



**GREEN
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Meeting of the Board
10 – 12 March 2020
Geneva, Switzerland
Provisional agenda item 7(a)

GCF/B.25/Inf.11/Add.01

3 March 2020

Report on the activities of the Co-Chairs – Addendum I

Linkages between the Integrated Results Management
Framework and the Results Tracking Tool

Summary

This document contains the following items:

- (a) An information note from the Co-Chairs;
- (b) The Integrated Results Management Framework (annex I); and
- (c) The Results Tracking Tool (annex II).

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Information note

Linkages between the Integrated Results Management Framework (IRMF) and the Results Tracking Tool (RTT) (previously Integrated Resources and Results Framework or IRRF)

As noted in the draft Updated Strategic Plan for the GCF: 2020-2023, progress on the implementation of the Strategic Plan will be reported by the Secretariat at the first Board meeting of each year from 2021 onwards, including potential course corrections required and tracking of results. In this regard, an Integrated Results Management Framework (IRMF) and the Results Tracking Tool (RTT) will be developed by the Secretariat for consideration and approval by the Board at B.26. The initial drafts of the IRMF and RTT will be presented by the Secretariat at the informal day on 9 March 2020 and Board members will be invited to reflect on the draft documents. The Board members will be consulted on the revised drafts after B.25.

Brief Overview: the IRMF and the RTT are complementary and linked but serve different purposes:

- The IRMF is proposed as an **updated, ongoing policy framework** for GCF's approach to measuring how its investments deliver results and how its results contribute to its overall objectives (intended to supersede previous Board decisions on results management). As per the Board Work Plan, the mandate is to develop an IRMF in 2020
- The RTT is a **reporting and accountability tool** that would operationalize the IRMF by allowing the GCF to track how resources deliver climate results during GCF-1, following the climate results architecture of the IRMF and linking them to institutional results. This is being proposed by the Secretariat to use as a tool for reporting purposes.

The Integrated Results Management Framework (annex I)

The IRMF integrates and replaces the initial Results Management Framework (RMF) (B.07/04) and the Mitigation and Adaptation Performance Measurement Frameworks (PMFs) (B.08/07) adopted by the Board, with a view to establishing one integrated framework allowing for a simpler and more coherent results architecture, implementation modalities and enhanced measurement, reporting and verification of actual results, as the portfolio matures.

The draft of the IRMF, prepared by the Secretariat, seeks to improve alignment with the initial Investment Framework (IF) and Board-approved IF sub-criteria (B.09/05) applicable to "impact potential" and "paradigm-shift potential", linking these to the proposed results structure and indicators for measuring paradigm-shift, transformational change and climate impact.

The draft IRMF outlines:

(i) the levels of the proposed results architecture and related indicators and (ii) the roles and responsibilities of the GCF Secretariat and AEs and NDAs in implementation of the IRMF. Following adoption of the framework, the Secretariat would further develop guidance on methodologies, and corresponding MRV/M&E systems.

Results Tracking Tool (annex II)

The RTT will serve as a reporting and accountability tool that follows the structure of the IRMF for climate results, and then add linkages to resources and institutional results. In this way, it

aims to serve as a holistic tool for reporting on GCF results and demonstrating accountability under the GCF's Strategic Plan.

The current draft of the RTT will mirror the draft IRMF and its structure would, therefore, need to be aligned with the final Board-approved IRMF, to ensure consistency in what is being measured and tracked and the range of indicators used.

For the measurement areas where the IRMF proposes qualitative assessments (i.e. paradigm-shift and transformational change, institutional strengthening and systemic change), the RTT would track the proportion of the portfolio that scores highly against those assessments (i.e. convert this to a quantifiable measure). In addition to tracking climate results, the Results Tracking Tool would also measure organizational results and proposes a set of core indicators for institutional efficiency and effectiveness.

The proposed RTT includes illustrative potential results for core indicators where baseline data is available from the IRM (i.e. tonnes of CO₂ reduced/avoided and number of beneficiaries). The illustrative results have been derived from modelling based on an assumption that GCF-1 programming would follow similar trends as during the IRM and are not intended to specify programming or resourcing allocations for GCF-1. By the end of 2023, it is anticipated that the RTT would enable GCF to present a more comprehensive picture of how GCF resources have contributed to a range of climate and institutional results. Should the Board wish to explore this option, the RTT could also be used as a planning instrument for future GCF replenishments.

Annex I: Updated Integrated Results Management Framework

The updated Integrated Results Management Framework is contained below.



**GREEN
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Meeting of the Board

23 – 25 June 2020

Songdo, Incheon, Republic of Korea

Provisional agenda item **XX**

Consultation Draft

Integrated Results Management Framework For Consultations

Summary

This document presents the GCF's integrated Results Management Framework (IRMF), intended to supersede the initial Results Management Framework (Decision B.07/04) and Performance Measurement Frameworks (PMFs) (Decision B.08/07) by updating the GCF's results architecture and related measurement and reporting approaches for future GCF-1 programming.

The IRMF seeks to further strengthen GCF's ability to measure and report the impact of its investments, by updating the Fund's results architecture to operate in improved alignment with the GCF Investment Framework and enable more consistent measurement and reporting of results from the project/programme level. This proposed results architecture is designed to measure both quantifiable impacts of GCF investments, as well as allowing the Fund to begin to measure its contribution to paradigm shift and to implementing the objectives of the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement, per the objectives set out in the Fund's Governing Instrument and Strategic Plan.

This draft has been developed to support a first round of Board consultations on the IRMF. Following consultations, the document will be updated for presentation and consideration at the twenty-sixth meeting of the Board (B.26). After Board approval, detailed guidance on indicator measurement, reporting and means of verification (MoV) would be developed by the Secretariat.

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I. Background and mandate

1. In relation to results management, the principal objective of the GCF is to ensure that it can credibly measure the results of its investments. Per paragraph 58 of the Governing Instrument, the Board was charged with approving a results measurement framework with guidelines and appropriate performance indicators.
2. Through decision B.05/03, the Board adopted initial result areas and performance indicators for the GCF and provided guidance that GCF's initial results management framework shall be designed to "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." Subsequently, in decision B.07/04, the Board adopted the initial results management framework (initial RMF) of the GCF, and later through Decision B.08/07 adopted correlated performance indicators through the performance measurement framework (PMF).
3. In accordance with decision B.19/21, in 2018 the Independent Evaluation Unit (IEU) carried out an independent review¹ of the GCF's initial RMF (IEU Review). This review, along with the Secretariat's experience of implementation during the Initial Resource Mobilization (IRM) period, identified a number of limitations in the initial RMF. These relate to:
 - (a) *Gaps and flaws in the conceptual framework:* The initial RMF falls short of describing how GCF can measure its contribution to paradigm shift or to the goals of the UNFCCC and Paris Agreement. Issues have also arisen from flawed logic models for mitigation and adaptation, which are highly linear and lack harmonization of indicators across the results chain. This has impeded clear definition of causal pathways and the separate logic models for adaptation and mitigation make it difficult to measure multiple benefits from cross-cutting activities.
 - (b) *Lack of guidance on application of indicators:* As highlighted by the IEU Review, the absence of guidance, definitions and protocols on the application of indicators has led to significant inconsistencies in the measurement and reporting of results at project/programme level. This limits GCF's ability to aggregate and report credible portfolio level results. Current indicators also do not also present a full picture of results, particularly for adaptation.
 - (c) *Difficulty applying a dispersed and incoherent set of frameworks:* The IEU Review identified that the multiplicity of Board-approved frameworks, including but not limited to the initial RMF, PMFs and initial Investment Framework (IF), and lack of coherence between frameworks, has led to marginalization in use of the initial RMF by the GCF and stakeholders. At present the IF and initial RMF do not explicitly link together, meaning there is limited alignment between application of the IF in the *ex-ante assessment* of projects/programmes and the application of the initial RMF/PMFs for *ex-post measurement* of results generated: i.e. no single, coherent and consistent framework for the GCF to manage its investments for results.
 - (d) *Inadequate resourcing for RMF application:* At the time of the review, the IEU identified weaknesses in both organization of Secretariat capabilities to implement the initial RMF, as well as noting that a large proportion of GCF projects had not made sufficient budgetary provisions to ensure credible monitoring, evaluation and reporting of results.
4. Overall, the IEU Review found that these weaknesses in the initial RMF had materially affected the quality of funding proposals (FPs). The IEU review concluded that more than two-

¹ Independent Evaluation Unit (2018). Independent review of the GCF's Results Management Framework, Evaluation Report No. 1/2018, Green Climate Fund, Songdo, South Korea.

thirds of the GCF approved FPs (at the time) did not clearly define causal pathways that show how activities lead to climate change impact, with forty percent lacking indicators to report on impacts the projects were otherwise planning and seventy per cent insufficiently planning and budgeting for M&E. Inconsistent project-level reporting has also limited GCF's ability to aggregate and report credible portfolio-level results, with IRM reporting based on only two main indicators – tonnes and beneficiaries – and planned rather than actual results.

5. At the twenty-second meeting of the Board (B.22), and in response to the IEU Review and the Secretariat's management response, the Board requested the Secretariat through Decision B.22/13 to: (i) present for the Board's consideration a revised results management framework...that integrate relevant Board decisions, policies and frameworks related to results management across the GCF process cycles, to the extent possible, including developing measurement, reporting and verification systems/methodologies for indicators in consultation with the relevant experts and thematic bodies; (ii) develop for the Board's consideration a proposal to respond to gaps in the current portfolio for measurement and evaluation design; and (iii) ensure that AEs adequately budget costs related to data collection and baseline assessment as part of project costs to establish credibility of results reporting.

6. The proposed integrated results management framework (IRMF) presented in this document aims to respond to the Board's mandate to revise the GCF's results management framework and ensure better integration with other policies, including the initial IF. A separate paper responding to the monitoring and evaluation (M&E) gaps in the portfolio has been prepared and published for the Board's consideration at B.25 (Document GCF/B.25/05).

7. It is also noted that one of the recommendations in the Replenishment Summary Report, which the Board agreed under Decision B.24/02 to further consider in conjunction with items on its work plan, relates to implementing an updated results management framework and integrated results and resources framework, that allows measurement and reporting of how all funded activities and operations contribute to overall and GCF-1 and Paris Agreement goals.

II. Policy Rationale

8. Beyond the IEU Review findings described above, the context for GCF's operations has evolved significantly since the initial RMF was adopted at the seventh meeting of the Board in 2014. Major developments include the adoption of the Paris Agreement in 2015 and the Board's endorsement of an initial Strategic Plan for the Fund in 2016 that set out a long-term vision of promoting paradigm shift towards low emission climate resilient development in the context of sustainable development and supporting the implementation of the Paris Agreement. In 2019 the GCF successfully completed its first replenishment (GCF-1) and the Board is currently in the process of updating the GCF's Strategic Plan for the 2020-2023 programming period, including setting objectives, strategic and operational priorities for 2020-23.

9. These developments have together helped to clarify and refine the GCF's overall vision for delivering results. Accordingly, the updated IRMF is proposed as an essential response to both the IEU Review and the updated strategic context of the GCF. The IRMF aims to update the GCF's results management architecture to be "fit-for-purpose" for future GCF-1 programming, enabling the Fund to consistently and credibly measure and report the results of its funded activities, in the context of GCF's updated strategic objectives and lessons from the IRM.

III. Analysis of policy proposal

10. The proposed IRMF set out in **Annex I** aims to address gaps and weaknesses identified in the initial RMF and its application, by setting out a clearer, more complete and coherent

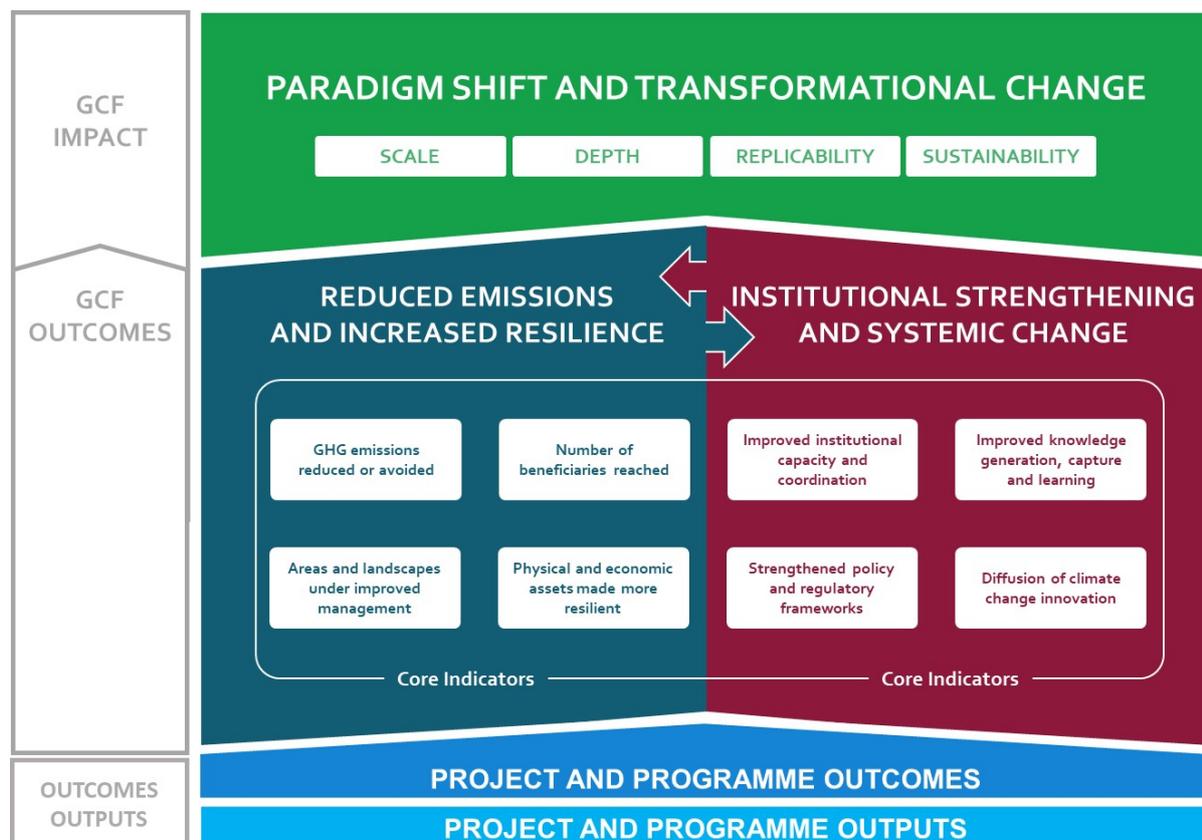
architecture for GCF results management directed at two main objectives: (i) facilitating more consistent and credible reporting of the climate results of GCF-funded projects/programmes, that can be aggregated and reported at the portfolio level; and (ii) allowing the GCF to start assessing the contribution of its investments to promoting paradigm shift towards low-emissions and climate-resilient development pathways and supporting implementation of the UNFCCC and Paris Agreement. A comparison of the key features of the initial RMF/PMFs and the IRMF is set out in **Annex II**.

11. The IRMF has been designed for improved alignment with other Fund policy frameworks, most notably the initial Investment Framework, while respecting the different purposes of each framework: namely, the initial Investment Framework being to guide the *ex-ante* assessment of projects for approval and the results management framework to *ex-post* manage the results of approved projects. The IRMF is not intended to modify the initial Investment Framework or the Fund’s eligibility criteria but to operate consistently with them.

12. The IRMF has also been designed to maintain the flexibility that was identified as a strength of the initial RMF and keep continuity with core elements of the Fund’s initial RMF, including the GCF’s eight results areas and core indicators for reduced emissions and increased resilience, while updating areas identified as gaps and weaknesses in the initial RMF.

13. The overall structure of the proposed IRMF structure is set out in Figure 1 below:

Figure 1: iRMF results architecture



14. Key design principles of the proposed IRMF are as follows:

-
- (a) **Fewer and more consistent indicators:** The IRMF proposes 29 core and sub-indicators compared to 412 under the initial RMF/PMFs. Recognizing that under the initial RMF some indicators were far too broad in their definition for AEs to report against, the IRMF aims to include SMART³ quantitative and qualitative indicators for mitigation and adaptation activities. These have been mapped against the initial RMF/PMFs and Investment Framework (see **Annex III**) and indicators used by other climate finance delivery mechanisms (see **Annex IV**) to build complementarity and coherence and ensure maximum familiarity to a range of AEs.
- (b) **Flexibility with methodological rigor:** The IRMF has been designed to give AEs flexibility to select the indicators most relevant to the project/programme and facilitate measurement of multiple and integrated benefits across mitigation and adaptation and across results areas. AEs will be encouraged to incorporate all indicators relevant to the nature of the funded activities. **Figure 2** (following page) shows this non-linear application of the IRMF across the eight results areas. Noting that one of the critical gaps in the initial RMF/PMFs was the absence of measurement guidance and protocols, the IRMF will be accompanied by guidance to promote measurement through globally recognized methodologies, allowing for more meaningful aggregation and comparison across projects/programmes.
- (c) **Measuring paradigm shift and transformational change:** The IRMF recognizes the importance of GCF having a results framework that looks at multiple and causal pathways toward the GCF's ultimate objective of promoting paradigm shift, and better supports an understanding of how transformational change is delivered and what it looks like. The IRMF accordingly introduces approaches for evaluating GCF's impact in contributing to paradigm shift and transformational change. At the outcomes level, it reflects the view that paradigm shift will be enabled through a combination of actions to reduce emissions and/or increase resilience, along with work to deliver institutional strengthening and systemic change, and GCF should seek to measure both outcomes.
- (d) **Results management in alignment with the investment framework criteria:** The IRMF seeks to utilize measurements which mirror the initial Investment Framework criteria and activity-specific sub-criteria adopted in Decision B.09/05. This is particularly the case for the new indicators measuring institutional strengthening and systemic change (outcomes directly attributable to a project) and paradigm shift and transformational change (outcomes which may only be measurable beyond a project's lifetime), which have been designed to align with the "Paradigm shift potential" sub-criteria. Linkages between the IRMF and the initial Investment Framework sub-criteria are illustrated in **Figure 3** below.
- (e) **Encouraging participatory approaches:** The IRMF seeks to build on participatory monitoring approaches as encouraged by the MAF, utilizing qualitative scorecard assessments and evaluations at different levels of the results architecture, and encouraging multi-stakeholder participation in monitoring and evaluation activities.
- (f) **Focus on learning and not just accountability:** The results architecture is designed to include learning loops that can track progress towards change, support adaptive management and map out required capacity and resources to be operationally effective.

² The Secretariat recently undertook an analysis which revealed there are a total of 41 indicators, including indicators in the current PMFs and initial logic model for Reducing Emissions from Deforestation and forest Degradation, and the role of conservation, sustainable management of forests, and enhancement of carbon stocks (REDD+) results-based payments.

³ Specific, measurable, attainable/achievable, realistic/relevant and time-bound

Figure 2: Applicability of IRMF across GCF Result areas

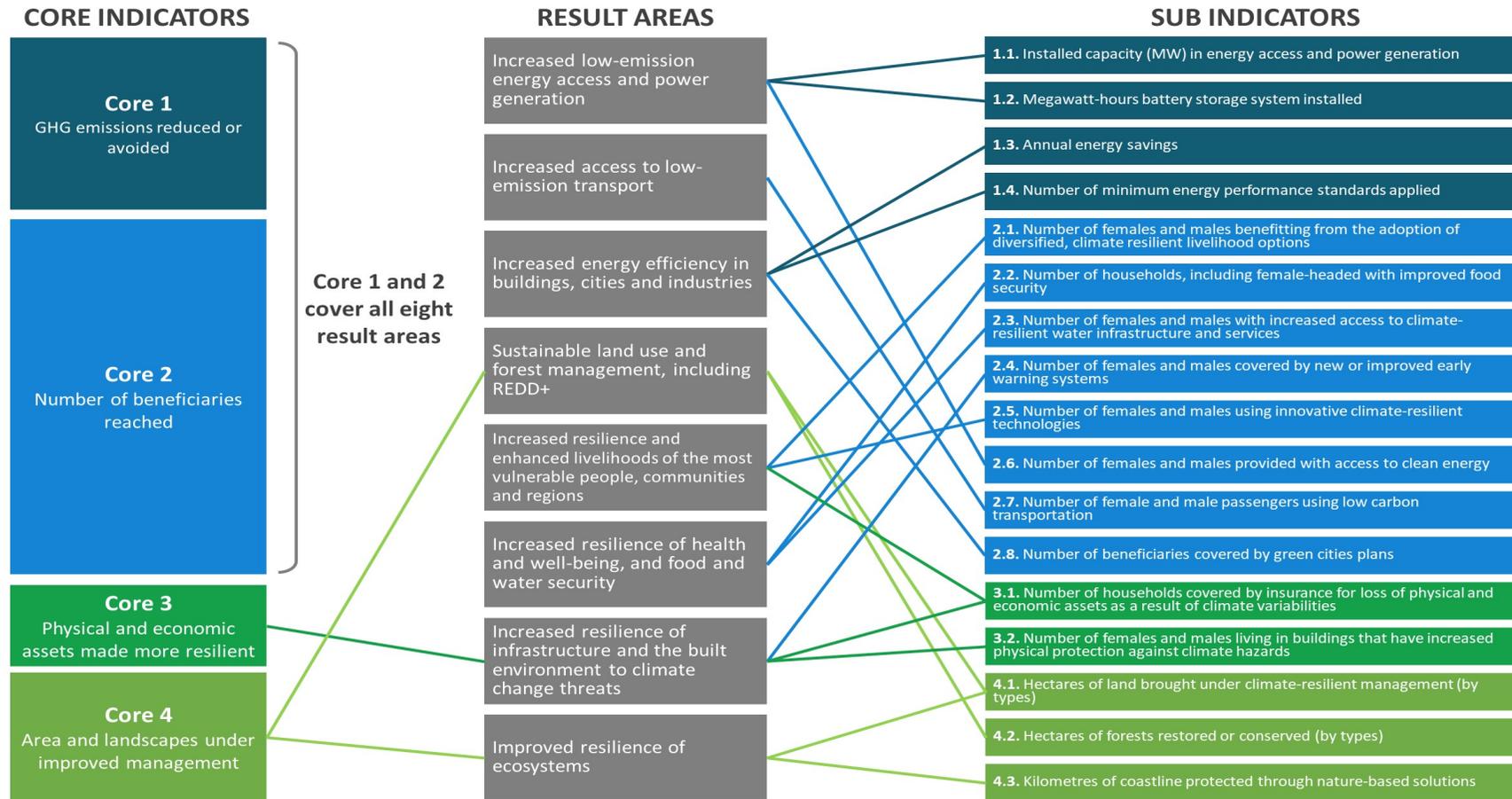
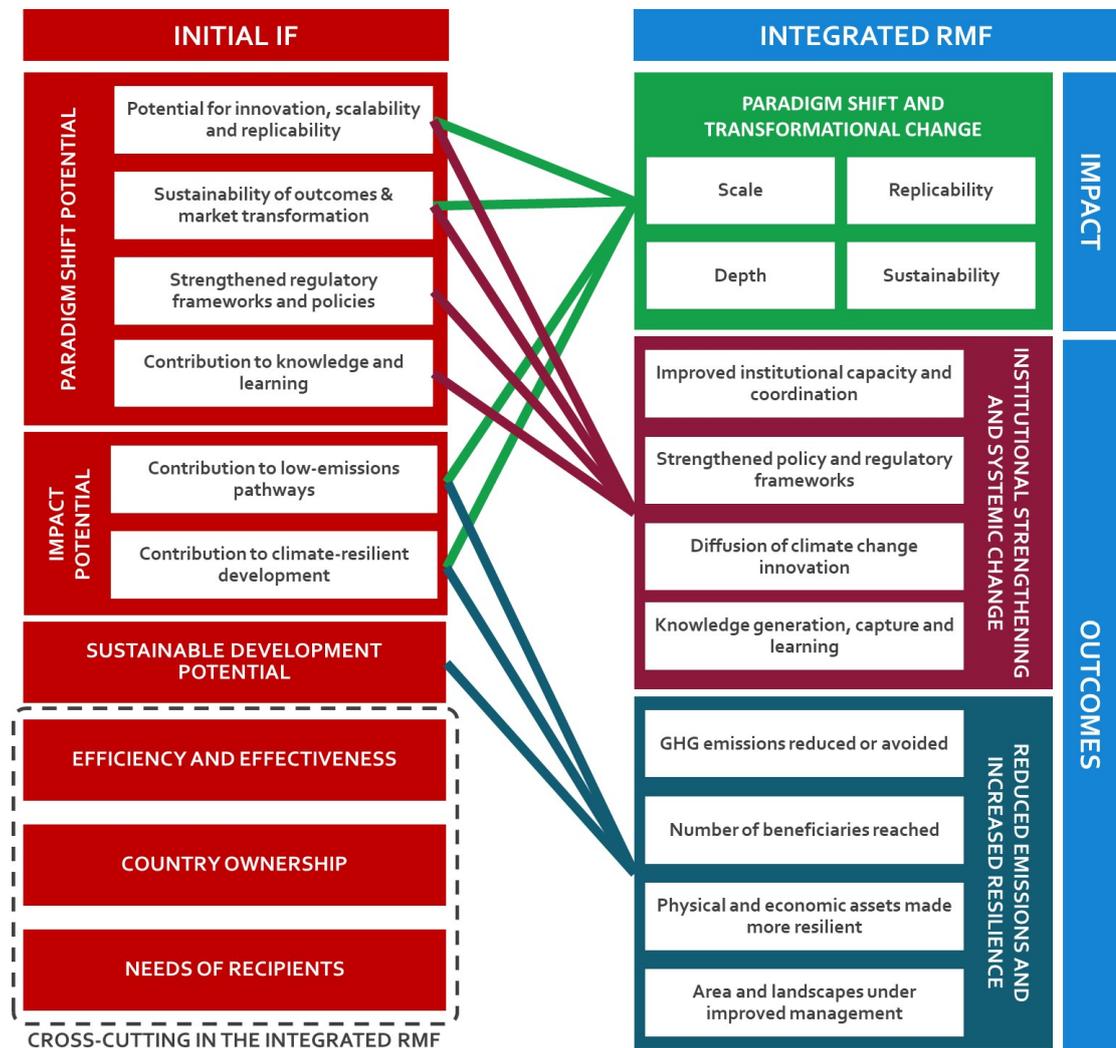


Figure 3: Alignment of the initial Investment Framework with the integrated RMF



- (g) **Clear focus on integrating gender and social inclusion**, following the principle of gender mainstreaming and social inclusion in all GCF interventions. The IRMF is aligned with GCF’s Updated Gender Policy and Gender Action Plan, 2020-2023¹ as well as Article 7.5 of the Paris Agreement. The IRMF has been designed to assess the outcomes and impacts of interventions on women and men, support the equal participation of women and men in M&E activities and decision-making processes, and collect sex-disaggregated data to track impacts and benefits for women and men of all ages;
- (h) **Simplicity in implementation and avoiding system lock-down**. The IRMF follows the general principle that indicators and monitoring methodologies that require a simpler approach and a smaller amount of resources should be prioritized, and the IRMF design should be flexible, allowing it to adjust according to the GCF’s evolving strategy and learning.

IV. Consultations

- 15. The development of the proposed IRMF has been informed by: (i) GCF documentation (including project documentation), (ii) external documentation including a benchmarking

¹ By decision B.24/12.

against results management approaches, indicators, measurement and evaluation methodologies in other climate finance funds and multilateral organisations, as well as (iii) preliminary stakeholder consultations with:

- (a) GCF Secretariat staff;
- (b) Several Board Members/Alternate Board Members and Advisors during the twenty-third meeting of the Board (B.23) and the twenty-fourth meeting of the Board (B.24);
- (c) NDAs and AEs during B.23 and B.24;
- (d) In-country consultations with GCF country focal points/NDAs and AEs in three countries

16. Colombia, Georgia and Namibia were selected based on levels of experience with the GCF and geographical diversity. The objective of the country visits was to understand: i) monitoring and reporting processes at the country level, ii) options for mainstreaming of national systems in the GCF reporting processes and iii) capacities of NDAs and AEs, their familiarity with the GCF's results architecture, and needs for training.

17. The country visits reiterated that: i) the GCF's results architecture is difficult to understand, as there are different frameworks, which are neither fully aligned nor coordinated and ii) measuring paradigm shift and transformational change is challenging.

18. Respondents in country visits agreed that the IRMF should be simple and easy to work with and results should utilize country systems and processes, wherever possible. In addition, methodological guidance and tools for indicators and training on the application of measurement systems are essential.

V. Policy linkages

19. The policy has been developed to take into account operational and policy requirements set out in the GCF's existing policy suite. In particular, the iRMF has been developed to more explicitly align with the initial Investment Framework, as well as build on the responsibilities outlined and encouraged under the Monitoring and Accountability Framework.

20. Below are the GCF Board decisions and documents relevant to the development of the GCF's integrated RMF:

- (a) "Financial Terms and Conditions of the Fund's Instruments" (decision B.09/04);
- (b) "Guidelines for Enhanced Country Ownership and Country Drivenness" (decision B.17/21);
- (c) "Indigenous Peoples Policy" (decision B.19/11);
- (d) "Initial Modalities for the Operation of the Fund's Mitigation and Adaptation Windows and the Private Sector Facility" (decision B.06/04);
- (e) "Initial monitoring and accountability framework for accredited entities" (decision B.11/10);
- (f) "Initial Results Management Framework of the Fund" (decision B.07/04) and "Further Development of the Initial Results Management Framework" (decision B.08/07);
- (g) "Investment Framework" (decision B.07/06) and "Further Development of the Initial Investment Framework: Sub-criteria and Methodology" (decision B.09/05);
- (h) "Policies and Procedures for the Initial Allocation of Fund Resources" (decision B.06/06);
- (i) "Results Management Framework: Independent Evaluation Unit Recommendations to improve the Results Management Framework – Final Report" (decision B.22/12); and

- (j) Review of the initial investment framework: Policy on co-financing (decision B.24/14)
- (k) “Risk Management Framework” (decision B.17/11, B.19/04 and B.23/14);
- (l) “The Strategic Plan for the GCF: 2020–2023” (decision B.24/03);
- (m) “Updated Gender Policy and Gender Action Plan 2020-2023” (decision B.24/12).

VI. Implementation arrangements and operational impact

VI.1 Application of the IRMF

21. The IRMF will apply to all projects and programmes approved by the GCF Board on or after the date of effectiveness of the policy. This will require those funding proposals to incorporate logical frameworks and subsequently report results in a manner that reflects the IRMF structure. The IRMF will not be applied retroactively to funding proposals approved prior to the effectiveness of policy, on the basis of the initial RMF.

22. A common start date for the IRMF is important to ensuring that all projects/programmes approved from a certain date report results on a consistent basis. For example, depending on the timing of the adoption of the policy, all projects approved up to end-2020 could report in line with the initial RMF, and all projects approved from 2021 could report in line with the IRMF. Where funding proposals have commenced development prior to the adoption of the IRMF, the Secretariat would support AEs to bring the FPs in line with the IRMF.

23. The integrated RMF will not apply to the Readiness and Preparatory Support Programme (RPSP), as the RPSP has its own logic framework which is layered with its own set of outcomes, sub-outcomes, outputs, activities and inputs.

VI.2 Implementation of the IRMF

24. **Annex V** provides an overview of roles/responsibilities for implementation of the IRMF.

25. The following steps will be required to implement the IRMF:

- (a) Following adoption of the IRMF, the Secretariat will develop an updated funding proposal template, reflecting the IRMF logical framework structure and indicators;
- (b) The Secretariat will also prepare guidance on the application of the IRMF including indicator guidance sheets; monitoring, reporting and verification protocols; guidance on Means of Verification (MoV) for quantitative indicators; scorecards and assessment approaches for “Institutional strengthening and systemic change” and “paradigm-shift and transformational change” (see examples set out in **Annex VI**);
- (c) The Secretariat would work with AEs to facilitate submissions of Funding Proposals aligned with the IRMF, ensuring all FPs articulate a clear theory of change and indicate clear timeframes for achievement of, and reporting on, expected results for GCF-1 projects/programmes in line with the IRMF. The Secretariat will also work with AEs to ensure adequate budgeting for M&E;
- (d) The Secretariat will conduct trainings for AEs and NDAs following adoption of the policy to kick-start initial implementation and subsequently as it develops guidelines;
- (e) The Secretariat would also update legal agreement templates as necessary to reflect the requirements of the IRMF.

26. The effectiveness date of the policy should be set in light of the likely timeframes required to complete the above steps toward effective implementation. The Secretariat is

undertaking further assessment of these timeframes and highlights that the effectiveness date should be **no earlier than the second Board meeting** following adoption of the policy.

VI.3 Development of results tracking tool

27. In parallel to the finalization of the IRMF, the Secretariat will also develop for the Board's consideration and approval a results tracking tool for the 2020-23 programming period. The results tracking tool will use the climate results architecture of the IRMF, and link climate results to resourcing and organizational results, to enable holistic reporting of GCF's performance in delivering results under its updated Strategic Plan for 2020-23.

28. The GCF will use data collected through the implementation of the IRMF, as well as other data from GCF operations, to produce the results tracking tool. Reporting is intended to be carried out annually from 2021 as part of the Report on implementation of the Strategic Plan.

VI.4 Monitoring and reporting under the IRMF

29. AEs will be required to report on project results in line with the IRMF. To enable this, the template of the APR will be updated to reflect the integrated RMF, by XXX. AEs will be expected to use the updated APR template to report progress against relevant indicators proposed in the integrated RMF starting XXX for FPs approved under the IRMF. **Annex VII** sets out high-level process maps which show how the integrated RMF would be monitored and operationalized, in brief:

- (a) The APR cycle will be used by AEs to report on the quantitative results of projects/programmes;
- (b) The interim and final project evaluations will include qualitative assessments for "Institutional strengthening and systemic change" and "paradigm-shift and transformational change" in line with the IRMF.

30. The GCF will improve the efficiency of the reporting process through improved automated data entry and annual performance reporting through web-based platforms. This will facilitate data inputting by AEs as well as data processing and aggregation by the GCF. Such efforts are already accounted for under the GCF's 2020 Work Programme.

31. The successful implementation of the IRMF will require AEs to adequately budget for M&E in FPs submitted to the Secretariat.

32. One of the most significant changes in the IRMF is the provision to conduct stakeholder workshops to assess progress on "Institutional Strengthening and Systemic Change" at the interim and final project stages. Workshops could be funded by M&E costs of the project/programme through a dedicated budget line accessible to AEs. Guidance will be provided on how to include such costs in the Funding Proposal. AEs would also be encouraged to leverage workshops being organized by NDAs, and/or GCF at country or regional level as this could reduce costs. In cases where AEs administer projects/programmes in multi-countries or national workshops, such workshops or score card assessments could be conducted online, as time needed to conduct such workshops will not exceed a day.

33. In situations where the AE will not be able to prepare and budget for such workshops at the Funding Proposal stage, the NDA, supported by the GCF, may facilitate these consultations, in coherence with the participatory monitoring mechanisms outlined under the Monitoring and Accountability Framework and subsequently reiterated under the Country Ownership Guidelines.

VI.5 Budgetary implications

34. The Secretariat does not expect additional resources to be required in 2020 to implement the RMF, with next steps toward implementation (including external consultancy support for the development of guidelines and costs of training for AEs/NDAs) already provisioned for in the Secretariat's 2020 work programme and administrative budget. However, the Secretariat does anticipate that additional resources will be required over time to effectively implement the GCF's results architecture and ensure the robustness and credibility of GCF results monitoring, reporting and evaluation. This would be covered through future annual work programmes and budgets and aligned with natural growth in the results and portfolio management function as the portfolio under implementation expands.

35. For AEs, dedicated costs for implementing the IRMF would be covered through dedicated M&E budget lines in future FPs.²

36. At the country level, in keeping in line with the GCF's initial Monitoring and Accountability Framework (MAF) principles, NDAs are encouraged to sustain an environment for participation and engagement among GCF stakeholders, including AEs, NDAs and civil society groups to assess how GCF investments have contributed to climate results, in line with the IRMF.

37. Resourcing implications for the evaluations proposed to measure paradigm shift and transformational change are still under consultation with IEU and will be included in subsequent versions of the IRMF.

VII. Monitoring and review

38. The IRMF will be reviewed in the third year of GCF's first replenishment cycle, as part of the overall policy review cycle. The purpose of this review would be to inform measures taken to ensure the most cost-effective way of implementing the IRMF and provide further recommendations on how it can be implemented in an efficient manner, including by looking at external capacity gaps. Subsequent reviews of the IRMF would consider alignment with future Strategic Plans and programming directions and assess the policy's fitness for purpose in supporting the measurement of results in line with GCF's strategic objectives.

² For instance, the Global Fund recommends that 5 to 10 percent of total project costs should be allocated to M&E. The Climate Investment Funds allocated about 13 percent of the total administrative services budget to M&E for 2019, including stakeholder engagement in review of implementation. In GCF's context, this could vary depending on the size, scale, complexity of the project/programme. In any event, adequate budgetary resources complemented by sufficient technical and human resources should be factored in by AEs in order to credibly report on actual results, as the portfolio matures.

Annex I: Integrated Results Management Framework

I. Objective

1. The integrated results management framework (IRMF) sets out GCF's approach to measuring how its investments deliver climate results and how its results contribute to the Fund's overall objectives of promoting the paradigm shift towards low-emission and climate-resilient development pathways in the context of sustainable development and supporting implementation of the Paris Agreement and United Nations Framework Convention on Climate Change, as set out in its Governing Instrument and Strategic Plan.
2. The IRMF establishes an updated GCF results architecture including the levels at which results will be measured, indicators and measurement approaches. It also clarifies roles and responsibilities for results management and reporting.
3. The IRMF is designed to be applied in a way that is integrated with the GCF Investment Framework, with the Investment Framework governing ex-ante assessment and selection of projects and programmes and the IRMF enabling ex-post management of results.

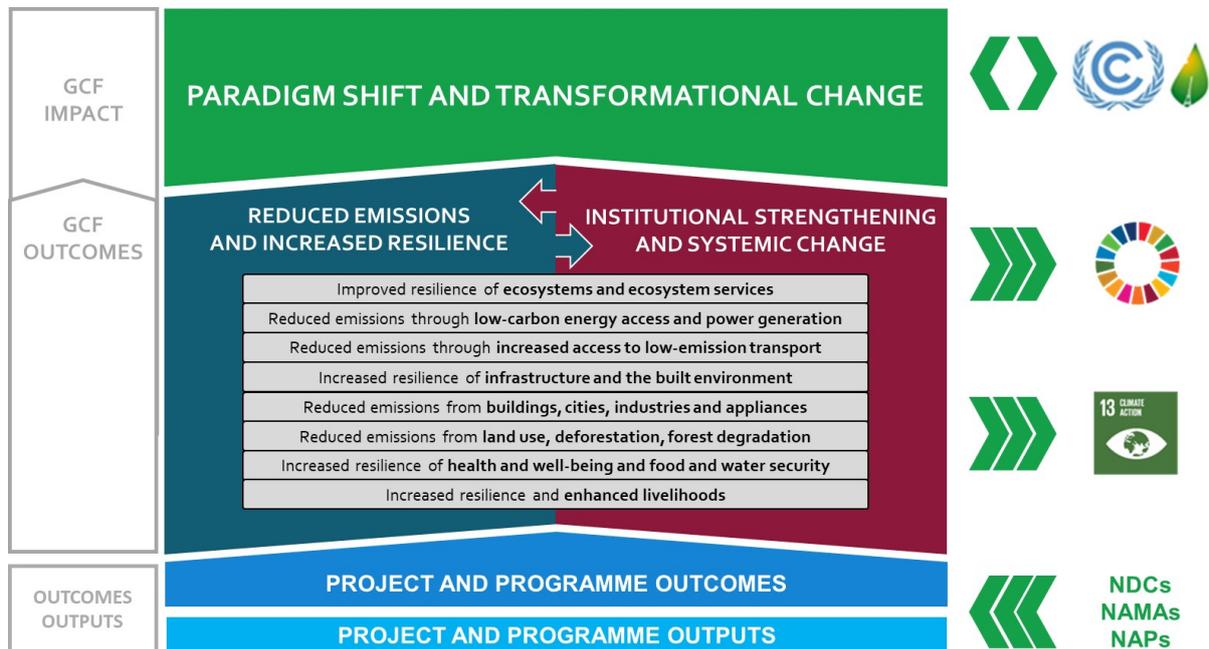
II. Scope

4. The IRMF applies to projects and programmes approved by the GCF Board on or after the date of effectiveness of this policy. The IRMF supersedes both the initial results management framework (Decision B.07/04) and performance measurement framework (Decision B.08/07).

III. Levels of the Results Framework

5. The conceptual framework for the IRMF is shown in **Figure 1** below, outlining the levels at which the GCF seeks to track and manage results:
 - (a) **Climate impact: Paradigm shift and transformational change:** aims to measure GCF's impact in contributing to paradigm shift and transformational change, in the context of supporting implementation of the UNFCCC and Paris Agreement. Informed by project and programmes outcomes, the climate impact level aims to track results that may be delivered beyond the lifetime of a project/programme and may not be directly attributable to GCF interventions only;
 - (b) **Outcomes: Reduced GHG emissions and increased resilience:** aims to measure at a portfolio level the quantified mitigation and adaptation outcomes delivered by GCF projects and programmes and which are directly attributable to the GCF intervention;
 - (c) **Outcomes: Institutional strengthening and systemic change:** aims to measure how GCF projects and programmes have contributed to enabling conditions for institutional strengthening and systemic change towards paradigm shift, measuring outcomes directly attributable to the GCF intervention; and
 - (d) **Project/programme outcomes and outputs:** allows AEs to further specify, on a case-by-case basis, additional outcomes and outputs which they will measure and report progress on at the project/programme level.

Figure 1: Proposed results architecture



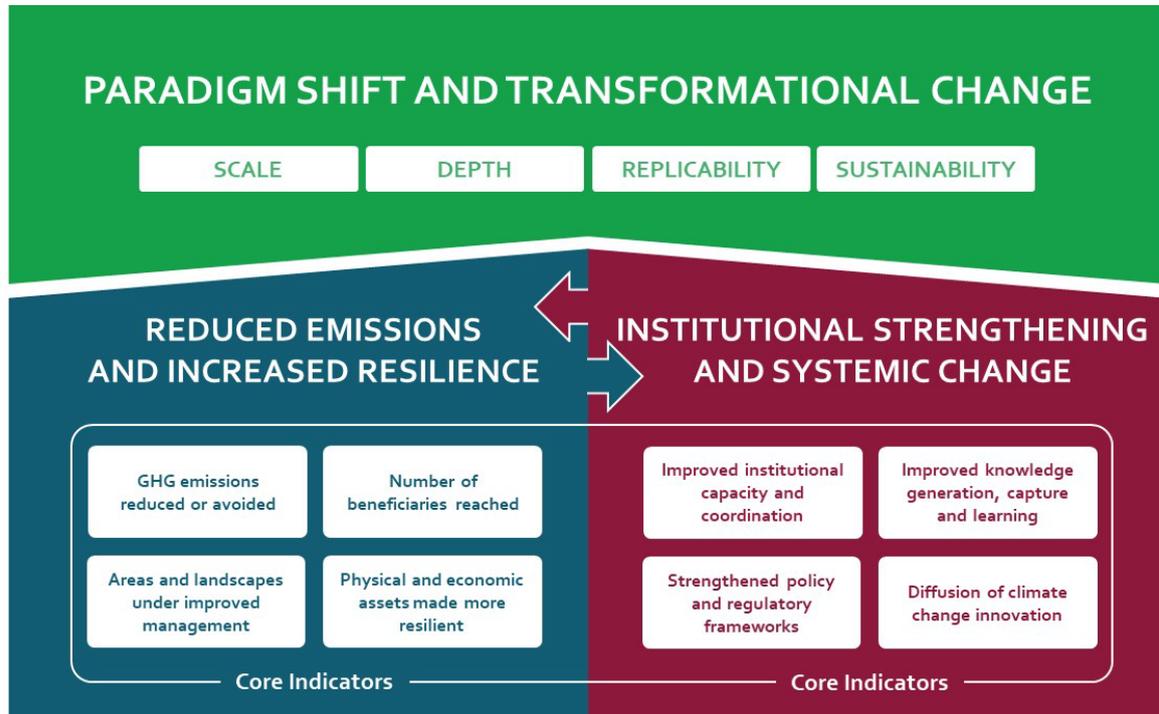
6. The IRMF will be based on eight results areas as identified in Figure 1, recognizing that projects and programmes may be cross-cutting across results areas and logic models should facilitate results reporting accordingly. The results areas are:

- (a) Reduced GHG emissions from:
 - (i) Low-emission energy access and power generation;
 - (ii) Low-emission transport;
 - (iii) Buildings, cities, industries and appliances;
 - (iv) Land use, deforestation, forest degradation, and through sustainable forest management and conservation and enhancement of forest carbon stocks;
- (b) Increased resilience:
 - (i) And enhanced livelihoods of the most vulnerable people, communities and regions;
 - (ii) Of health and well-being, and food and water security;
 - (iii) Of infrastructure and the built environment to climate change threats;
 - (iv) Of ecosystems and ecosystem services.

IV. Indicators, measurement and reporting approaches

7. The core indicators for the climate impact level (paradigm shift and transformational change) and climate outcomes level (Reduced GHG emissions and increased resilience and Institutional strengthening and systemic change) are shown in Figure 2 below:

Figure 2: Core RMF indicators



IV.1 Reduced GHG emissions and increased resilience

8. The measurement of reduced GHG emissions and increased resilience will be based on quantitative indicators tracking project and programme outcomes. Core indicators and sub-indicators are outlined in **Table 1** below. Each core indicator includes a set of sub-indicators, which are not intended to be aggregable under the core-indicators but provide complementary information to the core indicators.

Table 1: Core indicators and sub-indicators for reduced GHG emissions and increased resilience

Core 1: GHG emissions reduced or avoided per result area (Unit: tCO ₂ eq)				
Sub-indicators		SDGs	Unit	Reference
1.1	Installed capacity (MW) in energy access and power generation	 	MW	CIF (Clean Technology Fund (CTF))
1.2	Megawatt-hours battery storage system installed	 	MWh	New indicator
1.3	Annual energy savings	 	MWh	CIF (CTF)
1.4	Number of minimum energy performance standards applied	 	Number	New indicator
Core 2: Number of beneficiaries reached per result area (Unit: number of individuals or households) *Number of individuals disaggregated by gender				

**Number of households including female-headed³				
Sub-indicators		SDGs	Unit	Reference
2.1	Number of females and males benefiting from the adoption of diversified, climate-resilient livelihood options	 	Individuals	Current PMFs GEF/LDCF/SCCF
2.2	Number of households, including female-headed, with improved food security (reduced food security gaps)	  	Households	Initial RMF
2.3	Number of females and males with increased access to climate-resilient water infrastructure and services	 	Individuals	United Nations Children's Fund (UNICEF)/Global Water Partnership
2.4	Number of females and males covered by new or improved early warning systems	 	Individuals	Current PMFs
2.5	Number of females and males using innovative climate-resilient technologies that increase their coping mechanisms to extreme climate variabilities	 	Individuals	Recommended by the COP ⁴ Aligned with LDCF/SCCF
2.6	Number of females and males provided with access to clean energy	 	Individuals	Current PMFs
2.7	Number of female and male passengers using low carbon transportation	 	Individuals	Current PMFs
2.8	Number of beneficiaries covered by green cities plans	 	Individuals	New indicator
Core 3: Physical and economic assets made more resilient (Unit: USD)				
Sub-indicators		SDGs	Unit	Reference
3.1	Number of households, including female-headed, covered by insurance for loss of physical and economic assets as a result of climate variabilities	 	Number	New indicator
3.2	Number of females and males living in buildings that have increased physical protection against climate hazards	 	Number	New indicator
Core 4: Area and landscapes under improved management (Unit: Hectares or km)				
Sub-indicators		SDGs	Unit	Reference
4.1	Hectares of land brought under climate-resilient management (by types)	 	Hectares	GEF, CIF

³ When data is reported at the household level, AEs must report the average number of people per household, based on most recent national census data.

⁴ The Secretariat considered COP decision 8/CP.23 18, which encouraged the Board to include in its annual report to the COP information on projects approved by the Board that support the innovation and/or scaling up of climate technologies. This was requested with a view to informing the Technology Mechanism of the UNFCCC as the Board undertakes further work on climate technology innovation by including a technology related indicator in the integrated RMF. This indicator would track outcomes/impacts supporting climate technologies in mitigation and adaptation projects/programmes in the GCF portfolio.

4.2	Hectares of forests restored or conserved (by types)	 	Hectares	GEF, CIF
4.3	Kilometres of coastline protected through nature-based solutions	  	Km	GEF

9. Measurement and reporting of reduced GHG emissions and increased resilience will be carried out as follows:

- (a) Each funding proposal presented for Board approval will outline how the proposed activities contribute to at least one core indicator relevant to each result area targeted under the funding proposals. AEs should select the most relevant core indicators and all sub-indicators relevant to the activities.
- (b) For the core indicators of “GHG emissions reduced” and “Number of beneficiaries reached”, only direct beneficiaries and emission reductions over the project lifetime directly attributable to investments made during the project’s implementation period will be counted for.
- (c) AEs will be expected to collect baseline data and establish baselines to enable the comparison between a business-as-usual scenario and progress achieved as a result of GCF’s investments across their selected set of indicators. AEs will gather data, informed by relevant sector strategies and country programmes, on indicators relevant to the funding proposal and are encouraged to disaggregate data by regions, geography, thematic areas and gender (where applicable) across the selected core and sub-indicators.
- (d) AEs will include result estimations in funding proposals and subsequently report to the GCF on actual results delivered during the reporting period through APRs. While the indicators are primarily quantitative, reporting will be supported by qualitative assessments to explain expected or unexpected levels of progress, in line with the monitoring provisions of the MAF.
- (e) The Secretariat will report aggregate estimated and actually achieved outcomes for the four core indicators and sub-indicators at portfolio level. The Secretariat will produce disaggregated reporting by result area.
- (f) The Secretariat will institutionalize and streamline the greenhouse gas (GHG) accounting process and develop guidance on GHG accounting while referring to the GHG accounting practices of other climate funds or international financial institutions, and taking into consideration the specific features of the GCF.

IV.2 Institutional strengthening and systemic change

10. The measurement of institutional strengthening and systemic change will be based on a mix of quantitative indicators, qualitative scorecard assessments and evaluations. This approach is designed to measure how GCF-funded projects and programmes are contributing to institutional outcomes which enable paradigm shift and support wider systemic change underpinning reduced GHG emissions and increased resilience. Quantitative indicators are outlined in **Table 2** and the scorecard and evaluation elements are described further below.

Table 2: Core indicators for institutional strengthening and systemic change

Core 5: Improved institutional capacity and coordination (Unit: Number, Score)		
Sub-indicators		Unit
5.1	Number of institutions or bodies supported to plan, design, coordinate and implement transformational climate programming	Number
5.2	Degree to which GCF investments have led to improved institutional capacity and coordination for climate planning and programming	Score 1-4
Core 6: Strengthened policy and regulatory frameworks (Unit: Number, Score)		
Sub-indicators		Unit
6.1	Number of policies and regulatory frameworks developed	Number
6.2	Degree to which GCF interventions have led to policy and regulatory frameworks that incentivize low carbon climate resilient investments, practices and	Score 1-4
Core 7: Enhanced diffusion of climate change innovation (Unit: Number, Score)		
Sub-indicators		Unit
7.1	Number of new climate innovations demonstrated and tested	Number
7.2	Degree to which GCF interventions have facilitated the increased adoption and promotion of climate change innovations	Score 1-4
Core 8: Improved knowledge generation, capture and learning (Unit: Number)		
Sub-indicators		Unit
8.1	Number of knowledge initiatives developed and implemented around good practices, methodologies and standards for transformational climate action	Number
8.2	Degree to which GCF interventions have improved knowledge generation, capture and learning on transformational climate action	Score 1-4

11. Measurement and reporting of institutional strengthening and systemic change will be carried out as follows:
- (a) Each funding proposal presented for Board approval will identify whether the proposed activities contribute to any of the indicators for institutional strengthening and systemic change, informed by relevant sector strategies and country programmes. This should be in line with the AEs description of how the project activities will deliver on the Investment Criteria, particularly paradigm shift potential;
 - (b) AEs will report to GCF on actual results delivered during the reporting period against relevant identified indicators through their APRs where quantitative results are available;
 - (c) AEs will report on relevant identified indicators using a score-card assessment in conjunction with presentation of their interim and final project evaluations. The score-card assessment will be completed by the AE in consultation with the NDA and entities involved in project implementation as appropriate. AEs are encouraged to convene participatory monitoring workshops or leverage workshops conducted by project host countries or the GCF to moderate scoring and inform the completion of the scorecard.

- (d) For projects or programmes where the AE is not able to undertake consultative reporting or participatory monitoring workshops, the GCF or NDA may facilitate such workshops in line with Fund procedures for multi-stakeholder consultation, including as outlined under the MAF, or making use of scheduled regional events.
- (e) The Secretariat will develop scorecard templates for each of the four core indicators, based on multi-criteria assessments (MCA)⁵. Each scorecard will include sub-indicators that draw from the initial RMF and include a scoring range.
- (f) The Secretariat will report aggregated outcomes for the four quantitative indicators and will also report at the portfolio level on the share of the portfolio that scores highly across each of the four pillars, in line with the scoring range to be defined under the score-cards.

IV.3 Paradigm shift and transformational change

12. The GCF will seek to understand how projects and programmes are contributing to paradigm shift through qualitative assessment and evaluation of the ways in which projects or programmes are delivering impact against four dimensions of transformational change – scale, depth, replicability and sustainability – and leading to an overall change in norms. The dimensions of transformational change are defined in Table 3 below.

13. In most cases, these are dimensions which may only be assessed beyond a project’s lifetime and cannot be easily attributable to the GCF investments alone. In examples where change happens more quickly, assessment of paradigm-shift could take place earlier.

Table 3: Assessing paradigm shift and transformational change

Paradigm Shift and Transformational Change⁶			
Dimension	Description	Scale	Notes
Scale	Degree to which GCF’s investments causes large-scale impact at sectoral, national or global level in context of NDCs, NAPs and Paris Agreement goals.	0-4	0 = no transformational change / 4 = highly transformative
Depth	Degree to which there is a fundamental system change heavily influenced by GCF investments such as: i) market development and transformation at local, national or international level through elimination of barriers and risks for low-emission climate-	0-4	0 = no transformational change / 4 = highly transformative

⁵ Multi-criteria assessment is used to monitor/evaluate problems when faced with number of different alternatives from diverse stakeholders at especially the regional/sub-regional/country level while considering conflicting objectives and coming up with best case scenarios. The main purpose of MCA is to deal with complex and unstructured decision problems in the sphere of environmental and natural resource management, which involve number of conflicting ecological, environmental, societal and economic objectives, and multiple interest groups. Multicriteria methods provide a powerful framework for policy analysis in the context of climate change and sustainable development, since they can accomplish the goals of being multi-disciplinary (accounting for multiple dimensions present), participatory (open to all stakeholders), and transparent. Stakeholder participation should be included in the overall structure of the MCA process: alternatives and criteria generation, weighting and evaluation of alternatives and discussion of results. At also: <http://www.ejolt.org/2015/02/multi-criteria-assessment-mca/>

⁶ The four dimensions have been used under World Bank evaluations; The definitions included here have been adjusted to reflect how they can be applied to GCF’s Investment Criteria

	resilient solutions ii) advancement of national or local legal or regulatory frameworks that promote investments in low-emission climate-resilient development, iii) mainstreaming of climate considerations into decision-making;		
Replicability	Degree to which key elements of the proposal have been exported to other sectors, countries or regions thus expanding the scope and impact of the intervention without expanding its cost base. Characterized by catalytic and demonstration effects (either within and/or beyond national boundaries); positive spillovers and externalities.	0-4	0 = no transformational change / 4 = highly transformative
Sustainability	Clear evidence of a financial and institutional pathway influenced by GCF which will continue beyond the project's lifetime. Characterized by financial, economic, environmental sustainability of results post project completion.	0-4	0 = no transformational change / 4 = highly transformative

14. Assessment of paradigm shift and transformational change will be carried out as follows:
- (a) The Secretariat will produce guidance on how the four dimensions should be assessed and scored at interim and final evaluation and post-completion stages of a project's lifetime.
 - (b) AEs will assess the degree to which the project has contributed to transformational change and paradigm shift as part of interim and final evaluations, in the form of a preliminary qualitative self-assessment. The self-assessment will include scoring against the four dimensions on a range from 0-4 and be analysed in a context specific manner even when drawing from quantitative data.
 - (c) Post project-completion, the GCF may commission evaluations of how individual or groups of projects or programmes have contributed to paradigm-shift and transformational change. Such evaluations may be done either by the Independent Evaluation Unit or through evaluation services procured by the Secretariat, using a case study approach. Not all investments will be assessed.
 - (d) The process for commissioning a case study assessment will be based on either: (i) NDAs or AEs putting forward a proposal if they think there is evidence of a paradigm shift having taken place, (ii) GCF identifying potential for paradigm-shift based on reporting. Other GCF stakeholders may also make proposals based on available evidence. Proposals should outline what are the changes observed and the evidence available to illustrate the change and GCF's contribution to it. The evidence would draw from the reporting of the quantitative core indicators in APRs as well as interim and final reporting on "institutional strengthening and systemic change" and preliminary paradigm-shift self-assessments carried out by the AEs.
 - (e) Any evaluation will need to explain its scoring and the strength of evidence it is based upon. Evidence should be validated using additional evaluative methods (for example, the identification and use of counterfactuals). For a GCF investment to be highly

transformative it must score 3 or above in at least 3 dimensions, one of which must be sustainability.

- (f) The Secretariat will analyse assessment and scoring received from internal, external or independent evaluations at the portfolio level, to identify the degree to which GCF investments have led to paradigm shift and transformational change but also across which dimensions of paradigm-shift, to allow for comparisons across sectoral and geographical areas.

V. Implementation arrangements

15. The IRMF will apply to all funding proposals submitted to the Board starting from, and including, the XXX⁷ Board meeting after its adoption, with a view to ensuring all projects/programmes approved from that time report results on a consistent basis.

16. The GCF will update the Funding Proposal template following adoption of the IRMF. The Secretariat will work with AEs and provide support as necessary to facilitate the presentation to the Board of funding proposals which apply the requirements of the IRMF. The Secretariat will, where necessary, also include provisions in the relevant funded activity agreements in respect of the IRMF requirements which are expected to be implemented by AEs.

17. The Secretariat will develop guidelines and an M&E toolkit for the implementation of the IRMF, covering the following:

- (a) Monitoring and reporting protocols for core and sub-indicators 1-4, and guidance on the means of verification;
- (b) Score-cards for assessing progress towards core indicators 5-8;
- (c) Scoring and assessment approaches for paradigm-shift and transformational change, to (i) guide the AE's self-assessment at interim and final project stages, (ii) orient evaluations post-project completion and (iii) define GCF's internal portfolio aggregate reporting on paradigm-shift and transformational change.

18. The Secretariat will also update the APR templates with a view to allow AEs to report on progress in line with the IRMF.

19. The GCF will, through future annual work programmes and administrative budgets, ensure adequate human, financial and other resources to ensure the timely and adequate implementation of the IRMF.

20. AE should make adequate provision for monitoring and evaluation to implement the IRMF under a dedicated budget line in the Funding Proposal.

VI. Monitoring and review

21. The IRMF will be reviewed in line with the policy cycle established under the four-year Board Work Plan, in the 3rd programming year of GCF-1.

22. During GCF-1 the review will focus on degree of implementation of the IRMF, both internally within the GCF and externally by AEs and NDAs, and highlight any outstanding challenges, including related to external capacity gaps.

⁷ Secretariat still confirming implementation timelines

23. Subsequent reviews may also assess the IRMF's relevance in the context of future Strategic Plans and programming objectives and propose required adjustments.

Annex II: Comparison of the initial RMF and IRMF

The table below shows the difference in key principles underpinning the design of the initial RMF with that of the design of the proposed integrated RMF. It also indicates how changes take up summary recommendations from the IEU's evaluation of the initial RMF.

GCF 1 – Integrated RMF: new features and approach compared to Initial RMF and the IEU's evaluation			
Issues	Initial RMF	Integrated RMF	IEU's evaluation ⁸
Logic model	Highly linear in scope and application. Multiple co-benefits that emerge from intersectionality between mitigation and adaptation not clearly articulated. Inconsistent theories of change. Prevents reporting on results through multiple causal pathways and areas of influence/contribution. Overly focused on work that is the direct responsibility of the project/programme.	Non-linear approach to measuring results mainly at the level of impacts and outcomes. Allows for greater integration between mitigation and adaptation through the more consistent employment of theories of change. Project/programme inputs and implementation processes will generally not be emphasized, although outputs will be noted.	Summary recommendation 1: The GCF Secretariat should develop and operationalize theories of change for key thematic areas and integrate these into project proposals early.
Choice of indicators	Multiple frameworks with qualitative and quantitative indicators, not fully aligned with the initial IF.	Single framework with focus on indicators for reduced GHG emissions and increased resilience (mitigation and adaptation), and institutional strengthening and systemic change; Aligned with the initial IF. ⁹	n/a
Alignment with the GCF investment cycle	Aligned with the IRM period, but limited alignment with GCF's evolving business model.	Aligned with GCF-1 business model and GCF-1 programming period 2020-2023.	n/a
Reporting	Only general guidance on reporting without consultations with NDAs and other country-level stakeholders.	Results management tool which aids in informed and prompt decision-making at the country-level, adaptive management, program	Summary recommendation 5: The Secretariat should initiate a dialogue with the National Designated Authorities (NDAs), AEs

⁸ Independent Evaluation Unit (2018). Independent review of the GCF's Results Management Framework, Evaluation Report No. 1/2018, Green Climate Fund, Songdo, South Korea.

⁹ By decision B.09/05, "Further Development of the Initial Investment Framework: Sub-criteria and Methodology."

		fidelity ¹⁰ and course corrections.	and other key stakeholders to define the appropriate role of the NDAs throughout the project cycle and where possible GCF indicators should link with country monitoring indicators and SDG reporting.
Attribution and contribution	Focused mainly on assessing GCF's attribution to outcomes and results.	Focused on credible measurement of attributed project/programme outcomes, as well as contribution to paradigm shift and transformational change.	n/a
Measurement	Absence of robust guidance and protocols for measurement of results, reporting and MoV.	Detailed guidance and systems to be developed for measurement, as well as guidance on reporting and MoV.	Summary recommendation 2: The Secretariat should update the RMF and PMFs, address deficiencies and develop protocols that provide guidance on what, who, when, how indicators can and should be measured and how they should be aggregated.
Verification	No verification of impacts, post implementation	Post-implementation verification by the Secretariat during the lifetime of the project assets.	n/a

¹⁰ Program fidelity is generally defined as the extent to which delivery of an intervention adheres to the protocol or program model originally developed. Fidelity measurement has increasing significance for evaluations, treatment effectiveness research, and effective operational administration.

Annex III: Alignment of the IRMF indicators with existing frameworks

1. The table below shows how indicators proposed in the IRMF are linked to the initial RMF, PMFs and the initial IF. The check mark in each column show how each of the indicators are directly or indirectly referenced in the initial results architecture. The column in the far right-hand side – ‘Notes’ – shows i) status of indicators in the IRMF in comparison to the initial RMF and ii) which specific indicators in the proposed IRMF are consistent with similar indicators employed by comparable climate finance delivery channels.

Integrated RMF	Mitigation PMFs ¹	Adaptation PMFs ²	Initial RMF ³	Initial IF ⁴	Notes
Core indicator 1					
GHG emissions reduced or avoided per results area	✓		✓	✓	REVISED; Consistent with GEF/CIF
Sub-indicators					
1.1 Installed capacity (MW) in energy access and power generation			✓		RETAINED; Consistent with GEF/CIF
1.2 Megawatt-hours battery storage system installed					NEWLY ADDED
1.3 Annual energy savings			✓		RETAINED; Consistent with GEF/CIF
1.4 Number of minimum energy performance standards applied					NEWLY ADDED
Core indicator 2					
Number of beneficiaries per result area		✓	✓	✓	REVISED; Consistent with GEF/CIF/AF
Sub-indicators					

¹ From document GCF/B.20/Inf.01. Update on the further development of some indicators in the performance measurement frameworks. 28 May 2018.

² From document GCF/B.20/Inf.01. Update on the further development of some indicators in the performance measurement frameworks. 28 May 2018.

³ From document GCF/B.07/04. Initial Results Management Framework of the Fund. 7 May 2014.

⁴ From document GCF/B.09/07. Further development of the initial investment framework: Sub-criteria and methodology. 23 February 2015.

Integrated RMF	Mitigation PMFs¹	Adaptation PMFs²	Initial RMF³	Initial IF⁴	Notes
2.1 Number of females and males benefiting from the adoption of diversified, climate-resilient livelihood options		✓	✓		REVISED; Consistent with GEF/CIF/AF
2.2 Number of households, including female-headed, with improved food security (reduced food gaps)		✓	✓		REVISED
2.3 Number of females and males with increased access to climate-resilient water infrastructure and services		✓	✓		REVISED
2.4 Number of females and males covered by new or improved early warning systems		✓	✓	✓	REVISED; Consistent with GEF/AF
2.5 Number of females and males using innovative climate-resilient technologies that increase their coping mechanisms to extreme climate variabilities		✓		✓	NEWLY ADDED; Consistent with GEF/AF
2.6 Number of females and males provided with access to clean energy	✓		✓	✓	NEWLY ADDED; Consistent with AF
2.7 Number of female and male passengers using low carbon transportation	✓		✓	✓	RETAINED; Consistent with AF
2.8 Number of beneficiaries covered by green cities plans					NEWLY ADDED
Core indicator 3					
Physical and economic assets made more resilient		✓			NEWLY ADDED; Consistent with GEF/AF
Sub-indicators					

Integrated RMF	Mitigation PMFs¹	Adaptation PMFs²	Initial RMF³	Initial IF⁴	Notes
3.1 Number of households, including female-headed, covered by insurance for loss of physical and economic assets as a result of climate variabilities					NEWLY ADDED
3.2 Number of females and males living in buildings that have increased physical protection against climate hazards			✓		REVISED
Core indicator 4					
Area and landscapes under improved management			✓		REVISED; Consistent with GEF/CIF/AF
Sub-indicators					
4.1 Hectares of land brought under climate-resilient management (by types)			✓		REVISED; Consistent with GEF
4.2 Hectares of forests restored or conserved (by types)		✓	✓		REVISED; Consistent with GEF
4.3 Kilometers of coastline protected through nature-based solutions			✓		REVISED; Consistent with GEF

Annex IV: Indicator comparison between GCF and other climate finance mechanisms

1. The table below illustrates how the GCF's integrated RMF indicators are directly and indirectly referenced with indicators of comparable climate finance delivery channels. In the context of complementarity and coherence, a comparative analysis of indicator alignment with other relevant financial mechanisms such as the GEF, LDCF, SCCF, CIF and AF has been conducted.

GCF	Integrated RMF	GEF	CIF	AF
Core 1	GHG emissions reduced or avoided per result area	GHG emissions mitigated (GEF)	<p>Tonnes of GHG emissions reduced or avoided (CTF)</p> <p>GHG emissions avoided (Scaling Up Renewable Energy Program (SREP))</p> <p>GHG emission reductions or avoidance/enhancement of carbon stocks (Forest Investment Program (FIP))</p> <p>Metric tonnes (millions) of CO₂e reduced or avoided from reduced or avoided deforestation and forest degradation (FIP)</p> <p>Metric tonnes (millions) of CO₂e sequestered through natural regeneration, re- and afforestation activities (FIP)</p>	n.a.
1.1	Installed capacity (MW) in energy access and power generation	Increase in installed renewable energy capacity per technology (GEF)	<p>Installed capacity (MW) as a result of CTF interventions (CTF)</p> <p>Annual electricity output from renewable energy, as a result of SREP interventions (SREP)</p>	n.a.

GCF	Integrated RMF	GEF	CIF	AF
			Capacity (direct/indirect) from renewable energy (MW), as a result of SREP interventions (SREP)	
1.2	Megawatt-hours battery storage system installed	n.a.	n.a.	n.a.
1.3	Annual energy savings	Energy saved (GEF)	Annual energy savings as a result of CTF interventions (CTF)	n.a.
1.4	Number of minimum energy performance standards applied	n.a.	n.a.	n.a.

Core 2	Number of beneficiaries per result area ¹	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (GEF) Number of direct beneficiaries (LDCF/SCCF)	Number of people supported by the Pilot Program for Climate Resilience (PPCR) to cope with the effects of climate change (PPCR) Number of women and men, businesses, and community services benefitting from improved access to electricity and/or other modern energy services, as a result of SREP interventions (SREP) Livelihoods co-benefits (FIP)	Number of beneficiaries (direct and indirect)
2.1	Number of females and males benefiting from the adoption of diversified, climate-resilient livelihood options	Number of people with enhanced capacity to identify climate risk and/or engage in adaptation measures (LDCF/SCCF) Livelihoods and sources of income of vulnerable populations	Extent to which vulnerable households, communities, businesses, and public-sector services use improved PPCR-supported tools, instruments, strategies, and activities to respond to climate variability or climate change (PPCR)	Percentage of households and communities having more secure access to livelihood assets Percentage of targeted population with sustained climate-resilient alternative livelihoods

¹ Data on individuals will be disaggregated based on gender and social exclusion; data on households will include disaggregation focused on counting female, widowed, adolescent and child-headed households.

GCF	Integrated RMF	GEF	CIF	AF
		diversified and strengthened (LDCF/SCCF)		
2.2	Number of households, including female-headed with improved food security (reduced food gaps)	n.a.	n.a.	n.a.
2.3	Number of females and males with increased access to climate-resilient water infrastructure and services	n.a.	n.a.	n.a.
2.4	Number of females and males covered by new or improved early warning systems	Vulnerability to climatic hazards/variability is reduced through new or improved early warning systems /climate information systems (LDCF/SCCF)	n.a.	Number of Early Warning Systems Relevant threat and hazard information generated and disseminated to stakeholders on a timely basis Number of early warning systems (by scale) and number of beneficiaries covered
2.5	Number of females and males using innovative climate-resilient technologies that increase their coping mechanisms to extreme climate variabilities	Technologies and innovative solutions piloted or deployed to reduce climate-related risks and/or enhance resilience (LDCF/SCCF)	n.a.	Number of innovative adaptation practices, tools and technologies accelerated, scaled-up and/or replicated Number of key findings on effective, efficient adaptation practices, products and technologies generated
2.6	Number of females and males provided with access to clean energy	n.a.	Number of women and men, businesses, and community services benefitting from improved access to electricity and/or other modern energy services, as a result of SREP interventions (SREP)	n.a.
2.7	Number of female and male passengers using low carbon transportation	n.a.	Number of additional passengers (disaggregated by men and women, if	n.a.

GCF	Integrated RMF	GEF	CIF	AF
			feasible) using low carbon public transport as a result of CIF intervention (CTF)	
2.8	Number of beneficiaries covered by green cities plans	n.a.	n.a.	n.a.
Core 3	Physical and economic assets made more resilient	Physical assets made more resilient to climate variability and change (LDCF/SCCF) Vulnerable ecosystems and natural resource assets strengthened in response to climate change impacts (LDCF/SCCF)	n.a.	Assets produced, developed, improved, or strengthened Physical infrastructure improved to withstand climate change and variability-induced stress Number of physical assets strengthened or constructed to withstand conditions resulting from climate variability and change (by sector and scale) Number and type of adaptation assets (tangible and intangible) created or strengthened in support of individual or community livelihood strategies
3.1	Number of households (including female-headed) covered by insurance for loss of physical and economic assets as a result of climate variabilities	n.a.	n.a.	n.a.
3.2	Number of females and males living in buildings that have increased physical protection against climate hazards	n.a.	n.a.	n.a.
Core 4	Area and landscapes under improved management	Terrestrial protected areas created or under improved management for conservation and sustainable use (GEF)	Area covered (in hectares) under sustainable land management or sustainable forest management (FIP)	Natural assets protected or rehabilitated Number of natural resource assets created, maintained or improved to

GCF	Integrated RMF	GEF	CIF	AF
		Area of landscapes under climate-resilient management (LDCF/SCCF)		withstand conditions resulting from climate variability and change (by type and scale)
4.1	Hectares of land brought under climate-resilient management (by types)	Terrestrial protected areas newly created (GEF) Terrestrial protected areas under improved management effectiveness (GEF) Area of degraded agricultural lands restored (GEF) Area of forest and forest land restored (GEF) Area of natural grass and shrublands restored (GEF) Area of wetlands (including estuaries and mangroves) restored (GEF)	n.a.	n.a.
4.2	Hectares of forests restored or conserved (by types)	Area of land restored (GEF) Area of degraded agricultural lands restored Area of forest and forest land restored Area of natural grass and shrublands restored Area of wetlands (including estuaries and mangroves) restored	n.a.	n.a.
4.3	Kilometers of coastline protected through nature-based solutions	Marine protected areas created or under improved management for conservation and sustainable use (GEF)	n.a.	n.a.

GCF	Integrated RMF	GEF	CIF	AF
		Marine protected areas newly created (GEF) Marine protected areas under improved management effectiveness (GEF)		

Annex V: Overview of roles and responsibilities

The overall roles and responsibilities of respective GCF stakeholders for the approach proposed within the IRMF is outlined below. In accordance with the proposed results architecture of the IRMF, it shows i) which stakeholders are engaged at different levels of the results chain and ii) what are their respective mandates. At the far right-hand side of the table presented below are 'Notes' which highlight what type of measurement, data aggregation and qualitative assessments are required to be collected by the Secretariat and relevant stakeholders.

Integrated RMF			Mandate of GCF stakeholders				Notes
Results architecture	Measurement	Level	NDA	AE	GCF Secretariat	GCF IEU	
GCF IMPACT	Paradigm shift	GCF level	Hold consultations with the AE to prepare a proposal for a study to assess paradigm shift (if there is evidence of paradigm shift)	Prepare a proposal for a study to assess paradigm shift (if there is evidence of paradigm shift)	Assess a proposal for a study on paradigm shift (if there is evidence of paradigm shift)	Conduct a study to assess paradigm shift	The proposal should outline what changes in norms are and the evidence they have that illustrates the change and GCF's contribution to it. The study will assess the change in norms, brought by the GCF's interventions. The main application of this assessment is for the GCF Secretariat to determine whether there has been a change in norms due to GCF's contribution in terms of interventions. These studies will also provide useful information, which may be used in GCF publications as compelling "story telling" of change promoted through GCF interventions.

Integrated RMF			Mandate of GCF stakeholders				Notes
Results architecture	Measurement	Level	NDA	AE	GCF Secretariat	GCF IEU	
	Transformational change	GCF level	Hold consultations with AEs to plan the scope and nature of evaluation	Prepare a proposal for a study to assess transformational change (if there is evidence of such a change occurring)	Assess the scope for a study and provide technical guidance on the scope	Conduct study to assess transformational change	The evaluations will assess progress made in terms of transformational change, and the four dimensions: scale, depth, replicability and sustainability. The evaluation will assess the degree to which transformational change has occurred and how that compares to what level of transformation was expected. The evaluation will be used to determine the contribution of GCF to that transformation, and in which dimensions there has been more/less progress achieved.
GCF OUTCOMES	<p>Reduced GHG emissions and Increased Resilience</p> <p>1) Greenhouse gas (GHG) emissions reduced or avoided</p> <p>2) Number of beneficiaries reached</p>	Project/ programme level		Measure and report these indicators annually through APRs	<p>Aggregate project data at Fund level</p> <p>Conduct post-implementation verification</p>		Data coming from project-level indicators will determine progress in terms of reduced GHG emissions and increased resilience. Data from these indicators will also be used to report progress of GCF interventions per country, region, or aggregated at the portfolio level.

Integrated RMF			Mandate of GCF stakeholders				Notes
Results architecture	Measurement	Level	NDA	AE	GCF Secretariat	GCF IEU	
	3) Physical and economic assets made more resilient 4) Area and landscapes under improved management						
	<i>GHG abatement cost</i> <i>Leveraged private finance¹⁹</i>	GCF level			Measure and aggregate data internally on an annual basis at the Secretariat-level from APRs		This data will be useful to the GCF Secretariat to measure the efficiency of the interventions in terms of carbon avoided/reduced and funds spent. This data can be analyzed per country, region, or aggregated at the portfolio level. Data on leveraged private finance may be used to understand total amount of private finance leveraged as a result of GCF investments.

¹⁹ According to the Policy on Co-financing (decision B.24/14), leveraged private finance refers to “private investment resulting from the contribution associated with GCF involvement in an investment, regardless of whether or not the GCF was actively and/or directly involved in raising such financing or soliciting investors, and includes investment made as a result of the intervention of additional investors after the first project is completed.”

Integrated RMF			Mandate of GCF stakeholders				Notes
Results architecture	Measurement	Level	NDA	AE	GCF Secretariat	GCF IEU	
	<p>Institutional Strengthening and Systemic Change</p> <p>1) Improved institutional capacity and coordination</p> <p>2) Improved knowledge generation, capture and learning</p> <p>3) Strengthened policy and regulatory frameworks</p> <p>4) Diffusion of climate change innovation</p>	National level; regional level	Participate in annual scorecard assessment workshops	<p>1) Measure and report these indicators annually through APRs</p> <p>2) Put forward a proposed scoring and outline the level of contribution they feel GCF has made to changes that have occurred</p> <p>3) Participate in annual scorecard assessment workshops</p> <p>4) Prepare the agreed final version of scorecard assessment, as part of the APR</p>	<p>1) Aggregate project data at Fund level</p> <p>2) Support AEs and NDAs to conduct assessment workshops</p>	Conduct study on relevance, effectiveness of scorecard workshops	<p>Two-track approach is applied in assessing the four indicators:</p> <p>1) Measuring ‘quantitative’ data from AEs</p> <p>2) In line with the quantification of four core indicators, a qualitative scorecard assessment is also applicable for measuring the four core indicators.</p> <p>Scorecard assessment workshops are useful to exchange lessons learned and results from different GCF projects within a country. These workshops also help build country ownership on GCF interventions, as project stakeholders are aware of all GCF interventions implemented within a country, their complementarity and how they helped build stronger capacities within national or sub-national institutions.</p> <p>The main purpose of the workshops is to assess progress</p>

Integrated RMF			Mandate of GCF stakeholders				Notes
Results architecture	Measurement	Level	NDA	AE	GCF Secretariat	GCF IEU	
							made in each one of the four “qualitative” indicators. The information from these assessments may be applied to analyze progress over time for each one of the indicators, at a regional and national level and aggregated by the Secretariat at the portfolio level.

Annex VI: Proposed scorecards for “Institutional Strengthening and Systemic Change”

As described in Section 4.3 of the IRMF, a scorecard approach would be applied to assess “Institutional strengthening and systemic change” outcomes. The Secretariat will develop scorecard templates, in consultation in NDAs and AEs, for each of the four core indicators, based on multi-criteria assessments. Each scorecard will include sub-indicators that draw from the initial RMF and initial Investment Framework and include a scoring range. Examples are shown below, to be further refined based on consultations following adoption of the IRMF.

Improved institutional capacity and coordination								Reference
Extent to which there is sufficient institutional capacity in the public sector, private sector and civil society to address the challenges of climate change								SDG 13.3
No capacity	0	1	2	3	4	5	High capacity	
No resources are allocated to support development or delivery of a national strategy							Sufficient resources are allocated to support development, delivery and oversight of the national strategy	
Public sector units do not have an organizational structure or systems to effectively deliver a strategy							It is clear public sector units are responsible and accountable for delivering the strategy and the systems and staffing required	
Public sector units do not have trained and knowledgeable staff to respond to climate change							Public sector units are fully staffed with trained and knowledgeable individuals who can further develop professionally	
Private sector is unaware of its contribution to climate change and does not have the structures or skills to respond							Private sector understands its role in combatting climate change and has business models/strategies and expertise to proactively address appropriate challenges	
Civil society organizations have insufficient knowledge and skills to address relevant climate change challenges or to hold the public and private sector to account							Civil society understands the contribution it can make and has operating models and expertise to design interventions which address climate change and hold other stakeholders to account	
Improved knowledge generation, capture and learning								Reference

Extent to knowledge of good practices, methodologies and standards for transformational climate investment							SDG 17.16
No knowledge	0	1	2	3	4	5	High knowledge
No knowledge about good practices and methodologies from GCF projects							High knowledge about good practices and methodologies from GCF projects
No in-country replication or upscale of good practices and methodologies from GCF projects							High in-country replication or upscale of good practices and methodologies from GCF projects
No facilitation of peer knowledge exchange							High facilitation of peer knowledge exchange
No involvement of NDAs in the knowledge exchange of good practices							High involvement of NDAs in the knowledge exchange of good practices
No knowledge about good practices and innovative technologies was used in GCF decision-making processes							High knowledge about good practices and innovative technologies was used in GCF decision-making processes

Strengthened policy and regulatory frameworks							Reference
Extent to which there is an effective policy and regulatory framework to support efforts to adapt to and mitigate against climate change							SDG 13.2
Weak policy framework	0	1	2	3	4	5	Strong policy framework
The impact of climate change is not recognized in appropriate policies at a national level							Policies to address the impact of climate change have been formulated and are being effectively applied at national level
The impact of climate change is not recognized in appropriate policies at a sub-national level							Policies to address the impact of climate change have been formulated and are being effectively applied at sub-national level
No regulatory framework exists at a national level to effectively govern the behavior of actors who influence the response to climate change							A regulatory framework is in place at national level and is effectively influencing behavior including the use of sanctions where appropriate

No regulatory framework exists at local level to effectively govern the behavior of actors who influence the response to climate change							A regulatory framework is in place at local level to effectively govern the behavior of actors who influence the response to climate change
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Diffusion of climate change innovation							Reference
Extent to which GCF supported institutions promote transfer/uptake of climate change innovations							SDG 17.8
Low level of promotion of transfer of CC innovation	0	1	2	3	4	5	High level of promotion of transfer of CC innovation
No strategy in place to promote transfer of the climate change innovation							A focused strategy in place to promote transfer of the innovation
No budget to promote transfer of the climate change innovation							Sufficient budget to promote transfer of the innovation nation wide
No promotional/dissemination activities/undertaken yet							Transfer of innovation promoted in various ways amongst high number of companies/organizations/people
No training provided for uptake of the climate change innovation							High number of companies/organizations/people trained in uptake of the product
No staff time assigned to promote transfer of the innovation							Sufficient staff assigned to promote uptake nation wide

Annex VII: Monitoring and Reporting

Figure 2: Monitoring results

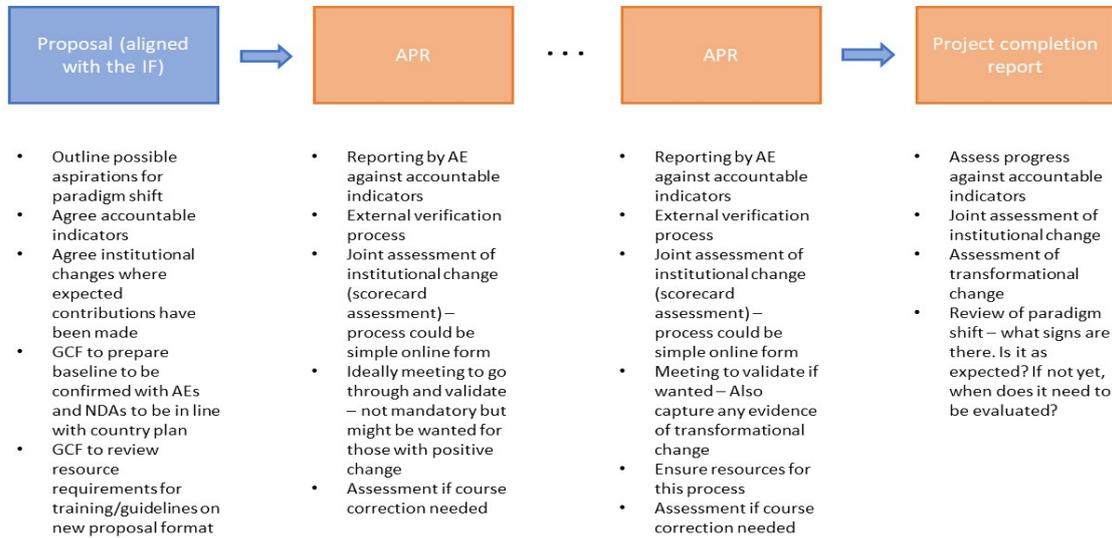
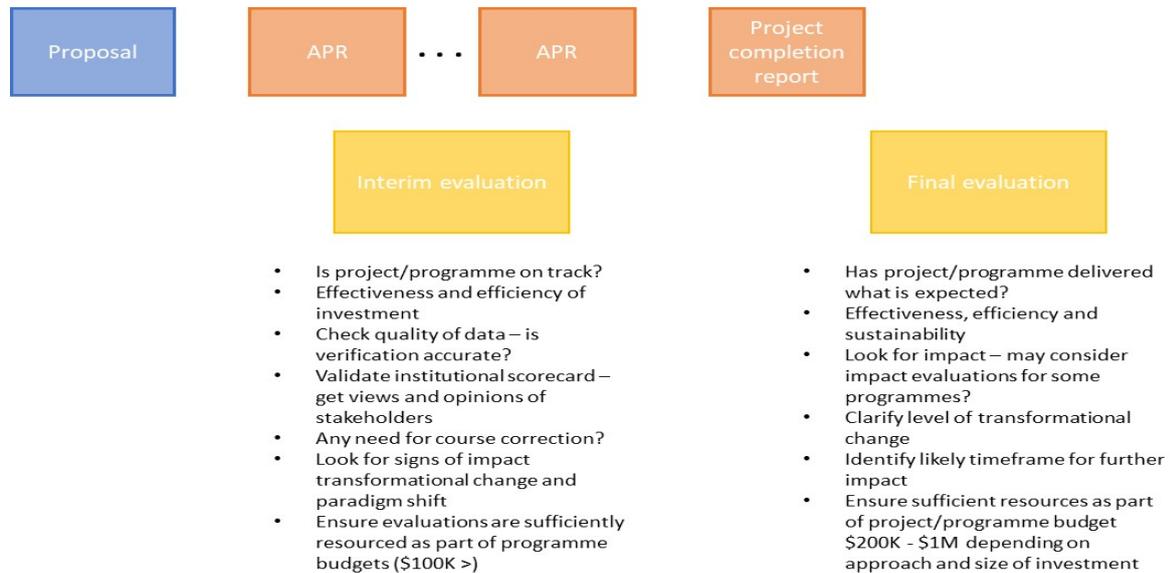


Figure 3: Evaluation process



Annex II: Results Tracking Tool

The Results Tracking Tool is contained below.

Consultation draft: Results Tracking Tool

The Results Tracking Tool set out below has been designed to enable integrated reporting of progress toward the delivery of the updated Strategic Plan of the GCF: 2020-23. As noted in the draft updated Strategic Plan, progress on the implementation of the Strategic Plan will be reported by the Secretariat at the first Board meeting of each year from 2021, including potential course corrections required and tracking of results. The Results Tracking Tool is a reporting and accountability tool that would allow the GCF to track how resources deliver climate results during the 2020-23 programming period, also linking this to institutional results.

This draft Results Tracking Tool follows the climate results architecture of the *draft* integrated results management framework (IRMF). Its structure would need to be aligned with the final Board-approved IRMF, to ensure consistency in what is being measured and the range of indicators used.

The draft includes illustrative potential results for core indicators where baseline data is available from the IRM (i.e. tonnes CO2 reduced/avoided and beneficiaries). The illustrative results have been derived from modelling based on an assumption that GCF-1 programming would follow similar trends as during the IRM and are not intended to specify programming or resourcing allocations for GCF-1. By the end of 2023 it is anticipated that the Results Tracking Tool would enable GCF to present a more comprehensive picture of how GCF resources have contributed to a range of climate and institutional results. Should the Board wish to explore this option, the Results Tracking Tool could also be used as a planning instrument for future GCF replenishments.

Table 1: Resourcing for climate impacts

		Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
Level 1: GCF Impact - Paradigm shift and transformational change					
Scale	No. projects demonstrating highly transformational change for scale	N/A	<i>To be reported</i>	N/A	Projected USD 8.7 billion in GCF-1 Delivered through total programming budget
	% portfolio demonstrating improved transformational change for scale	N/A	<i>To be reported</i>	N/A	
Depth	No. projects demonstrating highly transformational change for depth	N/A	<i>To be reported</i>	N/A	
	% portfolio demonstrating improved transformational change for depth	N/A	<i>To be reported</i>	N/A	
Replicability	No. projects demonstrating highly transformational change for replicability	N/A	<i>To be reported</i>	N/A	
	% portfolio demonstrating improved transformational change for replicability	N/A	<i>To be reported</i>	N/A	
Sustainability	No. projects demonstrating highly transformational change for sustainability	N/A	<i>To be reported</i>	N/A	

		Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
	% portfolio demonstrating improved transformational change for sustainability	N/A	<i>To be reported</i>	N/A	
Level 2A: GCF Portfolio Outcomes					
Reduced emissions and enhanced resilience	Tonnes of carbon dioxide equivalent (tCO ₂ eq) reduced or avoided	<i>1,534 million tCO₂eq</i>	<i>Projected 4,937 million tCO₂eq</i>	USD 3.5 billion	<i>To be reported</i>
	Number of beneficiaries	<i>320 million beneficiaries</i>	<i>Projected 618 million beneficiaries</i>	USD 2.1 billion	<i>To be reported</i>
	Area and landscapes under improved management	N/A	<i>To be reported</i>	N/A	Projected USD 8.7 billion in GCF-1 Delivered through total programming budget
	Physical and economic assets made more resilient	N/A	<i>To be reported</i>	N/A	
	Total funds leveraged	USD 15 billion	<i>To be reported</i>	USD 5.6 billion	
	GHG Abatement costs	USD 9.29/tCO ₂ eq	<i>To be reported</i>	USD 5.6 billion	
Institutional strengthening and systemic change	Improved institutional capacity and coordination			N/A	Projected USD 8.7 billion in GCF-1
	Number of institutions or bodies supported to plan, design, coordinate and implement transformational climate programming	N/A	<i>To be reported</i>		

		Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
	Number of GCF projects / % portfolio contributing to improved institutional, planning and coordination capacity	N/A	<i>To be reported</i>		Delivered through total programming budget
	Strengthened policy and regulatory frameworks				
	Number of policies and regulatory frameworks developed	N/A	<i>To be reported</i>		
	Number of GCF projects / % portfolio contributing to improved policy and regulatory frameworks	N/A	<i>To be reported</i>		
	Diffusion of climate change innovation				
	Number of new climate innovations demonstrated and tested	N/A	<i>To be reported</i>		
	Number of GCF projects / % portfolio supporting the diffusion of climate change innovation	N/A	<i>To be reported</i>		
	Improved knowledge generation, capture and learning				
	Number of knowledge initiatives developed and implemented around good practices, methodologies and standards for transformational climate action	N/A	<i>To be reported</i>		

		Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
	Number of GCF projects / % portfolio supporting knowledge generation, capture and learning	N/A	<i>To be reported</i>		
Level 2B: Result Area Outcomes					
Reduced emissions through increased low-emission energy access and power generation					
Tonnes of carbon dioxide equivalent (tCO ₂ eq) reduced or avoided	1,157 million tCO ₂ eq TBD	Projected 3,685 million tCO ₂ eq	USD 2.1 billion 37.5 per cent of IRM portfolio	<i>To be reported</i>	
Installed capacity in energy access and generation (MW)	New indicator	<i>To be reported</i>			
Megawatt-hours installed battery storage system installed (MWh)	New indicator	<i>To be reported</i>			
Number of females and males provided with access to clean energy	New indicator	<i>To be reported</i>			
Reduced emissions through increased access to low-emission transport					
Tonnes of carbon dioxide equivalent (tCO ₂ eq) reduced or avoided	26 million tCO ₂ eq	Projected 20 million tCO ₂ eq	USD 137 million	<i>To be reported</i>	
Number of female and male passengers using low-emission mobility	New indicator	<i>To be reported</i>	2.4 per cent of IRM portfolio		

	Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
Reduced emissions from buildings, cities, industries and appliance				
Tonnes of carbon dioxide equivalent (tCO ₂ eq) reduced or avoided	<i>250 million tCO₂ eq.</i>	<i>Projected 329 million tCO₂eq</i>	USD 779 million 13.9 per cent of IRM portfolio	<i>To be reported</i>
Annual energy savings (MWh)	New indicator	<i>To be reported</i>		
Number of Minimum Energy Performance Standards applied	New indicator	<i>To be reported</i>		
Number of beneficiaries covered by green cities plans	New indicator	<i>To be reported</i>		
Reduced emissions from land use, deforestation and forest degradation, and through sustainable forest management and conservation and enhancement of forest carbon stock				
Tonnes of carbon dioxide equivalent (tCO ₂ eq) reduced or avoided	<i>192 million tCO₂eq</i>	<i>Projected 904 million tCO₂eq</i>	USD 505 million 9 per cent of IRM portfolio	<i>To be reported</i>
Hectares of land brought under climate-resilient management	New indicator	<i>To be reported</i>	N/A	

	Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
Hectares of forests restored or conserved	New indicator	<i>To be reported</i>	N/A	
Increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions				
Number of females and males benefitting from adoption of diversified, climate-resilient livelihood options	<i>118 million beneficiaries in total</i>	<i>Projected 189 million beneficiaries To be reported in disaggregation</i>	USD 592 million 10.5 per cent of IRM portfolio	<i>To be reported</i>
Number of females and males covered by new or improved early warning systems	New indicator			
Number of females and males using innovative climate-resilient technologies that increase their coping mechanisms to extreme climate variabilities	New indicator			
Number of households covered by insurance for loss of physical and economic assets as a result of climate variabilities	New indicator			
Increased resilience of health and well-being, and food and water security				
Number of households with improved food security			USD 623 million	<i>To be reported</i>

	Initial Resource Mobilization (IRM) results baseline	GCF-1 Results	IRM GCF resourcing baseline	Resourcing and programming for GCF-1
Number of females and males with increased access to climate-resilient water infrastructure and services	<i>91 million beneficiaries in total</i>	<i>Projected 256 million beneficiaries</i>	11.1 per cent of IRM portfolio	
Increased resilience of infrastructure and the built environment to climate change threats				
Number of females and males living in buildings that have increased physical protection against climate hazards	<i>89 million beneficiaries</i>	<i>Projected 117 million beneficiaries</i>	USD 585 million	<i>To be reported</i>
Number of households covered by insurance for loss of physical and economic assets as a result of climate variabilities	New indicator	<i>To be reported</i>	10.4 per cent of IRM portfolio	
Value of physical and economic assets made more resilient	New indicator	<i>To be reported</i>		
Improved resilience of ecosystems and ecosystem services				
Number of females and males benefitting from improved ecosystem services	<i>28 million beneficiaries in GCF-1 TBD</i>	<i>Projected 55 million beneficiaries</i>	USD 295 million	<i>To be reported</i>
Hectares of land brought under climate-resilient management	New indicator	<i>To be reported</i>	5.2 per cent of IRM portfolio	
Kilometres of coastline protected through nature-based solutions	New indicator	<i>To be reported</i>		

Table 2: Resourcing for organizational effectiveness and efficiency results

	IRM results baseline	GCF-1 Goals	Resourcing for GCF-1
Level 3: Institutional level outcomes			
Institutional outcome 1: GCF engagement costs are reduced and transparency increased			
<p>Output 1.1: GCF operations, processes and policies are clarified, simplified and communicated</p> <ul style="list-style-type: none"> • Administrative, policy and programming manuals are in place and communicated to stakeholders • Sectoral guidance is finalized 	New indicators	<p>Administrative, policy and programming manuals are finalized</p> <p><i>To be reported</i></p>	Delivered through GCF-1 administrative budget
<p>Output 1.2: Service standards are elaborated and implemented</p> <ul style="list-style-type: none"> • Readiness service standards are implemented • FP service standards are implemented • Accreditation standards are implemented 	Service standards not in place	Service standards developed and tracking implemented	
<p>Output 1.3: Stakeholders have improved access to information pertaining to their proposals</p> <ul style="list-style-type: none"> • Web-based proposal tracking system in place for countries and entities and utilized 	Stakeholders do not have real-time access to the status of their proposals.	Stakeholders have real-time access to the status of their proposals.	
<p>Output 1.4: Timelines for implementation of GCF programmes and projects are reduced.</p> <ul style="list-style-type: none"> • Number of FPs reaching Board with pre-negotiated FAAs • Average number of conditions attached to projects reduced • Readiness review and implementation timeline reduced • SAP review and implementation timeline reduced • FP review and implementation timeline reduced • AMA effectiveness timelines reduced 	New indicators	<i>To be reported</i>	

	IRM results baseline	GCF-1 Goals	Resourcing for GCF-1
Institutional outcome 2: Portfolio management systems are updated to track project implementation and results in line with the updated RMF and are adaptive to respond to changes or challenges in implementation activities			
Output 2.1: Incoming funding proposals are developed to track and monitor results of GCF investments. <ul style="list-style-type: none"> • % of GCF-1 FPs tracking results at Level 1 and Level 2 of the RMF • % of GCF-1 FPs with gender-disaggregated indicators • % of FPs under implementation reporting on results • % of FPs delivering anticipated results 	New indicators	<i>To be reported</i>	Delivered through GCF-1 administrative budget
Output 2.2: Responsiveness to implementation issues is enhanced. <ul style="list-style-type: none"> • % of FPs with implementation issues identified by the AEs • % of FPs with implementation issues that the GCF has responded to • % of FPs under implementation with monitoring and evaluation issues that have been flagged and responded to by the GCF 	New indicators	<i>To be reported</i>	
Output 2.3: GCF portfolio management system is strengthened <ul style="list-style-type: none"> • % of portfolio management processes that are automated • Early warning system in place for key implementation issues 	New indicators	<i>To be reported</i>	
Institutional outcome 3: Internal capacities are strengthened and fit for purpose			
Output 3.1: Increased number of privileges and immunities	New indicators	<i>To be reported</i>	Delivered through GCF-1 administrative budget
Output 3.2: Improved standard-setting and mainstreaming across policies and operations <ul style="list-style-type: none"> • Percentage of projects with ESS action plans • Percentage of projects with gender assessments • Percentage of projects with gender action plans • Percentage of policies that are gender-sensitive 	New indicators	<i>To be reported</i>	

	IRM results baseline	GCF-1 Goals	Resourcing for GCF-1
<p>Output 3.3: Improved internal systems</p> <ul style="list-style-type: none"> • Percentage of business processes that are automated or benefited from automation-enabled reengineering • Number of audits carried out • Percentage of processes with standard operating procedures OPs 	New indicators	<i>To be reported</i>	
<p>Output 3.4: Improved knowledge management systems</p> <ul style="list-style-type: none"> • Knowledge management system is developed and implemented 	New indicator	<i>To be reported</i>	
<p>Output 3.4: Improved management of human & financial resources</p> <ul style="list-style-type: none"> • Annual financial planning for programming in place • Annual budget execution stays within 5 per cent margin • Administrative budget as percentage of programming budget • Average recruitment time • Percentage of staff undertaking training • Percentage of Performance Managements and Development Systems completed • Number of contributor reports produced on time 	New indicators	<i>To be reported</i>	