameworks in the light of changing conditions? To what extent has learning and adaptation taken place in the application of RBM?

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