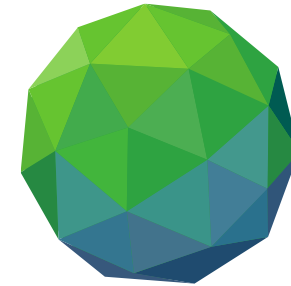


RESULTS MANAGEMENT AND IRMF



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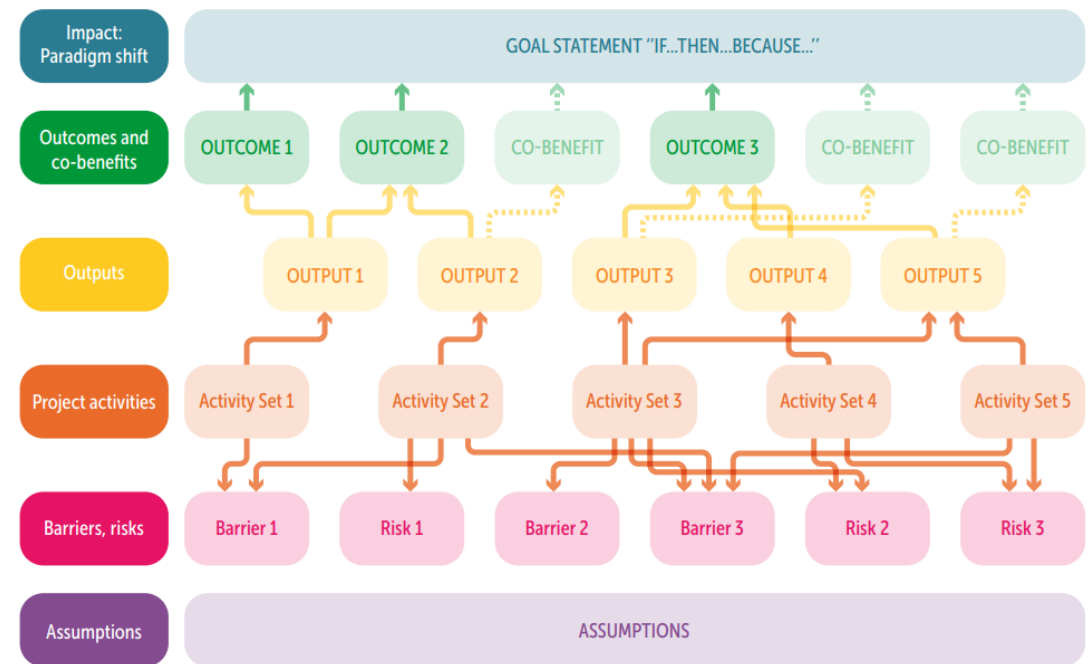
NBF training: OECS countries

Grenada, 29-30 March 2023

Cayetano Casado
Regional Manager Caribbean a.i.
GCF Secretariat

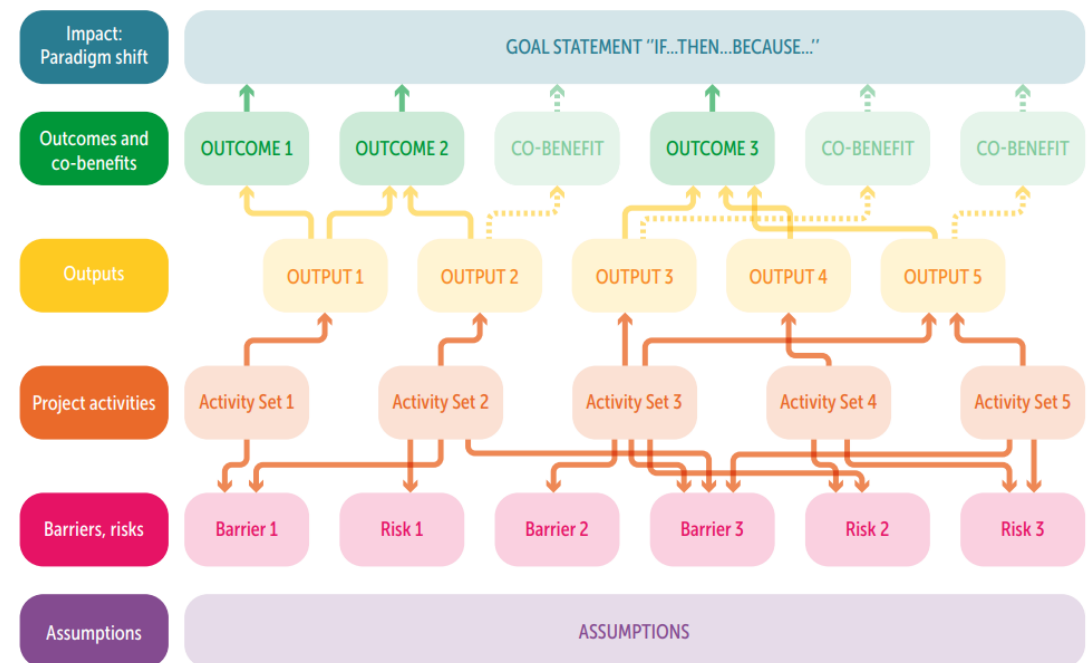
WHAT IS A THEORY OF CHANGE FOR?

- **Guide** strategic/policy planning to identify the current situation (in terms of needs and opportunities), the intended situation and what needs to be done to move from one to the other
- **Design** more realistic goals, clarify accountabilities and establish a common understanding of the strategies to be used to achieve the goals



WHAT IS A THEORY OF CHANGE FOR?

- **Identify** which indicators must be monitored during implementation (to be determined in the logical framework)
- **Communicate** to staff, funders and partners how the project/programme works
- **Support** evaluation project/programme performance
- **Provide** a framework to drive learning of what worked and what did not in the project/programme activities, outputs, outcomes and impacts



FORMULATING A THEORY OF CHANGE



STEP 1: Formulation of the goal

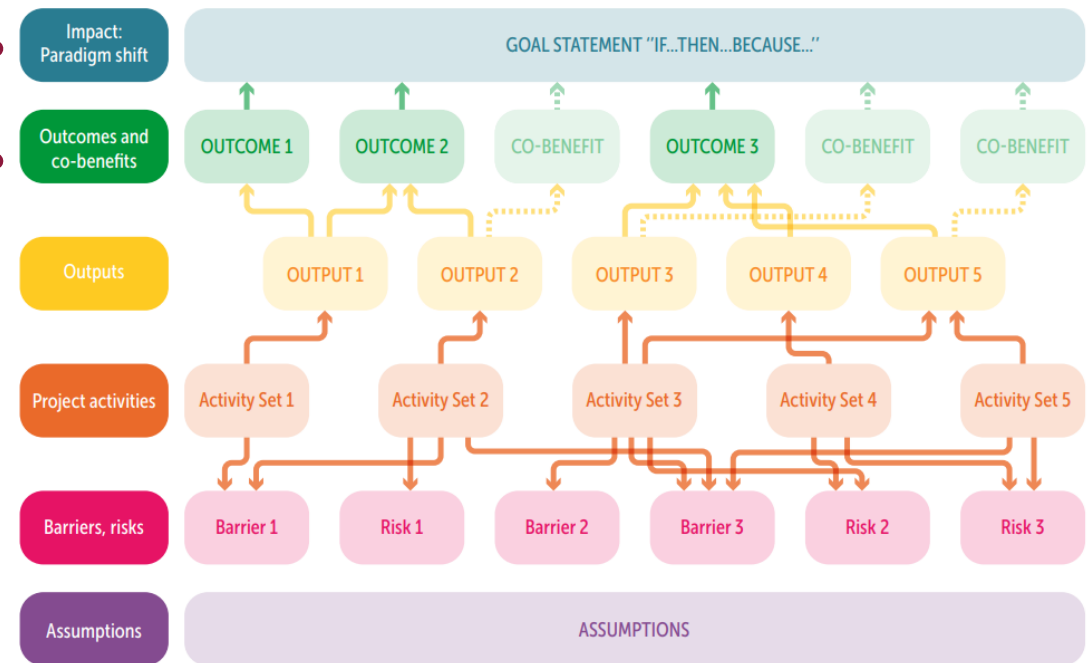
The goal is not what the project does on its own but something that the project contributes to achieving.

STEP 2: Formulation of the goal statement

The goal statement is usually structured in the "IF ... THEN ... BECAUSE ..." format.

STEP 3: Formulation of the project outcomes and co-benefits

Look into the outcomes (or conditions) and co-benefits that contribute to achieving the goal set up in STEP 1 and the linkages between the various outcomes.



FORMULATING A THEORY OF CHANGE



STEP 4: Formulation of project outputs

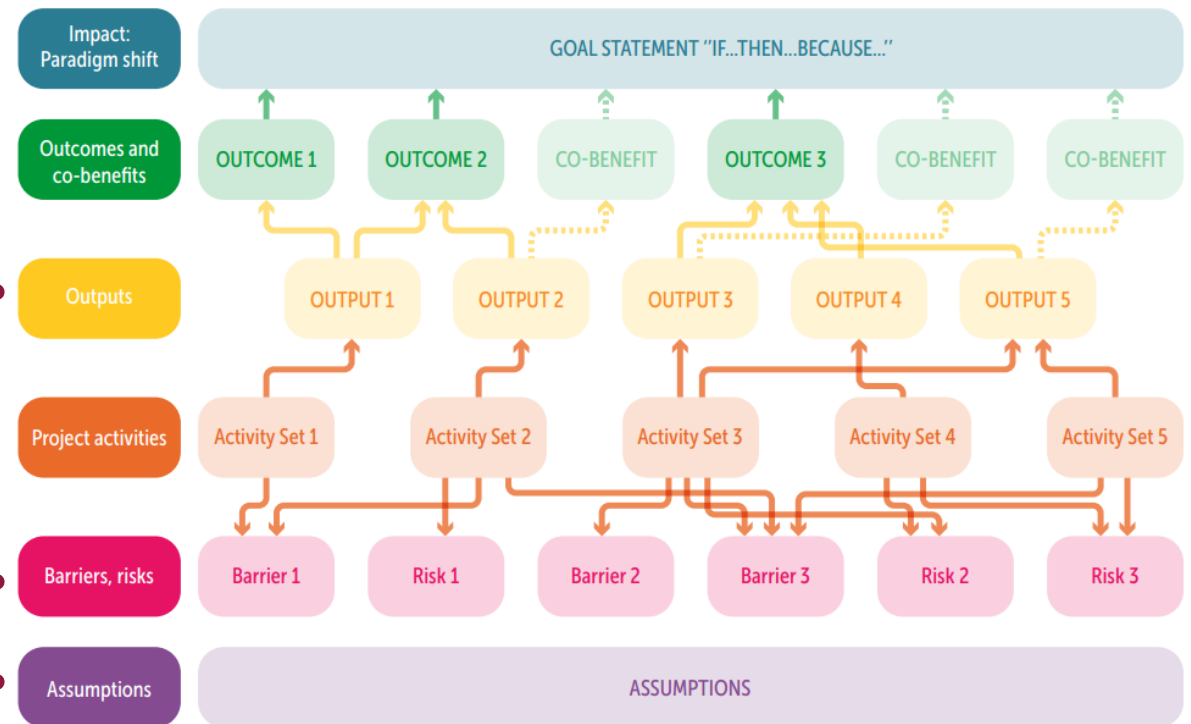
Analyze the activities and outputs that can lead to the outcomes of the project.

STEP 5: Key assumptions

While making the assumptions, it may be required to rearrange some of the outcomes and outputs to ensure the ToC applies realistic assumptions linked to the project outcomes.

STEP 6: Identification of barriers and risks

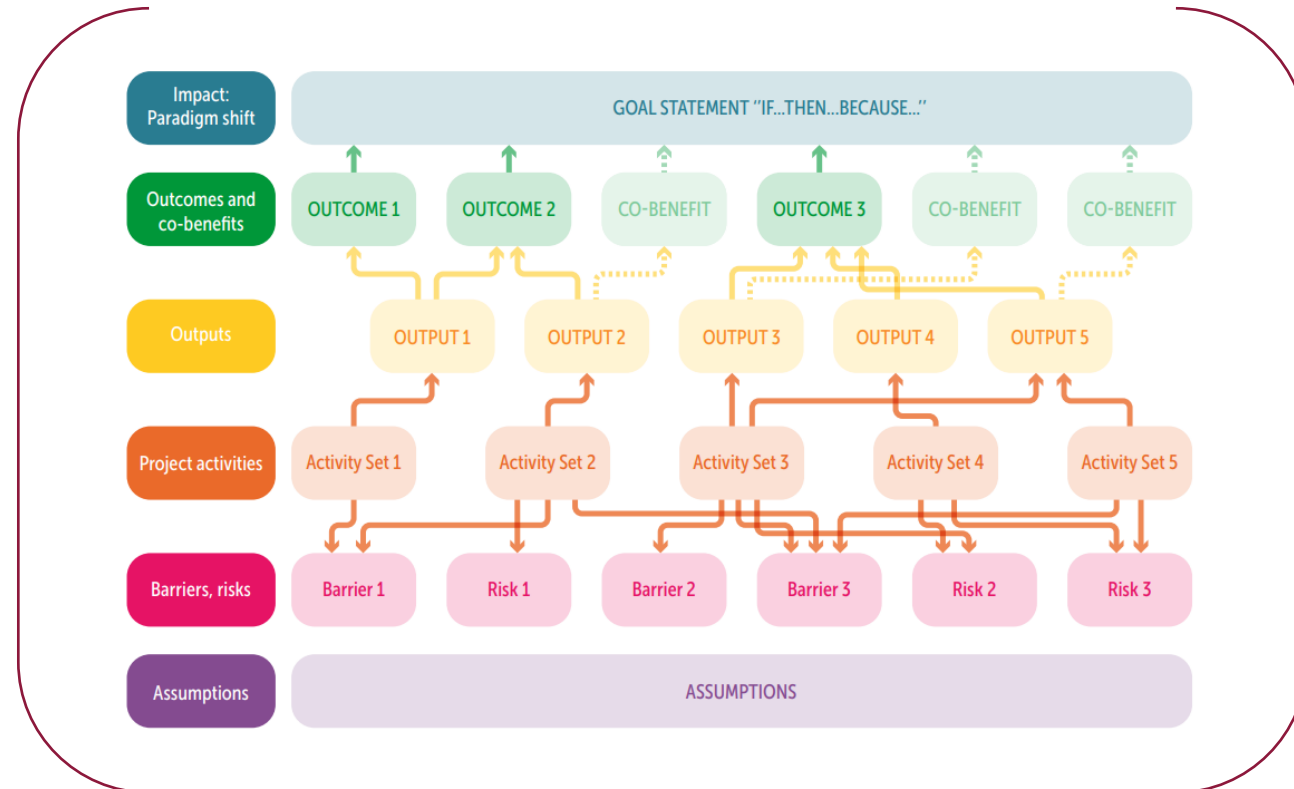
Identify and list elements that prevent the realization of the project outcomes. When the barriers are aligned with the assumptions and the outputs, it may be required again that some of the outputs and even outcomes are rearranged.



FORMULATING A THEORY OF CHANGE

STEP 7: Finetuning of the initial Theory of Change

The development of a ToC requires a series of iterations before it is finalized. Once the initial draft of the ToC is formulated, it is important to review and, if necessary, realign the linkages between the outputs, outcomes and the final goal to ensure that all linkages have been captured, and that the ToC presents in a logical manner how the goal cascades back to outcomes and outputs.



KEY TAKEAWAYS



- ToC development is an integral part of any FP, including for SAPs
- However, it is important that you develop a ToC even as part of your CN, for example in an annex.
- The ToC should be the starting point for conceptualization of any project or programme and should be preferably developed in a participatory manner



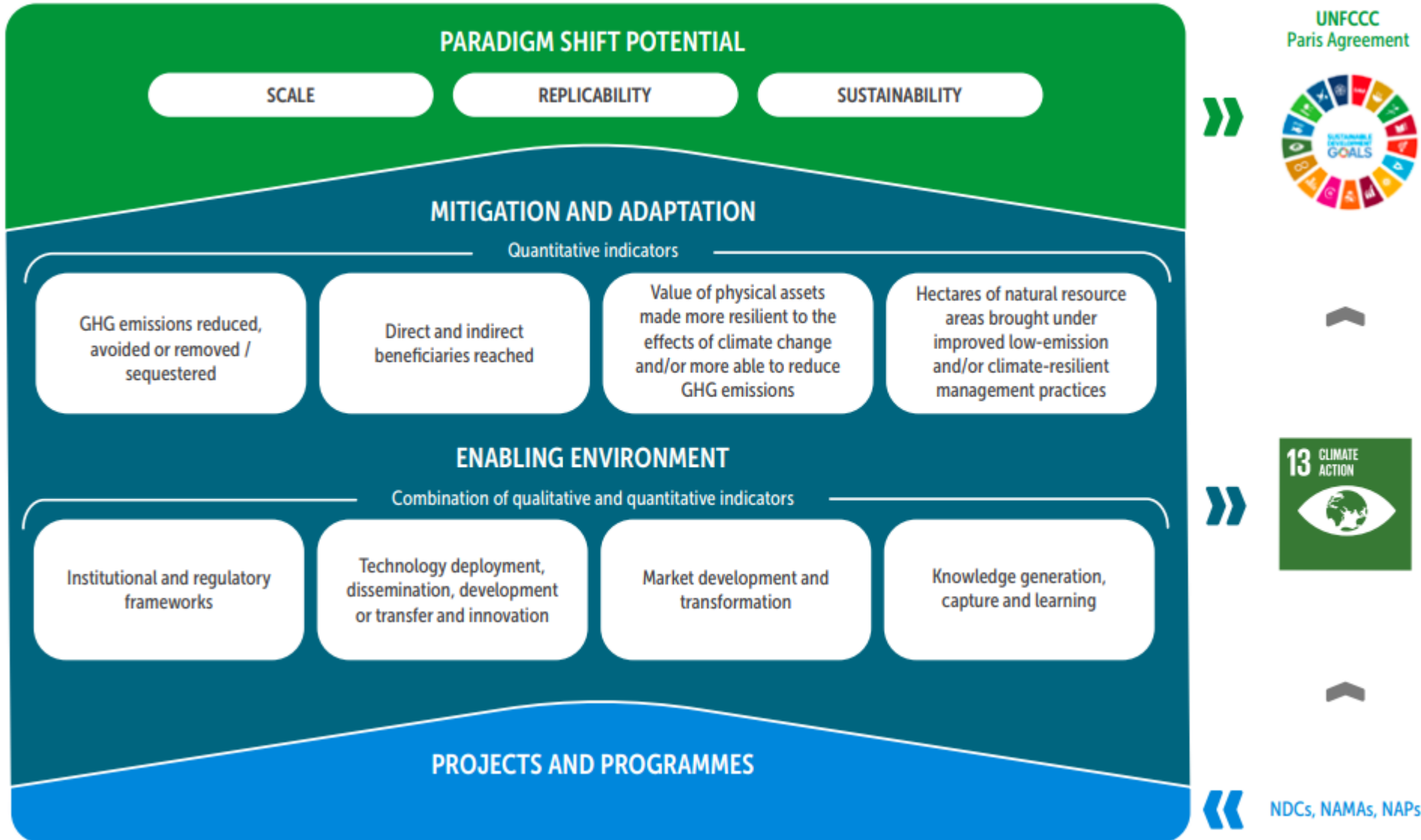
RESULT MANAGEMENT IN THE GCF



*In the context of sustainable development, the Fund will promote the **1) paradigm shift towards low-emission and climate-resilient development pathways** by providing support to developing countries to **2) limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change**, taking into account the needs of those developing countries particularly vulnerable to the adverse effects of climate change. (GI para 2)*

Result measurement is a key in assessing how GCF investments deliver climate results and how project and programme results contribute to the overall objectives of GCF.

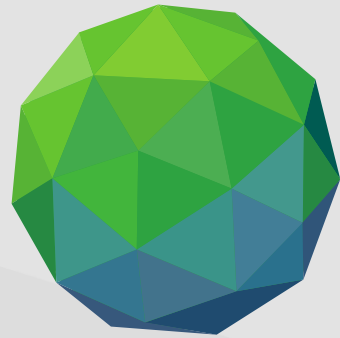
IRMF RESULTS ARCHITECTURE



OBSERVATIONS



- Too ambitious ToC. Realistic expectations as to what can be changed with a project
- Disconnect between ToC and project structure and design
- Assumptions at times generic and disconnected from specific country/territory
- ToC developed by only a few. Relevant stakeholders of the project must be involved to ensure a shared long term vision



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