

# KNOWLEDGE NOTE



## Designing the CIF Results System

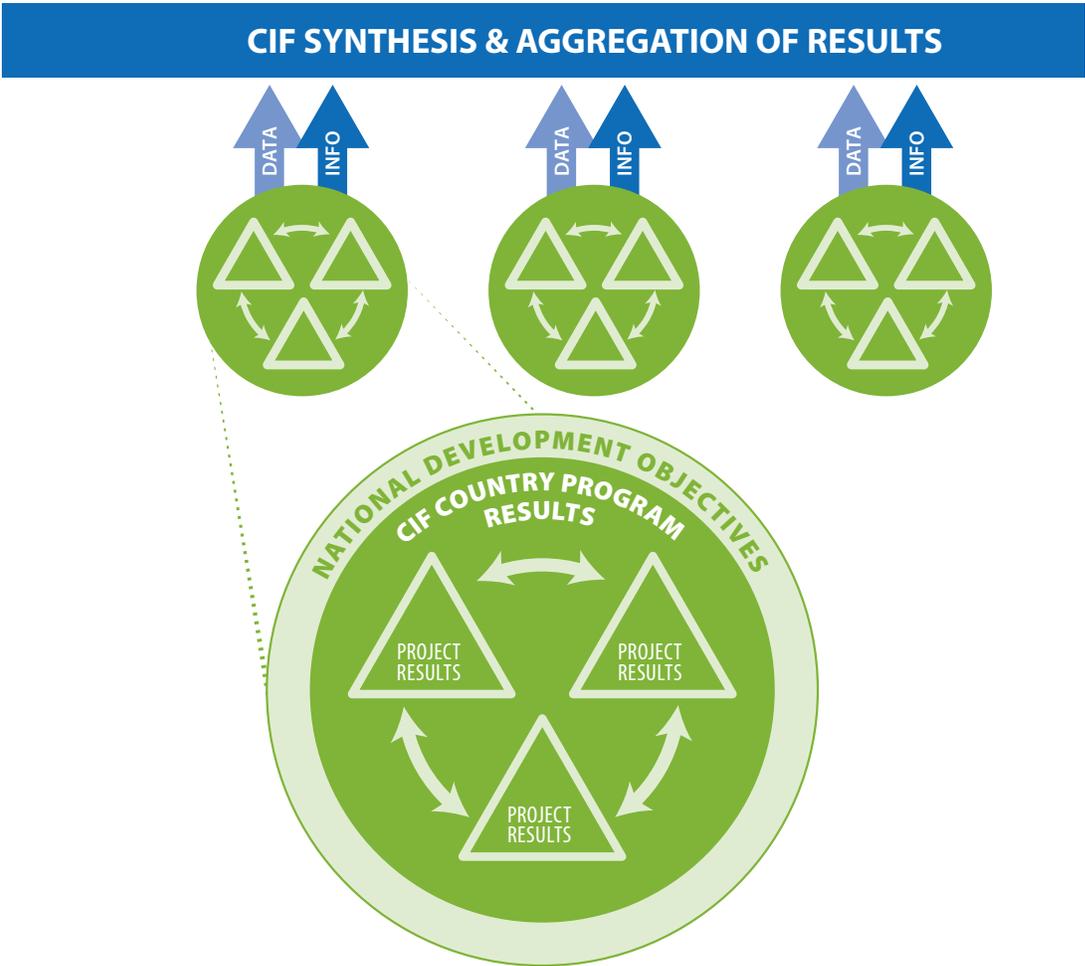
### Challenges in the First Generation of CIF Results Frameworks

- Complexity: Too many indicators across multiple levels
- Capacity: Limited country capacity and the absence of designated guidelines for measuring and reporting on indicators

### Lessons Learned from the First Generation of CIF Results Frameworks

- Reduce complexity so that the framework can be implemented in different contexts
- Account for country capacity through straightforward guidance and making adequate human and financial resources available

In 2009, the **Climate Investment Funds (CIF)** set out to establish results frameworks to measure and report on the impact of CIF investments. CIF investment plans are the mechanism through which CIF pilot countries prioritize areas of intervention and ensure that CIF resources are used in support of their national development objectives. It is therefore paramount that these objectives are reflected in the results system of CIF investment plans, and that the CIF results systems are integrated into national systems, forming a tight circle of effective results measurement and accountability.



## THE SECOND GENERATION OF CIF RESULTS FRAMEWORKS

### Goal:

- Reduce complexity

### Approach:

- Focus on a few core indicators
- Have a robust methodology that can be adapted to specific contexts

### Goal:

- Build country capacity

### Approach:

- Assess capacity, design and budget for monitoring and reporting from the start
- Support countries through clear and easily accessible guidance, capacity building, clearly defined roles, and coordination
- Develop and field test monitoring and reporting toolkits in consultation with stakeholders

In the experimental “learning by doing” spirit of the CIF, the CIF results frameworks were envisioned as living documents that would encourage feedback on their practical application from pilot countries and multilateral development banks (MDBs) through all four funding windows: the Clean Technology Fund (CTF), Forest Investment Program (FIP), Pilot Program for Climate Resilience (PPCR), and Scaling Up Renewable Energy in Low Income Countries Program (SREP). Rather than proscribe specific guidance on methodology, the implementation of results frameworks would allow for country ownership in selecting indicators and measuring results.

The process of developing the CIF results frameworks involved extensive consultations with a broad array of stakeholders both in person and online. The many comments received were carefully reviewed and incorporated into the final results frameworks with the intention of

providing broad coverage of the many different impacts that CIF investments could have.

## CHALLENGES IN THE IMPLEMENTATION PROCESS

When it came time to put the frameworks into practice, initial feedback from CIF pilot countries and MDBs showed that the frameworks were indeed comprehensive with respect to the range of potential indicators, but implementing them proved challenging for many pilot countries. Two main issues concerned: 1) the number and levels of indicators on investment plans or projects and 2) limited country capacity to collect and report data on results.

The various stakeholders involved with the CIF—pilot countries, contributor countries, MDBs, and others—have different interests and needs for data on results generated through CIF investments. In addition, these stakeholders often have existing results frameworks, processes, and indicators that might not correspond to indicators in the CIF results frameworks. Meanwhile, countries face multiple accountabilities and reporting requirements from other development partners implementing climate programs. Consequently, the results agenda has become increasingly complex.

Moreover, countries vary in their capacity to manage the monitoring and reporting process. In some cases, data sets may be missing for specific populations, geographical areas, or time periods. In other cases, engaging stakeholders may have high transaction costs or expertise or technical capacity to process data may be limited.

## LESSONS LEARNED FROM THE REVISION PROCESS

In response to these challenges the CIF Administrative Unit and the MDBs initiated a process in 2012 to revise the CIF results frameworks to make them easier to implement. Specifically, revisions aimed to: 1) reduce complexity so that the frameworks would be simple enough to be



Photo: CIF

adapted to specific contexts, and 2) build country capacity and provide clear guidance and adequate human and financial support for monitoring and reporting.

The revised CIF results frameworks are comprised of a small set of core indicators or common themes to be measured at the level of the investment plan. They are designed to operate within existing national systems for monitoring and evaluation, as well as the MDBs' own approach to managing for development results. In addition, the results frameworks provide countries with the flexibility to select relevant indicators. That being said, the core indicators must be included to ensure results can be aggregated and synthesized CIF-wide. Countries are invited to use their own methodologies, assumptions, and criteria in implementing the frameworks, as long as this information is well documented for transparency and accountability.

## Reducing Complexity

The CIF experience highlights the importance of reducing complexity for countries facing multiple reporting requirements. While the original results frameworks for each CIF program had 20-30+ indicators to capture the diverse interests of various stakeholders, the current CIF results frameworks for the CTF, FIP, SREP



PPCR monitoring and reporting training in Niger. Photo: CIF

and PPCR each contain three to five core indicators or common themes.

Robust reporting on the identified core indicators and themes will allow countries and CIF programs to demonstrate their impact more visibly and credibly. They will foster support across stakeholder groups, as well as accountability and learning. In addition, monitoring and reporting on fewer indicators means that more resources are available to collect and process the data, further boosting the quality of reporting.

### Building Country Capacity

The CIF experience highlights the importance of supporting monitoring and reporting systems on investment plans with capacity building and advice during all phases of planning and implementation. Pilot countries need an effective institutional and organizational setting to monitor and report effectively on CIF investments. Through targeted training sessions, the CIF has emphasized the importance of monitoring and reporting and provided feedback on identifying existing institutional roles for monitoring and data collection in the context of the overall coordination of the country's investment plan.

To help countries implement the revised results frameworks, the CIF, in consultation with stakeholders, developed and field-tested monitoring and reporting toolkits.

These toolkits provide pilot countries with guidance on developing work-plans for monitoring and reporting and assist countries in determining what to measure,

The screenshot shows the Climate Investment Funds website. At the top, there is a navigation menu with links for Home, About Us, Funds & Programs, CIF Committees, Country Plans & Projects, Learning & Events, Documents, News, Measuring Results, and Stakeholders. A search bar is located in the top right corner. Below the navigation menu, the main content area is titled 'Measuring Results'. A featured image shows a hand holding a document titled 'PPCR Monitoring and Reporting Toolkit'. To the right of the image is a list of links under the heading 'MEASURING RESULTS': Measuring Results Home, Results Monitoring and Reporting, Evaluation, CIF M&R Training Sessions, Sharing Experiences, Network of Practitioners, and Additional Resources. Below the image, there is a caption: 'Pilot Program on Climate Resilience: Collecting Core Indicator Baselines and Expected Results. (Photo: CIF AU)'. At the bottom of the page, there is a navigation menu with links for CIF M&R, CTF M&R, FIP M&R, PPCR M&R, and SREP M&R. The main content area contains text about Monitoring and Reporting (M&R), Evaluation, and Learning.

**Monitoring and Reporting (M&R)** is of critical importance to track performance, provide some accountability and above all to learn with the aim of improving ongoing management decision making. The goal is to be able to generate, aggregate, synthesize and report data across countries and programs to demonstrate results.

**Evaluation** studies assess the extent to which the project produced the intended outcomes and, where possible, impacts. For a given project, program, or policy, the objective of the evaluation is to assess the relevance, coherence and efficiency of implementation, as well as to determine the overall efficacy, impact and sustainability.

**Learning** is one of the core objectives of the CIF. While M&R is learning "as you go" and feeds back into the implementation process, ex-post Evaluation helps to improve efficacy of future programs and activities. Visit [CIF M&R Training Sessions](#), [Sharing Experiences](#), [Network of Practitioners](#) or [CIF Learning and Events](#) to see how learning is integrated into the CIF

how to measure, where to find data, who should be responsible, to whom to report, and within what timeframe.

Practice has shown that continued support and advice is often necessary for building capacity; therefore, in addition to the toolkits, the CIF continues to explore different modes of collaboration and support to MDBs and pilot country focal points. These include teleconferences with task team leaders, written feedback, and briefings for consultants who support monitoring and reporting work in countries.

Ensuring that results frameworks can be coordinated and implemented effectively also requires support in the form of

adequate human and financial resources. Many CIF investment plans have a project management component that allocates funds for monitoring, reporting, evaluation, and learning. Experience has shown this support can enable countries to be better equipped to deliver results.

## LOOKING FORWARD

As the international community becomes increasingly interested in the results and impact of climate funding, quality data is moving into the spotlight. In the CIF, monitoring and reporting for the CTF and PPCR began in 2013. In 2014, all four CIF programs will report data on results to the CIF governing bodies. In addition,

monitoring and reporting toolkits for all four CIF programs will be completed in 2014. Initial feedback from the first round of reporting showed that more time and effort than predicted were required to measure and report on results. Although key lessons were learned during the process of designing and implementing the CIF results system, these lessons make it all the more essential that country capacity building is supported on a continuous basis. It has also made clear the importance of ensuring country ownership in monitoring and reporting, as well as providing effective ways for countries to harmonize and manage the complex monitoring and reporting landscape.



Photo by World Bank

**THE \$8 BILLION CLIMATE INVESTMENT FUNDS (CIF) PROVIDES 48 DEVELOPING AND MIDDLE INCOME COUNTRIES WITH URGENTLY NEEDED RESOURCES TO MITIGATE AND MANAGE THE CHALLENGES OF CLIMATE CHANGE AND REDUCE THEIR GREENHOUSE GAS EMISSIONS.**

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