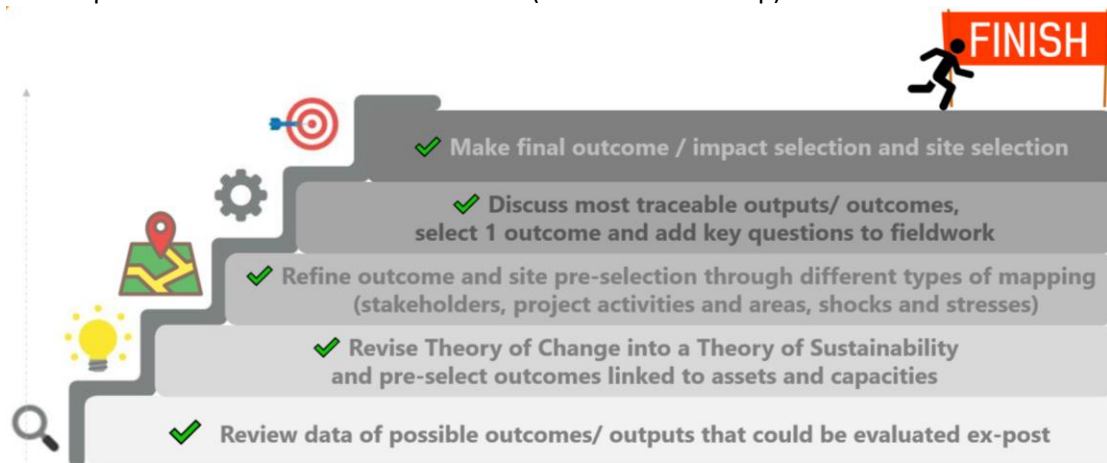## *Training handout* – STEPS FOR OUTCOMES SELECTION

The steps to take for outcome selection are (from bottom to top):



**STEP 1**

✔ **Review data of possible outcomes/ outputs that could be evaluated ex-post**

1- **Review document & project data for possible choice of outcome/ output**
   - participatory process with a project logic model
   - consult available data to provide background on the project and its implementation

2- **Revisit the original Theory of Change (ToC)**
   - ensure project Impact = Adaptation Fund's Impact
   - identify assumptions of ToC about anticipated drivers and barriers of sustainability ex-post
   - identify assumptions of ToC vis-à-vis climate shocks and stresses

3- **Examine the sustainability ratings that were projected at final evaluation and the assumptions** at project design to understand what needs to be confirmed or revisited at ex-post

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**Example of assumptions about drivers and barriers of sustainability in the ToC:**

Assumption ToC: project secures technical capacity and engages project partners in establishing the basis for sustaining and up-scaling outcomes in support of CC adaptation measures, and the systematic monitoring of outcomes.

Drivers of sustainability: technical capacity continued; partners sustained; and up-scaled outcomes and monitoring continued

Barriers to sustainability: no funding/ staff is available to support capacities

**STEP 2**

### ✔ Revise Theory of Change into a Theory of Sustainability and pre-select outcomes linked to assets and capacities

1- **Based on your document review and learning priorities, pre-select specific outputs and outcomes of the ToC to determine the anticipated post-project Theory of Sustainability**
   - consider the link with the Adaptation Fund impact
   - consider outputs and outcomes linked to assets and capacities

2- **Identify which assets and capacities are expected to be functioning** given changes in the intervening years and identified barriers and drivers to sustainability
   - consider what can affect the sustainability of assets and capacities
   - consider data indicating aspects of functioning and sustainability

3- **Identify existing data for the pre-selected outputs and outcomes**
   - consider indicators and measurement for the identified assets & capacities

4- **Confirm that the drivers & barriers of sustainability identified in the theory of change are still true**

✔ **Refine outcome and site pre-selection through different types of mapping (stakeholders, project activities and areas, shocks and stresses)**

**1- Map the key stakeholders influencing and informing the sustainability of results**
- who is expected to positively sustain results or the contrary?

**2- Map project activities**
- concentration of activities per area

**3- Map isolatability of activities from other implementers**

**4- Map shocks that would affect sustainability pre and post closure by site.**
- local, regional, national, and international shocks (e.g. policy, economy, security)

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**What do the four types of mapping tell us?**

Stakeholders: what the sustained outcomes could be (and whether they are sustained or not);

Project activities and areas: where do we go to the field to check the sustainability of outcomes; what outcome can be evaluated where

Stresses and shocks: where do we go to the field, what is the state of sustainability and resilience of outcomes;

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**Selecting evaluation site**

Mapping project activities not only enables to select an outcome, but it also helps narrowing down the possibilities for site selection. Once this is done, the evaluator needs to see whether resilience is reflected in the potential site, in order to make a final choice for site and outcome selection.

> **Does anything about the project site reflect resilience characteristics**?
- Feedback loops
- At scale
- Diverse
- Dynamic
- Redundant

## ✔ Discuss most traceable outputs/ outcomes, select 1 outcome and add key questions to fieldwork

**1- Review outcomes to evaluate**

- discuss quality of outcomes and ability to evaluate outcomes (is it measurable? Was it accomplished?)
- determine the actual outcome to evaluate/measure and the proof of outputs leading to this outcome from
  - the information provided in the results framework
  - the information provided in the final evaluation reports and other reports
  - the theory of change/ sustainability previously developed (planned outcomes and intermediate states)
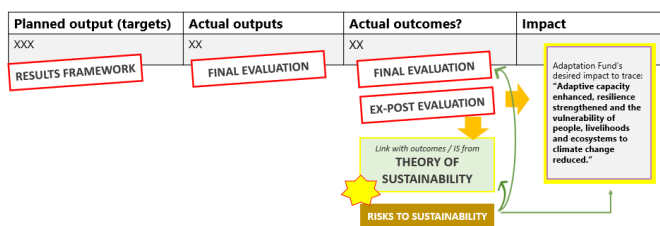
**2- Check how outcome(s) can be traced to sustainability and resilience?**

- explore ways in which the outcomes reflect resilience characteristics
- explore ways in which the outcomes reflect sustainability
  e.g. for infrastructure: Budgets for maintenance, operations, training, restoration, DRR

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**What type of outcome can you encounter and how do you review them?**

- Review more measurable outputs/ outcomes
- Review unmeasured outcomes
- Check ability to evaluate incomplete outcomes or what needs to be recreated

You should give priority to measurable outcomes/ outputs.

| Planned output (targets) | Actual outputs | Actual outcomes? | Impact |
|---|---|---|---|
| XXX | XX | XX | |
| RESULTS FRAMEWORK | FINAL EVALUATION | FINAL EVALUATION | Adaptation Fund's desired impact to trace: "Adaptive capacity enhanced, resilience strengthened and the vulnerability of people, livelihoods and ecosystems to climate change reduced." |
| | | EX-POST EVALUATION | |
| | | Link with outcomes / IS from THEORY OF SUSTAINABILITY | |
| | | RISKS TO SUSTAINABILITY | |

**1- Check quality of outputs at final evaluation**
  (is it measurable? was it accomplished?)
**2- Determine the actual outcomes and proof of outputs leading to outcomes from :**
  - the information provided in the results framework
  - the information provided in the final evaluation reports and other reports
  - the theory of sustainability previously developed (planned outcomes and IS)
**3- Check sustainability at ex-post evaluation**
  (check risks to know whether the outcome was sustained)
**4- Check the resilience of the sustained outcomes through shocks and disturbances**
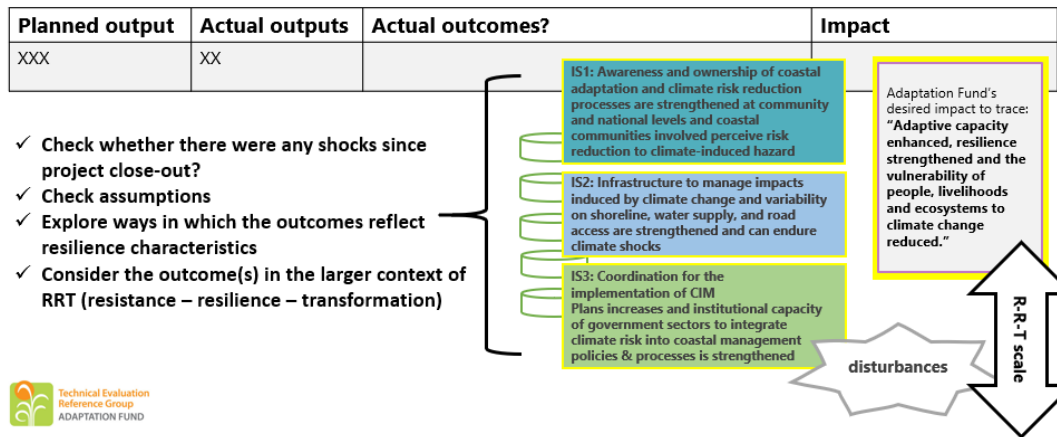  (can we find proof of the AF impact?)

**Tracing outcomes to sustainability?**

Consider the following questions to select and evaluate 1 outcome for ex-post fieldwork :

**a.** What data is available and of greatest interest to evaluate by stakeholders?
**b.** Benchmarking for ex-post sustainability and tracing participants and partners
**c.** What would be necessary for results to be sustained/ still functioning well?
**d.** Was there any monitoring/ evaluation done since exit of outputs/ outcomes? What can be traced?
**e.** What array of stakeholders will be involved in ex-post learning, stakeholder mapping, regional/ national debriefs (w/representatives from wider groups)?

**Tracing outcomes to resilience?**



| Planned output | Actual outputs | Actual outcomes? | | Impact |
|---|---|---|---|---|
| XXX | XX | | | |

✓ Check whether there were any shocks since project close-out?
✓ Check assumptions
✓ Explore ways in which the outcomes reflect resilience characteristics
✓ Consider the outcome(s) in the larger context of RRT (resistance – resilience – transformation)

IS1: Awareness and ownership of coastal adaptation and climate risk reduction processes are strengthened at community and national levels and coastal communities involved perceive risk reduction to climate-induced hazard

IS2: Infrastructure to manage impacts induced by climate change and variability on shoreline, water supply, and road access are strengthened and can endure climate shocks

IS3: Coordination for the implementation of CIM Plans increases and institutional capacity of government sectors to integrate climate risk into coastal management policies & processes is strengthened

Adaptation Fund's desired impact to trace: "Adaptive capacity enhanced, resilience strengthened and the vulnerability of people, livelihoods and ecosystems to climate change reduced."

R-R-T scale

disturbances

Technical Evaluation Reference Group
ADAPTATION FUND

FINISH

_____          _____

✔ **Make final outcome / impact selection and site selection**