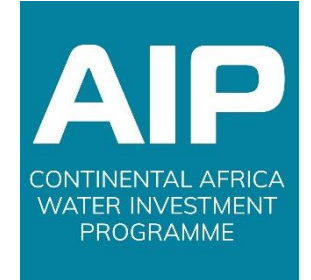




AU-AIP MULTI-COUNTRY GCF READINESS SUPPORT PROGRAMME FOR CLIMATE RESILIENT WATER INVESTMENTS

Module 7: M&E and GCF Integrated results management framework

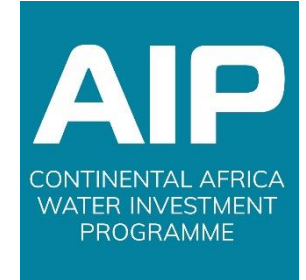
Module 7: M&E and GCF Integrated results management framework



Module objective:

To introduce monitoring, evaluation and results-based management in the context of GCF projects and programmes, and how this contributes to the broader GCF Integrated Results Management Framework

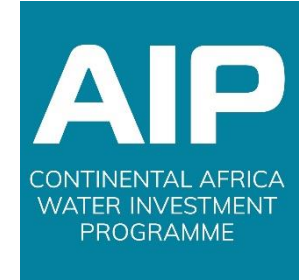
Rationale for M&E and results-based management



Good M&E and results-based management helps GCF projects and programmes to:

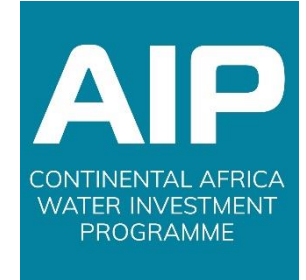
- Identify the objectives and results to be pursued to address the identified problems
- Identify the strategies through which those objectives and results will be delivered
- Identify how progress will be measured against those strategies and towards those objectives
- Measure and assess whether progress is being made
- Understand why progress is (or is not) being made
- Identify how performance can be improved

Overview of monitoring, evaluation, and results-based management in the GCF



- The GCF uses a results-based management approach to continuously monitor and evaluate the performance of its projects/programmes and overall portfolio
- This approach supports the GCF's need to assess whether its projects/programmes are on or off track to deliver expected results and targets.
- It also helps to increase the understanding of why results are (or are not) occurring and how the design and performance of current and future projects/programmes can be strengthened.

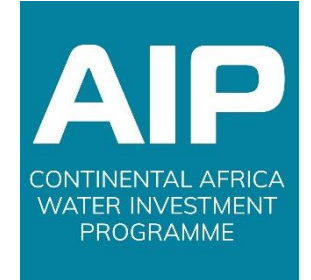
GCF M&E and RBM definitions



The GCF defines the key components of the approach as follows:

- **Monitoring** – The continuous, systematic collection of data against specified indicators / measures to provide the main stakeholders of a GCF project / programme with insight on progress and performance.
- **Evaluation** – A systematic, objective assessment of an ongoing or completed intervention, its design, implementation, and results.
- **Results-based management** – A management strategy that uses monitoring data and evaluations to assess and improve performance and the achievement of desired results.

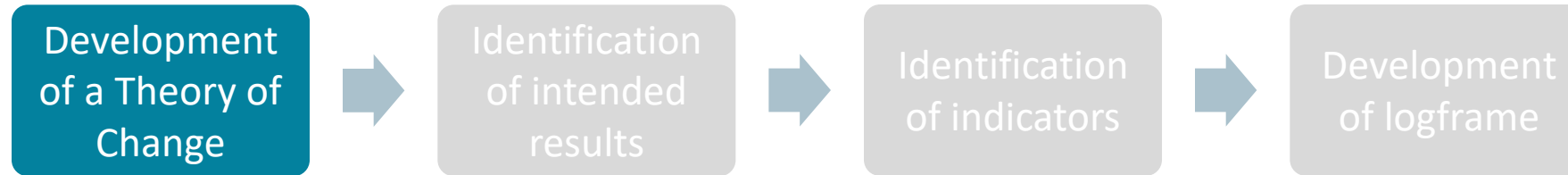
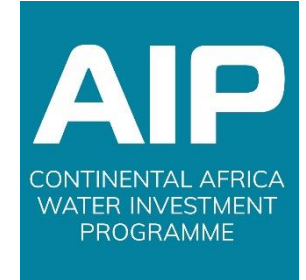
Application of the M&E and Results-based management approaches



A GCF project/programme's monitoring approach is typically based on the application of the following steps:



Theory of change (TOC)

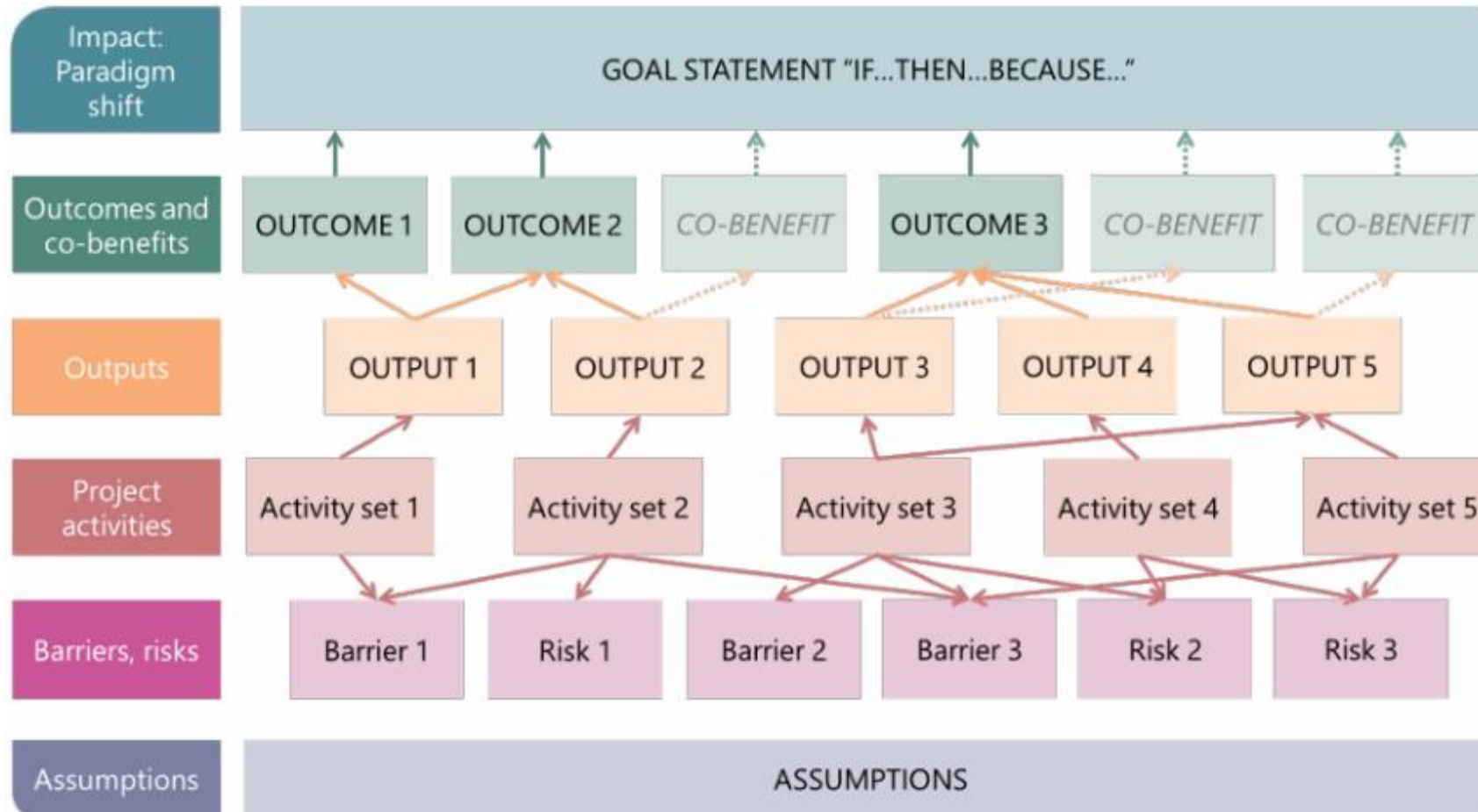


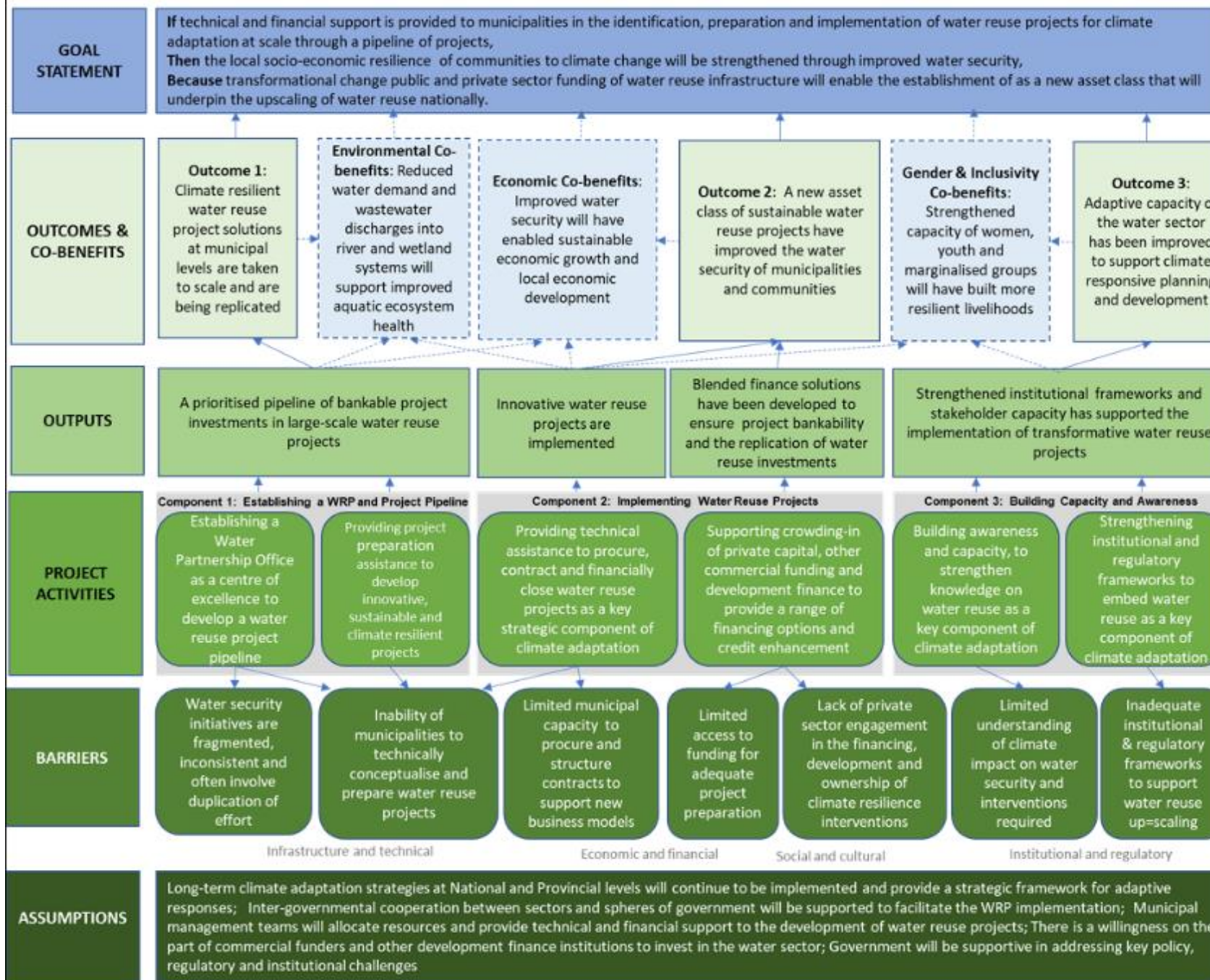
A GCF project/programme's monitoring approach is founded on a Theory of Change (TOC). The TOC outlines the rationale through which the project/programme will tackle the problem it is intended to address by:

- *Identifying a long-term project/programme goal*
- *Outlining the pathways and strategies through which the goal will be realised*
- *Defining the assumptions under which the TOC was developed*

The TOC is an illustration of how and why the project/programme's desired change is expected to happen. It is therefore a key tool for monitoring and evaluating achievements.

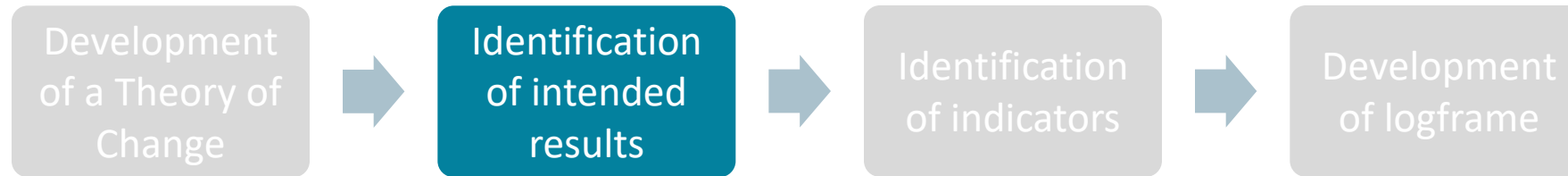
Theory of change (TOC)





FP209: Climate Change Resilience through South Africa's Water Reuse Programme ("WRP") (DBSA, 2023)

Intended results

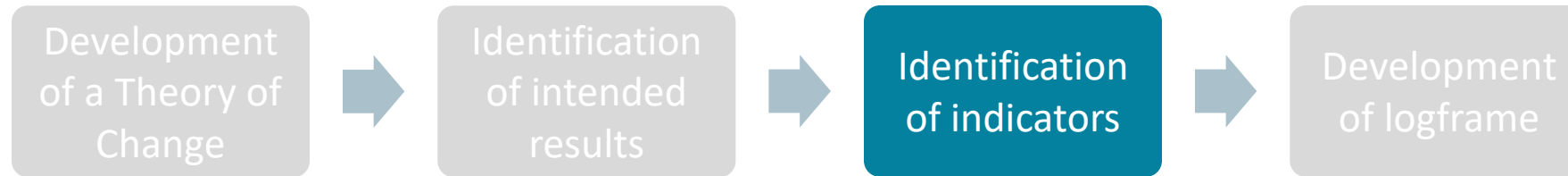
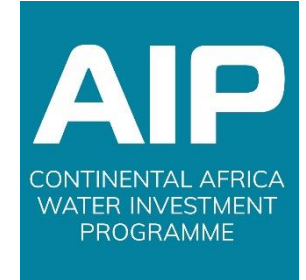


Intended results are defined specifying what is required at different levels to meet the project/programme goal as specified in the TOC. GCF categorises results across three levels:

- **Impact** – Positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended.
- **Outcomes** – Changes in conditions such as behavioural or systemic change that occur between the completion of project/programme outputs and the achievement of impact.
- **Outputs** – Changes delivered as a result of project/programme activities that contribute to the achievement of outcomes.

Intended results are identified against these three levels in the context of the TOC.

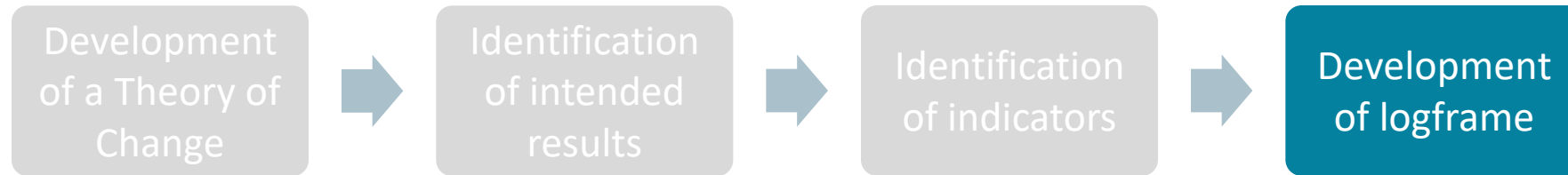
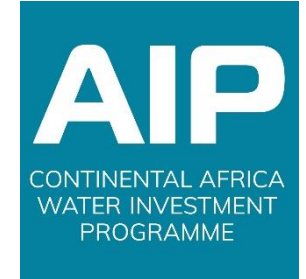
Identification of indicators



Indicators, or measures of progress, are defined for each of the intended results. These are used to measure and track progress towards results achievement either quantitatively or qualitatively. Indicators can either be:

- Well-established indicators and measurement processes that have been applied in other interventions
- Bespoke indicators or measurement processes, e.g. when an intervention is innovative, untested, or looking to deliver highly context-specific results.

Logical framework (logframe)

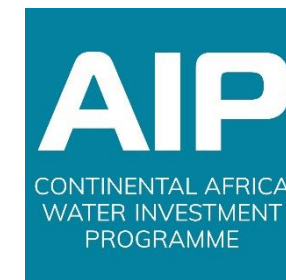


The intended results and associated indicators are monitored and assessed using a logical framework (logframe). A logframe is a requirement in all GCF funding proposals. The logframe includes:

- Intended results
- Indicators used to track the results
- Means of verification through which indicators will be tracked
- Baseline values for each indicator
- Mid-term and final targets for each indicator

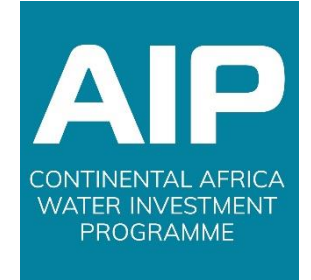
The logframe is a key tool for project monitoring and, along with the TOC, evaluating a project/programme's achievements

Logical framework (logframe)



Project/programme results (outcomes/ outputs)	Project/programme specific Indicator	Means of Verification (MoV)	Baseline	Target		Assumptions / Note
				Mid-term	Final	
Outcome 1		<i>Sources of information and methods used to collect and report data/information to measure progress against targets</i>	<i>The starting point or current value of the indicators before the implementation of the project</i>	<i>The estimated value of the indicator at the mid-point of the implementation</i>	<i>The estimated value of the indicator at the completion of the implementation</i>	<i>Externalities and factors outside project management's control that may impact on the Component. Data sources and methodologies applied for estimating baseline and targets</i>
Output 1.1						
Output 1.2						
Outcome 2						
Output 2.1						
Output 2.2						

Evaluations



In addition to monitoring, GCF projects/programmes are required to undertake evaluations to obtain an objective assessment of performance, progress and results. Evaluations are:

- Discrete, time-limited exercises.
- Used for accountability purposes (to identify whether interventions have delivered or are on (or off) track to deliver expected results)
- Used for learning purposes (to understand why an intervention is or is not delivering results, and to identify how to improve intervention delivery).

GCF projects/programmes are required to undertake an interim evaluation at the midpoint of implementation and a final evaluation at the end of implementation.

The GCF Integrated Results Management Framework (IRMF)

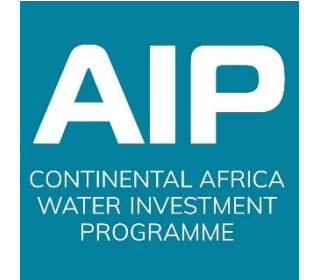


The GCF portfolio consists of manifold projects and programmes each with their own theories of change, logframes, and evaluations. The GCF Integrated Results Management Framework (IRMF) brings this together into a cohesive whole. More specifically, the IRMF:

- Provides a structure through which the performance, progress, and results of individual GCF projects/programmes can be consistently assessed, understood, and strengthened thereby informing the entire GCF portfolio
- Fulfils a GCF-wide **accountability** and **learning** function

The approach aligns with the GCF's Governing Instrument, which states that the GCF *“will be a continuously learning institution guided by processes for monitoring and evaluation”*.

The GCF Integrated Results Management Framework (IRMF)

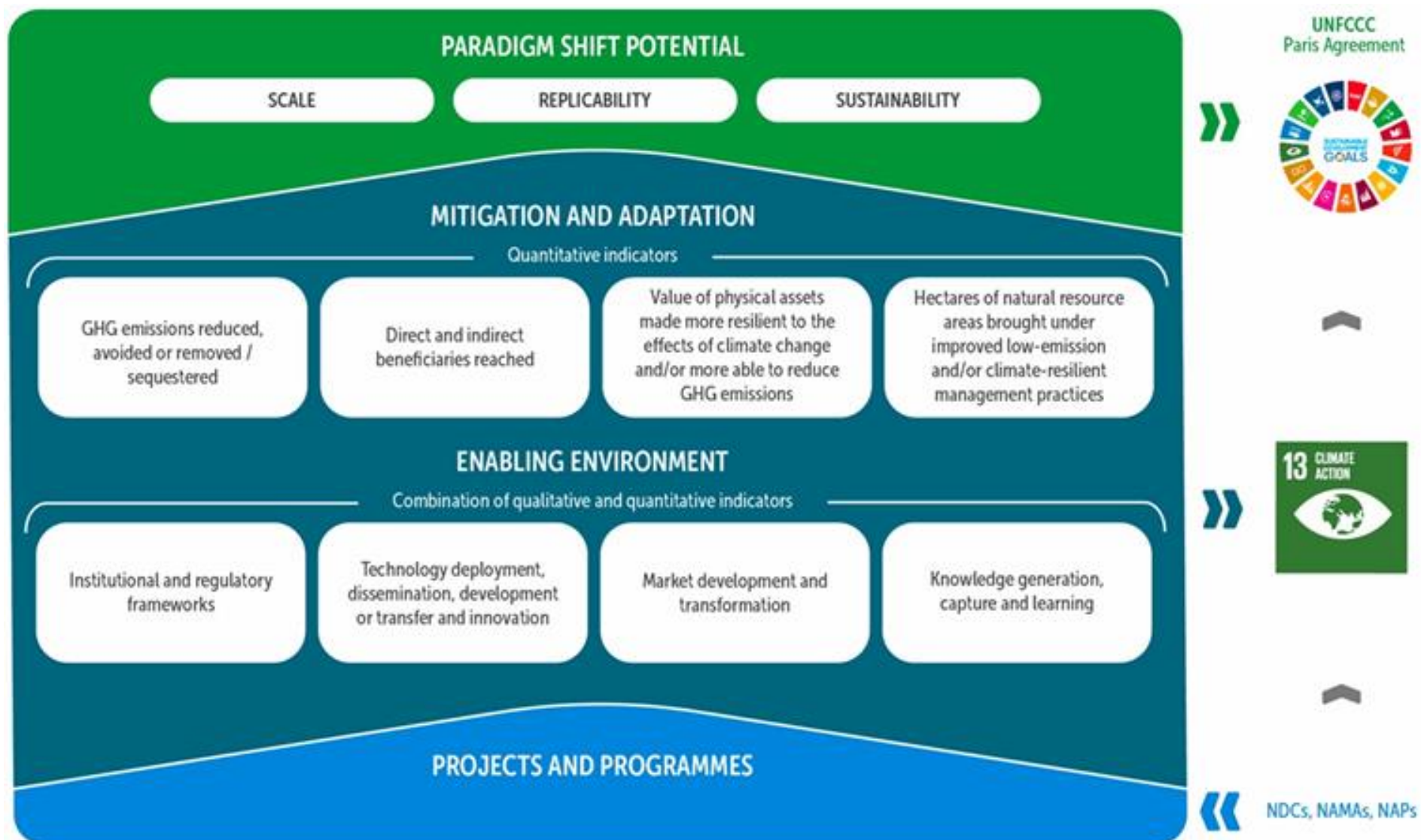


The IRMF consolidates project/programme M&E data according to its contribution to the following results levels:

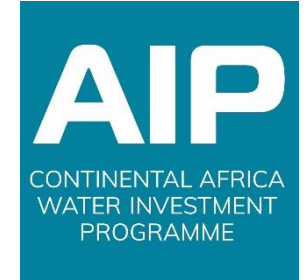
- Impact and paradigm shift
- Climate change mitigation and adaptation outcomes
- Enabling conditions and environments that can promote paradigm shift

The IRMF allows the GCF to develop a deeper understanding of the processes and pathways through which the Fund most effectively contributes to delivering impacts and promoting paradigm shift.

IRMF results architecture



Summary



- The application of M&E systems and a results-based management approach is necessary to define project objectives and goals, track and measure progress towards these aims, and better understand and learn from success and failure
- The GCF promotes the use of Theory of Change and logframe tools to apply this approach
- Mid-term and final evaluations are necessary to obtain an objective assessment of performance, progress and results
- The GCF consolidates all project and programme data into its Integrated Results Management Framework. This allows the GCF to collectively assess, understand, and strengthen its portfolio, and to track the Fund's contributions to the goals put forward by the UNFCCC and the Paris Agreement

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