

# Partnership for Market Readiness (PMR): Evaluation Framework

Development Portfolio Management Group

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## Acronyms and Abbreviations

COP	Conference of the Parties (UNFCCC)
CP	Contributing Partner
DAC	Development Assistance Committee
DPMG	Development Portfolio Management Group
USC	University of Southern California
EMS	Emissions Trading Scheme (or System)
EWG	Evaluation Working Group
FIRM	Facilitating Implementation and Readiness for Mitigation (UNEP)
GHG	Greenhouse Gas
ICP	Implementing Country Partner
IEG	Independent Evaluation Group (World Bank)
LECB	Low Emissions Capacity Building (UNDP)
M&E	Monitoring and Evaluation
MRP	Market Readiness Proposal
MRV	Monitoring, Reporting and Verification
NAMA	Nationally Appropriate Mitigation Actions
OECD	Organization of Economic Cooperation and Development,
PA	Partnership Assembly
PMR	Partnership for Market Readiness
ToR	Terms of Reference
TP	Technical Partner
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

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1. As a part of the First Independent Evaluation of the Partnership for Market Readiness (PMR), whose results are presented separately, the Development Portfolio Management Group (DPMG) of the University of Southern California was awarded, in May 2014, the contract to develop a detailed framework for periodic evaluations of the PMR. This Framework was expected to include key questions and indicators to: (i) review the conduct of market readiness activities and piloting of carbon market instruments in all Implementing Country Participants (ICPs); and (ii) assess the interactions between the PMR's global processes and implementation at the country level, with a view to determining how the global processes have affected country capacity and how the PMR has contributed to developing best practices on carbon market instruments. The Evaluation Framework would be the central guiding tool of the PMR Periodic Evaluation System. Along with the PMR Operations Monitoring System, which is intended to monitor the status and progress of PMR grant-supported project at the implementing country level, the PMR Periodic Evaluation System is a critical component of the PMR Monitoring and Evaluation (M&E) System.

2. The proposed Evaluation Framework for the PMR consists of two components: a Logical (or Results) Framework and a set of associated evaluative questions and subquestions for the purpose of assessing the PMR's performance over time. These questions and subquestions focus on the relevance, effectiveness and efficiency of the Partnership and its activities. These two elements, which are described below, have been developed based on a review of key evaluation methodology and PMR documents. The latter refer primarily to the *Design Document*, issued in May 2011 and endorsed at the first Partnership Assembly meeting (PA 1) in Barcelona the following month, and the "indicative results framework" presented by the PMR Secretariat during the seventh meeting of the Partnership Assembly (PA 7) in Marrakesh in October 2013. The latter document was included as an annex to the Terms of Reference for the present evaluation.<sup>1</sup> Elaboration of the proposed Evaluation Framework for the PMR has benefited from useful discussions and email exchanges with members of the Evaluation Working Group (EWG) of the PA<sup>2</sup> and representatives of the PMR Secretariat in response to an *Inception Report*<sup>3</sup> presented by DPMG in July 2014, as well as at PA 10 in Santiago, Chile in November 2014.

## I. The PMR Logical Framework

3. Starting with its objectives and the associated impacts that the PMR hopes to achieve, the Logical Framework identifies the contributing outcomes, outputs, and inputs required in order for this to occur together with the relations between and among them. An assessment of the PMR's objectives<sup>4</sup> as initially endorsed at PA 1 and considering how they have evolved in subsequent PMR documents, especially the two most recent *Annual Reports*, has led to the need to interpolate the broader desired impacts—and, hence, the more general objectives of the PMR—so as to develop the Logical Framework. In order to rationalize these initial objectives in the context of an inputs-outputs-outcomes-impacts logical "tree" or flow chart, the "indicative results framework" previously proposed by the PMR Secretariat has provided helpful guidance, although this too has benefited from further rationalization, simplification and systematization during the course of the aforementioned discussions with the EWG and the Secretariat and later the full PA in Santiago.

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<sup>1</sup> See PMR, *Terms of Reference for the First Independent Evaluation of the Partnership for Market Readiness (PMR)*, Washington D.C., February 3, 2014, Annex 3, *Proposal for the Establishment of a PMR Results Framework*, pg. 7.

<sup>2</sup> The EWG includes PA representatives of Australia, Brazil, Chile, Costa Rica, Germany, the United Kingdom and the United States.

<sup>3</sup> Development Portfolio Management Group (DPMG), University of Southern California, *Partnership for Market Readiness: Evaluation Inception Report*, Washington D.C., July 2014

<sup>4</sup> In fact, the original objectives refer to a mixture of inputs (grant financing), outputs (creation of an information and knowledge sharing platform, sharing of lessons learned with UNFCCC) and outcomes (piloting, testing, and sequencing of new concepts for market instruments).

4. Based on this interactive and iterative process, the evaluation team proposes that the PMR's *desired impacts* should be considered and evaluated in both *a longer-term* (i.e., 8-10 years after program inception) *and a medium-term* (4 to 5 years after program inception) *time frame*. This assumes—and the evaluation team so recommends—that the PMR's performance will be independently evaluated at least once every three to five years following the current initial assessment during the period in which it is active as well as *ex-post*, i.e., after its activities have been completed and the associated financial resources utilized by the participating ICPs. The number of future independent evaluations will thus be a function of the length of the PMR's implementation period.

5. From this perspective, the evaluation team proposes that, over the medium-term, the PMR's core objective should be to seek to *ensure that carbon pricing or other market-based instruments together with the core technical components or "infrastructure" needed to support the implementation of such instruments (e.g., Monitoring, Reporting and Verification (MRV) systems, etc.), assisted by the PMR are firmly in place in as many ICPs as possible.*<sup>5</sup> However, over the longer run, the PMR should *also seek to ensure that these instruments are being effectively used to produce real results on the ground in terms of reduced greenhouse gas (GHG) emissions*. Thus, its longer-term effectiveness should be assessed in terms of both of these desired impacts.<sup>6</sup> This formulation of the desired impacts of the PMR is fully consistent with those presented in the "indicative results framework" presented during PA 7, which included both "reduced GHG emissions" and "carbon pricing instruments for GHG mitigation in place." However, it differentiates when these impacts would be likely to occur and thus be observable for purposes of evaluation. It also clearly identifies their sequencing and cause and effect relation over time.

6. It will only be possible to observe the medium and longer-term impacts described above once the core technical components and carbon pricing or other market-based instruments (MBIs) supported by the PMR are in place and have been operational for some time in the various ICPs. Thus, it is not presently possible to assess the PMR's effectiveness in terms of these desired medium-term or long-term impacts/objectives, as the vast majority of the Market Readiness Proposals (MRPs), which are expected to lead to these results, have not even started implementation. However, progress toward the realization of these impacts/achievement of these objectives should be assessed in subsequent evaluations as well as in the *ex-post* evaluation of the PMR.

7. Consequently, these desired impacts are essential starting points for the Logical Framework and the Evaluation Framework as a whole for the PMR. In proposing this, however, it is important to recognize that the ability of countries to effectively utilize carbon pricing instruments or other MBIs to mitigate GHG emissions *will not depend on the PMR's actions and support alone*. It will ultimately depend on the participating countries' ability to operationalize such instruments, which, in addition to having the required technical infrastructure and institutional capacity in place, will depend on the political willingness of the national governments in question to do so, together with a supportive (or "enabling") domestic and international policy environment. Additional financial resources, both domestic and external, business

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<sup>5</sup> It should be kept in mind in this regard that the "infrastructure" required for different GHG emission mitigation instruments will be different. For simple carbon pricing, for instance, a MRV system, as usually understood, is not required. It is only necessary to be able to monitor and assess total emissions.

<sup>6</sup> Here too, there is an important caveat. The extent of the ultimate impact in terms of carbon emissions mitigated will depend on the actual carbon price level, and, thus, the amount of total emissions that are reduced. Clearly, the desired objective is to have this impact in terms of emissions mitigation be as large as possible. However, this will ultimately depend both on domestic political factors and the existence of an appropriate and enabling global climate mitigation policy framework – and, thus, international political will -- which are beyond the Partnership's control, although hopefully it will be able to influence them in a positive direction. With this important constraint in mind, where the Partnership can perhaps make its greatest contribution is in helping its ICPs to be "ready to go" at the right time once such a propitious global policy framework is in place.

infrastructure, innovation, technology diffusion, awareness and technical assistance will most likely also be needed<sup>7</sup>. While these elements are beyond the control of the PMR *per se*, together with other Development Partners, it can play a constructive—and perhaps catalytic—role in helping to persuade senior government officials in implementing and contributing partner countries regarding both the increasingly urgent need to mitigate GHG emissions and the potential cost-effectiveness of carbon pricing and other MBIs. It can – and should – also help countries to mobilize the additional financial and technical support needed.

**8.** At the same time, if the above objectives and desired medium- and longer-term impacts are achieved, both at the individual ICP and assistance-receiving Technical Partner (TP)<sup>8</sup> level and globally, this will most likely be due to a variety of factors and contributing sources, of which the PMR will be only one. As a result, there would be difficulty in “*attributing*” these impacts with specificity to the PMR’s support. However, it should be possible to assess the PMR’s role in helping countries to design and operationalize specific instruments and to have some sense as to the broader impact of their application in terms of GHG mitigation. In short, the attribution difficulty notwithstanding, the important consideration from the standpoint of the proposed Evaluation Framework is *whether or not the PMR’s assistance has played a meaningful role in terms of contributing to these desired medium and longer-term impacts*.

**9.** Before turning to the proposed Logical Framework itself, finally, it should be remembered that, while the PMR is intended primarily to assist and benefit the ICPs and TPs, it also provides a *global forum* for the exchange of information, knowledge and experience that will benefit its Contributing Participants (CPs) and other stakeholders, including PA Observers, technical experts, the UNFCCC, the World Bank other Delivery Partners, and participants in PMR-sponsored technical workshops and training events as well. Thus, while the Evaluation Framework as a whole and the associated Logical Framework focus mainly on inputs, outputs, outcomes at the ICP and assistance-receiving TP level, both individually<sup>9</sup> and collectively, they should consider the PMR’s knowledge and experience exchange-related benefits for CPs as well. These should also be assessed in any evaluation at the program level.

**10.** Figure 1 depicts, from top to bottom, the key expected outcomes, and principal outputs and inputs that comprise the proposed logical “tree” for the PMR. As there are multiple causal links between these inputs and outputs, on the one hand, and between outputs and outcomes on the other, rather than drawing a confusing set of lines among them, these relations are set out more specifically in the Annex. It should also be kept in mind that all of the outcomes (and, thus, the associated outputs and inputs) are essential for achievement of the proposed medium-term (or intermediate) impact, which is, in turn, a required precondition (i.e., together with broader policy and political elements beyond PMR’s control, but which it can nonetheless influence both at the participating country and global levels) for achievement of the longer-term desired impact.

**11.** In completing the Logical Framework, the longer-term (GHG emissions mitigated) and medium-term (carbon pricing and/or other MBIs and/or core technical components in place with PMR assistance)

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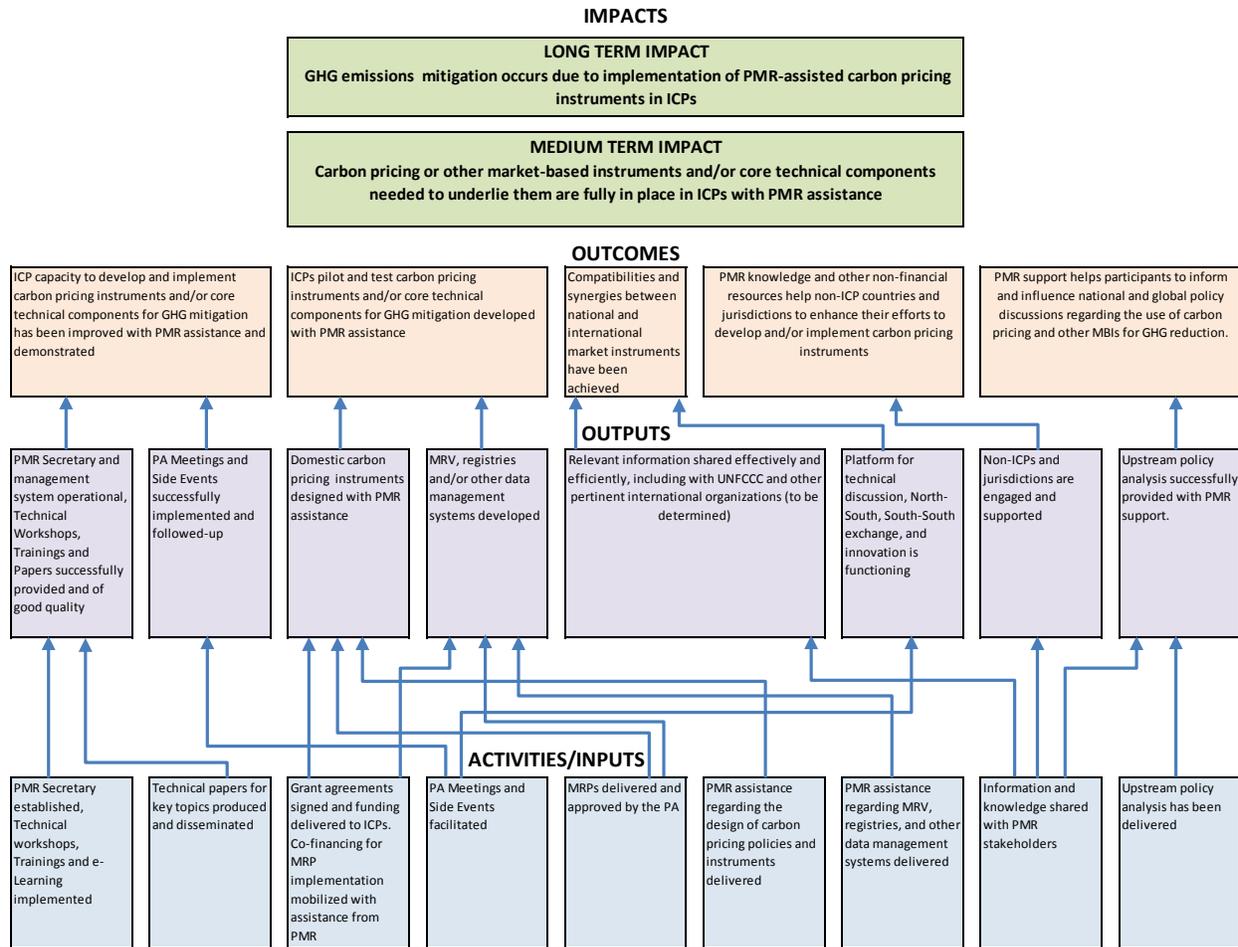
<sup>7</sup> Tokle, S. and Uitto J. “Overview of climate change mitigation and evaluation: What do we know?”, *Evaluating Climate Change and Development*, World Bank Series on Development, Vol. 8, Transaction Publishers, 2009.

<sup>8</sup> In fact, there are now two different kinds of national and subnational “Technical Partners,” those, such as Kazakhstan which may also receive grant and technical assistance from the Partnership in order to implement pertinent activities and others such as the state of California and province of Quebec, which may provide technical assistance but not receive financial support. Both types of TP require PA approval.

<sup>9</sup> In addition to what follows, each individual country PMR program as reflected in the approved Market Readiness Proposal and associated grant agreement with the World Bank and/or other Delivery Partner, should have its own individual monitoring and evaluation (M&E) frameworks, the results of which should also contribute to future and final assessments of the PMR as a whole. These individual M&E frameworks will, of course, vary in substance in accordance with the content of each of the respective PMR projects, but, once available, their findings and conclusions should also be taken into account in any final evaluation of the PMR’s performance as a whole.

impacts would then be measured and verified. Their achievement is likewise based on the assumptions indicated in Table 1 in which “key stakeholders” refer to representatives of CPs, ICPs, TPs, PA Observers, involved technical experts, and Delivery Partner staff.

**Figure 1: PMR Logical Flow Chart**



**12.** Before proceeding further, it is important to recognize the linkages between relevance, effectiveness, and efficiency in the Logical Framework. Relevance is the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities, and partners’ and donors’ policies. Evaluation practice is moving from this retrospective *ex-ante* relevance assessment (the relevance of objectives at the program inception) towards assessing the *ex-post* relevance by asking how relevant the observable impact was in relation to intended outcomes; whether the intervention actually made a difference—and how much of a difference—to the problem it was meant to solve<sup>10</sup>. In this context, the *ex-post* relevance of PMR program can be assessed only after considerable time has passed – i.e., when its impacts are visible, say five to ten years after the launch of the program. Effectiveness is the extent to which the program has achieved, or is expected to achieve its declared objectives, and related to this how the outcomes have been achieved with outputs. Efficiency, in turn, is

<sup>10</sup> Van den Berg, R.D., “Evaluation in the Context of Public Goods”, *Evaluation*, 17,: 405-415, 2011

the extent to which the program has converted its resources/inputs (such as funds, expertise, time etc.) into concrete results - outcomes and eventually to impacts.

13. Initial evidence on effectiveness and efficiency can be collected and assessed based on early outputs and outcomes, but, as indicated above, finding evidence with respect to program impacts requires a considerably longer time horizon. Table 1 summarizes the proposed Logical Framework for the PMR at the Impact Level. It identifies the proposed Long- and Medium-term impacts, indicators and means for their verification, and internal (program-related) and external (i.e., not related to the program) assumptions regarding the elements that must be in place for these desired impacts to materialize.

**Table 1: Logical Framework for the PMR at the Impact Level**

<b>Longer-term Impact</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
GHG emission reduction occurs due to implementation of PMR-assisted carbon pricing or other market-based instruments (MBIs) in ICPs.	GHG emission reductions observed due to the use of carbon pricing or other MBIs designed and/or piloted in ICPs and assistance receiving TPs with support from the PMR.	National MRV systems; national Emission Trading Schemes (ETS); other pertinent data sources; Delivery Partner project completion and evaluation reports; interviews with key stakeholders.	(i) Carbon price (global market and/or government sectoral trading) is sufficient for carbon pricing and/or other MBI to be effective; national systems are in place to adequately monitor and verify GHG emission reductions from the use of instruments supported by the PMR; (ii) Sufficient financial, technical, and institutional capacity in place.
<b>Medium-term Impact</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
Carbon pricing or other MBIs and/or core technical components needed to underlie them are fully in place in ICPs with PMR assistance.	Number and types of carbon pricing or other MBIs and/or core technical components in place in ICPs with PMR assistance.	PMR documents; Delivery Partner project completion and evaluation reports; interviews with key stakeholders.	MRPs have been successfully implemented with PMR grant resources and technical assistance channeled through the Delivery Partner.

14. Similar tables are presented for the proposed outcome, output and input levels below. The inputs table includes an item over which there was some disagreement among the members of the EWG—and, thus, specific consideration by the PA—but which was identified in the Indicative Results Framework presented during PA 7 as one of the PMR’s intended “intermediate impacts.” This specifically concerns the PMR’s potential role in helping ICPs mobilize additional resources to finance implementation of their MRPs. The evaluation team believes this is important, however, because full implementation of at least some MRPs will require financial resources that go beyond the grant amounts provided through the PMR. Consequently, their complete implementation and, thus, the likelihood that they will achieve their objectives, will depend in part on funds from other domestic and/or international sources. In some of the specific cases reviewed by the evaluation team, these additional resource needs had not even been quantified or identified at the time the PA approved the respective MRPs. In short, important financial inputs/activities needed to achieve planned MRP outcomes may require both PMR grants and co-financing from other sources, which, if needed, should be mobilized with the PMR’s support. One of the four proposed outcomes for the PMR, moreover, is specifically concerned with benefits for non-ICP participant countries and

jurisdictions, including both CPs and non-assistance receiving TPs as well as some PA observers and other stakeholders.

**Table 2:** Logical Framework for the PMR at the Outcomes Level

<b>Outcomes</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
1. ICP capacity to develop and implement carbon pricing or other MBIs and/or core technical components for GHG reduction has been improved with PMR assistance and demonstrated.	Number of countries that have gone through MRP process and developed carbon pricing or other MBIs and/or core technical components (e.g., MRV, registries and other data management systems); internationally recognized GHG mitigation standards in place.	MRP documents; training documents; Delivery Partner project appraisal, supervision and completion reports; interviews with and feedback (including through surveys) from key stakeholders.	ICPs have received sufficient technical assistance, training and financial support to possess the capacity to design and implement carbon pricing or other MBIs and/or core technical components needed for GHG mitigation using market mechanisms.
2. ICPs pilot and test carbon pricing or other MBIs and/or core technical components for GHG reduction developed with PMR assistance.	Number of ICPs that have piloted and tested carbon pricing or other MBIs and/or core technical components.	Delivery Partner project supervision and completion reports; interviews with and feedback (including through surveys) from key stakeholders.	Country enabling environment is in place – i.e., ICPs are motivated, have approved effective mechanisms for GHG reduction, and allocated sufficient human and financial resources for capacity building; appropriate and national policy, legal and regulatory frameworks are in place.
3. Compatibilities and synergies between national and international market instruments have been achieved.	Number and types of compatibilities and synergies between national and international market instruments.	PMR and country documentation; interviews with and feedback (including surveys) from key stakeholders.	ICPs have received sufficient technical assistance and training, and financial support to identify and pursue such compatibilities and synergies.
4. PMR knowledge and other non-financial resources help non-ICP countries and jurisdictions to enhance their efforts to develop and/or implement carbon pricing or other MBIs.	Value added by PMR knowledge and other non-financial resources to non-ICP countries and jurisdictions with respect to development and/or implementation of carbon pricing or other MBIs.	PMR documentation; interviews with and feedback (including through surveys) from key stakeholders	Non-ICP countries are active participants in PMR activities and draw on the information, experience, and knowledge developed and shared for their own benefit;
5. PMR support helps participants to inform and influence	PMR GHG reduction policy and instrument-related technical and	PMR documentation; interviews with and feedback (including	CPs and ICPs are actively involved in the global policy dialogue

Outcomes	Indicators	Means of Verification	Assumptions
national and global policy discussions regarding the use of carbon pricing and other MBIs for GHG reduction.	training events realized and pertinent knowledge and other analytical products disseminated.	through surveys) from key stakeholders, including UNFCCC.	regarding GHG reduction. PMR participants in CPs and ICPs are involved in domestic policy dialogue regarding GHG reduction.

15. Moving to the level of outputs, the key desired immediate results of the PMR's assistance are indicated in Table 3:

**Table 3:** Logical Framework for the PMR at the Outputs Level

Outputs	Indicators	Means of Verification	Assumptions
1. PMR Secretariat and management are adequate and fully operational.	Secretariat established and adequately staffed.	PMR documentation; stakeholder feedback.	Sufficient financial and human resources have been provided for effective and efficient operation of PMR Secretariat.
2. Relevant Technical Workshops, Training Events, Technical Papers and other Analytical Products successfully provided and of good quality	Number, types and quality of Relevant Technical Workshops, Training Events, Technical Papers, and other Analytical Products provided.	PMR documentation; training and workshop agendas, attendance lists, website "hits," and exit evaluation surveys; interviews with key stakeholders; independent technical peer review.	Technical Workshops, Training Events, Technical Papers and other Analytical Products are responsive to PMR participant needs and demand; Technical Working Groups have played an effective role in identifying and prioritizing this demand
3. PA Meetings and Side Events successfully implemented and followed-up.	Number and content of PA Meetings and Side Events; follow-up actions by PMR Secretariat.	PA and PMR documentation, including meeting agendas, minutes and reports; interviews with and feedback (including through surveys) from key stakeholders.	PA meetings have been held on a regular basis (or as needed) to efficiently and effectively conduct PMR business; PMR Secretariat provides efficient and effective follow-up.
4. Domestic carbon pricing or other MBIs designed with PMR assistance.	Number of carbon pricing or other MBIs designed with PMR assistance.	MRP documents; Delivery Partner project supervision and completion reports.	ICPs have received sufficient training, support and resources to design such instruments.
5. MRV, registries and/or other data management systems developed with PMR support.	Number and types of MRV, registries and/or other data management systems developed with PMR support.	MRP documents; Delivery Partner project supervision and completion reports.	ICPs have received sufficient training, support and resources to develop such systems.
6. Relevant information shared effectively and efficiently with	Number and types of international stakeholders identified;	Same as immediately above plus interviews and/or surveys with	Stakeholders have been identified for information sharing and

Outputs	Indicators	Means of Verification	Assumptions
international community, including UNFCCC.	information sharing vehicles (website, newsletters, annual reports, etc.); correspondence and media outreach with stakeholders.	international community, including UNFCCC.	are being systematically informed about PMR activities and outputs using multiple communication channels.
7. Platform for technical discussion, North-South, South-South exchange, and innovation is functioning.	In addition to indicators for outputs 3-6 above, number of new market tools developed and/or disseminated with PMR assistance.	PA and PMR documentation; interviews with and feedback (including through surveys) from key stakeholders.	PMR has successfully established and managed events designed to promote exchange of technical knowledge and innovations among member countries.
8. Non-ICPs and jurisdictions are engaged and supported through information exchange.	Extent of PMR support to non-ICPs and jurisdictions for the development and/or implementation of carbon pricing and/or other MBIs and/or core technical components for GHG reduction.	PMR documentation; interviews with and feedback (including through surveys) from pertinent PMR participants and observers from non-ICPs and jurisdictions.	Non-ICP countries and selected jurisdictions are active Partnership participants and draw on, as well as contribute to PMR knowledge and resources
9. Upstream policy analysis successfully provided with PMR support.	Number and types of upstream policy analysis provided.	PMR Number and types of upstream policy analysis provided documentation; stakeholder feedback and interviews.	Resources provided by the PMR have been sufficient to complete the analysis required.

16. Finally, the list of key inputs—which generically include PMR grant financing, technical assistance, sharing of information and experience, and knowledge dissemination—required to generate the outputs and outcomes identified above is presented in Table 4.

**Table 4:** Logical Framework for the PMR at the Inputs Level

Inputs/Activities	Indicators	Means of Verification	Assumptions
1. PMR Secretariat and management established and staffed.	Formal establishment and appropriate staffing of PMR Secretariat.	PMR documentation.	Adequate provisions for funding and staffing of PMR Secretariat have been made.
2. MRPs delivered and approved by the PA.	Number of MRPs approved	PA and PMR documentation	MRPs approved by the PA are judged to be of acceptable quality
3. Grant agreements signed and funding delivered to ICPs.	Number of grant agreements signed and made effective; grant and counterpart funding disbursements in a timely fashion.	Delivery Partner project documentation.	Once signed, grants will become effective within the prescribed time period and implementation will proceed as anticipated.

<b>Inputs/Activities</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
4. Required co-financing for MRP implementation mobilized with assistance from PMR if needed.	Amount of co-financing for MRP implementation mobilized with assistance from PMR if needed.	PMR and country documentation; Delivery Partner project appraisal, supervision and completion reports; interviews with key stakeholders.	Domestic and external funding is available; PMR has provided useful assistance if needed.
5. PMR technical assistance regarding the design of carbon pricing and other market readiness-related policies and instruments delivered.	Number and types of PMR-assisted carbon pricing and other market readiness-related policies and instruments delivered.	PMR and country documentation; Delivery Partner project appraisal, supervision and completion reports; interviews with key stakeholders.	Assistance is demand-responsive, relevant, and of good quality.
6. PMR assistance regarding MRV, registries, and other data management systems delivered	Number and types of PMR-assisted MRV, registries, and other data management systems developed	PMR and country documentation; Delivery Partner project supervision and completion reports.	Assistance is demand-responsive, relevant, and of good quality.
7. PA Meetings and Side Events facilitated.	Number, location, and dates of PA Meetings and Side Events held.	PA and PMR documentation; stakeholder feedback.	PMR Secretariat has provided adequate human and financial resources for this purpose; meetings have satisfied stakeholder demand.
8. Technical Workshops, Training Events (including e-Learning) implemented.	Number, dates, and locations, and attendance of Technical Workshops, Training Events (including e-Learning activities) delivered.	PMR documentation; stakeholder feedback and interviews.	Workshops, trainings and e-Learning are of relevant and of good quality; Adequate human and financial resources provided to meet demand.
9. Technical Papers and other Analytical Products on key topics generated and disseminated.	Number and types of Technical Papers and Analytical Products generated and means of dissemination.	PMR documentation; stakeholder feedback and interviews plus data on numbers of readers/ "hits" on PMR website (if available)	Technical Papers and other Analytical Products are demand-responsive, relevant, and of good quality; adequate PMR resources provided to meet demand.
10. Information and knowledge shared with PMR stakeholders.	Types, quality and means of information and knowledge sharing with stakeholders.	PMR documentation; stakeholder feedback.	Information and Knowledge shared are demand-responsive, relevant and of good quality; adequate PMR resource provided to meet demand.
11. Upstream policy analysis has been delivered.	Number and types of upstream policy analysis delivered.	PMR documentation; stakeholder feedback.	Upstream policy analysis is demand-responsive, relevant, and of good quality; adequate PMR

Inputs/Activities	Indicators	Means of Verification	Assumptions
			resources provided to meet demand.

**II. Evaluation Criteria and Evaluative Questions**

17. Based on the proposed PMR logical framework above, this section proposes a set of evaluative questions and subquestions, and identifies methods to obtain the needed information for each subquestion during the actual evaluations.<sup>11</sup> These questions and subquestions include—but are not limited to—those contained in the ToRs for this assignment<sup>12</sup> although with some adjustments.<sup>13</sup> This set of questions—and the First Independent Evaluation, the findings and recommendation of which are presented in a separate document—focus on the relevance of the PMR and its effectiveness and efficiency in the provision of inputs and generation of outputs to date, given that it is too early to evaluate its ultimate outcomes and impacts and their sustainability. These will largely depend on future actions to be taken with PMR support at the individual country level by the ICPs. Thus, they focus on the first three of the Organization of Economic Cooperation and Development’s Development Assistance Committee’s (OECD/DAC’s) standard criteria for evaluating development assistance. The other two, impact and sustainability, require a longer time horizon of PMR implementation to be able to assess. These five criteria are described by OECD/DAC<sup>14</sup> as follows:

- **Relevance** – the extent to which a development activity is suited to the priorities and policies of the target group, recipient and donor in evaluating the relevance of a program – such as the activities of the PMR as whole—or project—such as the country-specific interventions supported by it. In this context, it is useful to consider the following generic questions: (i) To what extent are the objectives of the program still valid? (ii) Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives? and (iii) Are the activities and outputs of the program consistent with the intended impacts and effects? The first of these questions refers to the relevance of program objectives and the latter two to the relevance of program design and can be considered separately.
- **Effectiveness** – the extent to which a development activity attains its objectives, it being useful to consider the following generic questions: (i) To what extent were the objectives achieved or are likely to be achieved? and (ii) What were the major factors influencing the achievement or non-achievement of the objectives?
- **Efficiency** – the extent to which program inputs have been used to produce outputs in a timely and cost-effective way, it being useful to consider the following generic questions: (i) Were activities cost-efficient? (ii) Were objectives achieved on time? and (iii) Was the program or project implemented in the most efficient way compared to alternatives?
- **Impact** – this refers to the positive and negative changes produced by a development intervention, either directly or indirectly, intended or unintended and includes the main effects resulting from

11 These questions are subject to modification in that they may be added to and/or changed over time as the PMR continues to evolve to include possible new or reframed objectives and activities.

12 PMR, Terms of Reference for the First Independent Evaluation of the Partnership for Market Readiness (PMR), op. cit.

13 For example, the very important key question “Is the PMR on track to meet its objectives?” is really more appropriate in connection with the cluster on effectiveness than the one on relevance, since effectiveness is precisely concerned with the likelihood that the Partnership will achieve its objectives.

14 According to the OECD/DAC website, these criteria were first laid out in the DAC Principles for Evaluation of Development Assistance (1991) and later defined in the Glossary of Key Terms in Evaluation and Results Based Management (2000).

the program or project on the local social, economic, environmental and other development indicators. In this context, it is useful to consider the following generic questions: (i) What has happened as a result of the program or project? (ii) What real difference has the activity made to the beneficiaries? and (iii) How many people have been affected?

- **Sustainability** – the extent to which the benefits of an activity are likely to continue after donor funding has been completed and to which program or project outcomes will be both financially and environmentally sound and likely to persist, it being useful to consider the following generic questions: (i) To what extent did the benefits of a program or project continue after donor funding ceased? and (ii) What were the major factors which influenced the achievement or non-achievement of sustainability of the program or project?

**18.** In *ex-post* evaluations undertaken by the World Bank, for example, while all of these criteria are considered, the one that is given greatest weight in determining whether a program or project has demonstrated a satisfactory outcome is effectiveness, i.e. the extent to which it has achieved its stated objectives. This approach is also known as an “objectives-based” or “results-based” evaluation. The same approach is recommended to assess the outcome of the PMR in future evaluations when it is possible to observe greater results on the ground. At this relatively early stage – i.e., in the parallel First Independent Evaluation – no overall outcome assessment is presented as there is not yet sufficient evidence for this to occur. However, qualitative assessments of program relevance, effectiveness, and efficiency to date are presented.

**19.** In addition, as the PMR is a global partnership program, its Evaluation Framework should also consider and incorporate the elements normally applied in the performance assessments of such programs. Global partnership programs, which are an increasingly important modality for channeling and delivering development assistance, are programmatic international partnerships in which: (i) at least some of the partners contribute and pool resources (financial, technical, staff, and/or reputational) toward achieving agreed-upon objectives over time; (ii) the activities of the program are multinational in scope; and (iii) the partners establish a new organization with a governance structure and management unit to deliver these activities.<sup>15</sup> The PMR clearly falls into this category.

**20.** Thus, in addition to the five standard OECD/DAC evaluation criteria, in assessing the performance of such programs, it is important to consider program governance, management, resource mobilization, and financial management. The latter two can be considered under the general heading of “efficiency,” which refers to the use of program resources, but the former should be the focus of a separate part of partnership program evaluations. Specific *ex-post impact evaluations*, which have their own procedures and methodologies, can also be conducted. Should the PA and PMR Secretariat decide to undertake such an evaluation, this will also depend on the establishment of clear baselines and the operation of an effective and efficient performance and results monitoring system. No specific arrangements have been made for this in the Partnership’s initial *Design Document* or the *PMR Governance Framework* which is annexed to it, but the evaluation team recommends that this possibility be seriously considered in addition to an *ex-post* performance evaluation.

**21.** In general, however, for each of the three sets or “clusters” of evaluation criteria to be considered in the First Independent Evaluation—i.e., relevance, effectiveness, and efficiency of the PMR—the evaluative questions contained in Annex 2 of the Terms of Reference for this consultancy, together with others added by the evaluation team based on its understanding of the PMR, are presented in Tables 5-7 below. These tables also indicate the data collection methods to be utilized for each subquestion. In many

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<sup>15</sup> Independent Evaluation Group (IEG), *Sourcebook for Evaluating Global and Regional Partnership Programs: Indicative Principles and Standards*, World Bank and OECD/DAC Network on Development Evaluation, Washington, DC, 2007

cases, the answer to a particular subquestion may lead directly to other ones, especially in cases where the initial answers are in the negative. Thus, many of the subquestions in the tables are followed by other ones of the type “If not, why not?” and “What needs to be done in order to correct any shortcomings observed?” This approach is also taken in the surveys utilized as part of the First Independent Evaluation, which, as noted above, is reported on separately.

22. It should also be reaffirmed that, as in the case of the proposed Logical Framework above, the number and substance of the evaluative questions and subquestions are subject both to additions or subtractions and alterations as the PMR’s objectives and activities evolve over time. Thus, in addition to having been prepared on the basis of an *iterative process* starting with the ToRs for this assignment and including the results of fruitful discussions with the PMR Secretariat, the Evaluation Working Group (EWG), and the full PA, this should be considered a “*living proposal*,” subject to future modifications as appropriate. In this context, moreover, evaluative questions with respect to PMR governance and management are integrated into Tables 5-7.

**Table 5: Evaluative Questions for the Relevance Cluster**

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
1. Do the PMR’s objectives, design and activities remain relevant considering how they have evolved over time?	1.1 Have PMR objectives, design and activities evolved since PA1 in May 2011? If so, how have they evolved and what considerations, including the changing global policy environment and evolving partner country needs and demands, have driven this evolution?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders
	1.2 Are PMR’s current objectives design and activities realistic in relation to the capacity of the ICPs (i.e., are the time frame and resources for market readiness likely to be available before resurgence of the international carbon market? If not, in what way or ways are they not realistic?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaire
2. What is the relevance of the PMR in light of its experience and within the context of carbon market and broader climate change policy developments at the national levels and global levels since the PMR’s inception?	2.1 Was there an international consensus for PMR to provide services that could not have been provided at the country level alone, including in relation to the global policy environment (supply side relevance)?	Same as Immediately Above
	2.2 Have the Contributing Participant countries (CPs) and ICPs been relevant since inception for the anticipated outcomes of the program and in terms of their contribution to	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
	global GHG emissions? If not, why not?	
	2.3 Has the PMR been consistent with the needs, priorities, and strategies of the ICPs (demand side relevance)? If not, why not?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaire
	2.4 Have the PMR strategy, governance and management structure, roles and responsibilities, resource mobilization, and program design been relevant since PMR inception? If not, why not? What are the principal shortcomings and what is needed in order to correct them?	Same as Immediately Above
	2.5 Has the steep decrease in global carbon prices affected PMR design after inception and have adequate adaptive changes been made? If not, why not?	Documentation review, interviews with PMR Secretariat, PA members and other stakeholders
	2.6 Has PMR considered other than global market and/or government sectoral or domestic emissions trading options for putting a price on carbon (e.g., taxes)? If so, which ones? If not, why not?	Same as Immediately Above
	2.7 Has the PMR's approach to building the capacity of ICPs, particularly the stepwise MRP process, been relevant during the course of the program to date? If not, why not?	Same as Immediately Above
	2.8 To what extent and how well has the PMR pioneered the development of market readiness and laid the groundwork to pilot, test and sequence new concepts for domestic and international market mechanisms?	Documentation review, interviews with PMR Secretariat, PA members and other stakeholders; survey questionnaire
	2.9 Has the way PMR piloted, tested, and sequenced new concepts for both domestic and international market instruments been relevant since its inception considering its objectives? If not, why not?	Same as Immediately Above

23. A preliminary list of evaluation questions and subquestions for the effectiveness “cluster” is presented in Table 6. As noted above, the main concern in this cluster for an ongoing evaluation is to

determine whether the PMR is on track to meet its stated objectives and to generate its overall desired impact in terms of contributing directly to the reduction of GHG emissions through the use of carbon pricing and other MBIs.

**Table 6:** Evaluative Questions for the Effectiveness Cluster

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
1. Is the PMR on track to meet its objectives?	1.1 How and how well are the PMR Secretariat and the PA monitoring progress toward the achievement of its declared objectives and with what results to date? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaire
	1.2 To what extent and how well has the governance and management structure, including the PA and the PMR Secretariat, been established over its lifetime to date? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as Above
	1.3 To what extent and how well has PMR been able to help ICPs mobilize additional financial resources for GHG mitigation investments? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as Above
2. How effective has the PMR been in building ICP capacity to develop and implement cost-effective GHG reduction measures through use of carbon pricing and/or other MBIs?	2.1 To what extent have officials in ministries and implementing agencies been adequately trained through PMR interventions or by other means and do they have sufficient capacity to adopt market mechanisms? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Documentation review (including World Bank project appraisal reports); interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaire
	2.2 Has the stepwise MRP process been effective in building country capacity? If not, why not and what is need to correct any shortcomings in this regard?	Same as immediately above
	2.3 Have PA meetings been effective in providing follow-up and feedback to countries regarding the MRP process? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
	2.4 To what extent and how well has PMR assisted ICPs to develop appropriate legal and regulatory frameworks and/or to adopt globally recognized GHG mitigation standards? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
3. How effective has the PMR process been in assisting ICPs to pilot and implement carbon pricing and/or other MBIs and/or the core technical components needed to effectively utilize such instruments?	3.1 To what extent and how well has PMR contributed to the development and implementation of carbon pricing instruments? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaires
	3.2 To what extent and how well has PMR contributed to domestic Emissions Trading Systems (ETS)? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
	3.3 To what extent and how well has PMR contributed to scaled-up domestic offsetting/crediting mechanisms? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
	3.4 To what extent and how well has PMR contributed to domestic NAMA preparation and/or implementation? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
	3.5 To what extent and how well has PMR contributed to domestic Monitoring, Reporting and Verification (MRV) systems, registries, and/or other pertinent data management systems? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
	3.6 To what extent and how well has PMR contributed to the development and implementation of other pertinent GHG	Same as immediately above

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
	reduction mechanisms? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	
	3.7 To what extent and how well has the PMR contributed to compatibilities and synergies between national and international market mechanisms? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
	3.8 Have there been any unintended positive or negative results of PMR assistance? If so, what were they? If there have been negative results, what is needed in order to avoid, correct, or mitigate them?	Same as immediately above
4. Has the PMR been catalytic and added value to the market readiness processes undertaken by PMR Country Participants (i.e., both CPs and ICPs)?	4.1 Has PMR been innovative and catalytic at the country level? If so, in what ways? If not, why not and what is needed to correct any observed shortcomings?	Same as immediately above
	4.2 How effective has PMR been, including through its technical work program, knowledge products, and delivery of in-country expert assistance, to help ICPs set objectives and standards (e.g., for data collection and management; monitoring, reporting and verification; setting of baselines; institutional arrangements; and consultation and participation processes)? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	
	4.3 How and how well are ICPs coordinating the support received from bilateral and multilateral partners, including PMR, regarding market readiness initiatives? If there have been shortcomings in this regard, what are they and what is needed in order to correct them?	Same as immediately above
	4.4 Has preparation of the MRP been used as an opportunity to establish a	Same as immediately above

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
	comprehensive framework for organizing market readiness activities in the country? If so, with what results? If not, why not and what is needed in order to correct any shortcomings in this regard?	
	4.5 How innovative and catalytic has PMR been at the program level? If so, in what ways? If not, why not and what is needed in order to correct any shortcomings in this regard?	Same as immediately above
5. Has the PMR provided an effective governance structure and platform for technical discussion, South-South exchange and intervention?	5.1 Have PA meetings been successfully designed and implemented? If not, what has been lacking or inadequate? What has been the value added for the participants?	Same as immediately above
	5.2 Have technical workshops and papers been successfully provided and of good quality? If not, what has been lacking or inadequate and what is needed to correct any shortcomings in this regard?	Interviews with PM Secretariat, PA members and other key stakeholders; survey questionnaire
	5.3 What lessons and implications does the PMR experience offer for market readiness, scaling up, and likely impacts on future domestic and international carbon markets (technical work program, knowledge products and delivery of in-country expert assistance, to help ICPs set objectives and standards (e.g., for data collection and management, MRV of emissions, setting of baselines, institutional arrangements, and consultation and participation processes)?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaire
	5.4 What steps have the PMR Secretariat and the PA taken to ensure that these lessons are appropriately conveyed and disseminated to the broader market readiness community and how effective have they been?	Same as immediately above
	5.5 How can successes be replicated or failures avoided in a wide range of country conditions, including as a prelude to operationalizing the implementation of carbon pricing instruments?	Same as immediately above
6. How effective has information sharing,	6.1 Have UNFCCC and other pertinent international organizations been actively	Same as immediately above

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
including with UNFCCC and other pertinent international organizations been?	engaged and informed about PMR activities? If so, what have the reactions been? If not, why not and what is needed to correct any shortcomings in this regard?	
	6.2 How has the PMR taken into account progress made in the UNFCCC process and international dialogue regarding climate change mitigation with respect to carbon pricing and other market mechanisms and to what degree has the PMR informed the UNFCCC process?	Same as immediately above
	6.3 Have other pertinent stakeholders been identified for information sharing and actively engaged and informed about PMR activities? If so, which stakeholders and with what results to date? If not, why not and what is needed to correct any shortcomings in this regard?	Same as immediately above
	6.4 Does the PMR take into account possible complementarities, synergies and overlaps with other similar programs (e.g., UNEP's FIRM – Facilitating Implementation and Readiness for Mitigation -- Program, UNDP's LECB – Low Emissions Capacity Building -- Program, etc.) in particular in countries that are members of several initiatives? If so, how have they been addressed? If not, why not and what is needed to correct any shortcomings in this regard?	Same as immediately above

24. Table 6 presents a relatively long, but not exhaustive, list of evaluative questions and subquestions related to the PMR’s effectiveness. This is appropriate considering that any judgment about the quality of the PMR’s performance over time will necessarily depend on its effectiveness both in terms of implementing its key activities (i.e., successfully delivering its inputs) and in achieving its stated objectives and contributing to the reduction of GHG emissions (i.e., successfully achieving its intended outputs and its desired outcomes and impacts). However, like the relevance of its objectives and activities, how efficiently the Partnership’s financial, human, and organizational resources are used in its efforts to deliver its services and achieve its aims is a key element in the quality of its overall performance. A proposed set of efficiency-related questions and subquestions is presented in Table 7 below. As was the case with respect to both relevance and effectiveness, some of these questions refer to the efficiency of PMR governance and management arrangements, as well as to the use of program financial and human resources to date.

**Table 7: Evaluative Questions for the Efficiency Cluster**

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
1. How efficient is the PMR governance and management framework in terms of resource use and achieving its outputs in a timely way and under budget?	1.1 What are the key elements of the PMR governance and management framework and how have they affected implementation of the PMR?	Documentation review; interviews with PMR Secretariat, PA members and other key stakeholders; survey questionnaire
	1.2 Is the governance system of the PMR adequate for delivering its objectives? If not why not and what is needed to correct any shortcomings in this regard?	Same as above
	1.3 Has the PMR Secretariat been efficient in managing and coordinating PMR activities? Has it provided timely, cost-effective and high quality services to participating countries? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above
	1.4 Would there have been other more cost-effective and efficient means to provide services for market readiness? If so, what are they?	Same as above
	1.5 How transparent and accountable to its founding documents and operational principles have the PA and PMR Secretariat been in allocation funds to ICPs? If this has not been sufficiently the case, what have been the shortcomings and what is needed in order to correct them?	Same as above
	1.6 Has the reporting on funding decisions and on total and administrative costs by the PMR Secretariat been transparent and accountable? If not what have been the shortcomings and what is needed in order to correct them?	Same as above
	1.7 How responsive is the PA to the provisions and guidance of key international conventions, particularly the UNFCCC, and to the needs of ICPs?	Same as above
	1.8 How efficiently and punctually have PMR grants been disbursed to ICPs, taking into account World Bank Operational Policies and Procedures?	Same as above

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
	1.9 How do participating countries (i.e. both CPs and ICPs) perceive the costs and benefits of the PMR Trust Fund including the timeliness and magnitude of resources? Are the resources sufficient to meet the ICP's market readiness needs? If not, what is the extent of this shortfall and what measures need to be taken to resolve it?	Same as above
	1.10 Has the mobilization of resources and consultant services by the PMR Secretariat been efficient and transparent? If not, what have been the shortcomings and what is needed to correct them?	Same as above
	1.11 Have the ICPs been able to use the resources provided in a timely and efficient manner? If not, why not and what is needed to correct any shortcomings in this regard?	Same as above
	1.12 Does the Secretariat possess the necessary financial and human resources (both in terms of numbers of staff and their technical, managerial and operational skills) required to efficiently and effectively administer the PMR? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above
2. Has the Technical Assistance provided by the PMR in terms of the selection and use of specialized technical consultants been efficient?	2.1 Have the specialized technical consultants been utilized efficiently and effectively in the preparation and assessment of the MRPs? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above
	2.2 Has the selection process for the specialized technical consultants been transparent, free of conflict of interest, and has their independence been ensured? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above
	2.3 Does the combined use of specialized technical consultants to help prepare the MRPs, PA reviews of these documents, and the World Bank's due diligence represent an efficient and effective process for preparing and assessing quality MRPs? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above

Key Evaluative Questions	Evaluative Subquestions	Data Collection Methods
	2.4 Is there duplication of work involved in going through the various layers mentioned above? If so, what have been the specific shortcomings as a result and what is needed in order to correct them taking into account the World Bank's Operational Policies and Procedures?	Same as above
3. Has the Delivery Partner been efficient?	3.1 Have the human and other resources provided by the Delivery Partner been adequate for implementation of the PMR mission to date? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above
	3.2 Has the communication and coordination between the PMR Secretariat and the Delivery Partner staff involved in the PMR process at the individual country level been timely and efficient to date? If not, what have been the shortcomings and what is needed in order to correct them?	Same as above

25. Finally, in addition to the cluster-specific evaluative questions and subquestions listed above and in view of the continuing global challenge of developing and implementing carbon pricing and other MBIs for GHG mitigation in the ever changing landscape of international dialogue, agreements, and carbon markets, the evaluation team proposes an *overarching evaluative question* to guide the First Independent Evaluation, which is likely to continue to be of relevance for subsequent assessments as well: *In what manner and how effectively and efficiently has the PMR supported ICPs and engaged CPs and other stakeholders to date in building their capacity to adopt effective carbon pricing and/or other market instruments and/or to develop the core technical components required to underlie and support such mechanisms for GHG reduction?* In seeking to answer this question, however, three others should also be considered: (i) *Has the PMR responded adequately to the recent evolution and likely future prospects of international carbon markets?* (ii) *What have been the principal value added and shortcomings of the PMR to date?* and (iii) *What can be learned from the PMR's experience thus far to help enhance its relevance, effectiveness and efficiency, strengthen its governance and management, and better guide carbon pricing and other market readiness interventions in the future?*

## Annex 1: PMR Outcomes-Outputs-Inputs Links

Impact		Indicators		Verification Sources		Assumptions	
1	<b>LONG TERM IMPACT</b> GHG emissions mitigation occurs due to implementation of PMR-assisted carbon pricing instruments in ICPs	1.1	Quantity of emissions reduced resulting from implementation of PMR-assisted carbon pricing instruments in ICPs	1.1.1	National MRV systems; national ETS systems; other pertinent data sources; World Bank and/or other Delivery Partner project completion and evaluation reports; interviews with key stakeholders	1.1	Carbon price (global market and/or government sectoral trading) is sufficient for market mechanism to be effective and/or adequate alternative mechanisms have been adopted; national systems are in place to adequately monitor and verify GHG emission reductions from the use of instruments assisted by the PMR.
						1.2	Financial and technical infrastructure in place: (finance, business infrastructure, innovation and technology diffusion and awareness)
2	<b>MEDIUM TERM IMPACT</b> Carbon pricing or other market-based instruments and/or core technical components needed to underlie them are fully in place in ICPs with PMR assistance	2.1	Number and types of carbon pricing instruments and/or core technical components in place in ICPs with PMR assistance	2.1.1	PMR documents; World Bank and/or other Delivery Partner project completion and evaluation reports; interviews with key stakeholders	2.1	MRPs have been successfully implemented with PMR grant resources and technical assistance channeled through the World Bank and/or other Delivery Partners

Outcomes		Indicators		Verification Sources		Assumptions	
1	ICP capacity to develop and implement carbon pricing instruments and/or core technical components for GHG mitigation has been improved with PMR assistance and demonstrated	1.1	Number of countries that have gone through MRP process and developed carbon pricing instruments (e.g., carbon taxes, emissions trading systems, offset crediting mechanisms) and/or core technical components (e.g., MRV, registries and other data management systems); internationally recognized GHG mitigation standards in place	1.1.1	MRP documents; training documents; World Bank project appraisal, supervision and completion reports; interviews with and feedback (including through surveys) from key stakeholders	1.1	ICPs have received sufficient technical assistance, training and financial support from ICP and PMR to obtain the capacity to develop and implement carbon pricing instruments and/or core technical components needed for GHG mitigation using market mechanisms
2	ICPs pilot and test carbon pricing instruments and/or core technical components for GHG mitigation developed with PMR assistance	2.1	Number and types of compatibilities and synergies between national and international market instruments	2.1.1	World Bank project supervision and completion reports; interviews with and feedback (including through surveys) from key stakeholders	2.1	Country enabling environment is in place – i.e., ICPs are motivated, have approved effective mechanisms for GHG reduction and allocated sufficient human and budgetary resources from ICP and PMR for capacity building; appropriate and national policy, legal and regulatory frameworks are in place
3	Compatibilities and synergies between national and international market instruments have been achieved	3.1	Number and types of synergies between national and international market instruments	3.1.1	PMR and country documentation; interviews with and feedback (including surveys) from key stakeholders	3.1	ICPs have received sufficient technical assistance and training and financial support from ICP and PMR to identify such compatibilities and synergies
4	PMR knowledge and other non-financial resources help non-ICP countries and jurisdictions to enhance their efforts to develop and/or implement carbon pricing instruments	4.1	Value added by PMR knowledge and other non-financial resources to non-ICP countries and jurisdictions with respect to development and/or implementation of carbon pricing instruments	4.1.1	PMR documentation; interviews with and feedback (including through surveys) from key stakeholders	4.1	Non-ICP countries are active participants in PMR activities and draw on the information, experiences and knowledge developed and shared for their own benefit.
5	PMR support helps participants to inform and influence national and global policy discussions regarding the use of carbon pricing and other MBIs for GHG reduction.	5.1	PMR GHG reduction policy and instrument-related technical and training events realized and pertinent knowledge and other analytical products disseminated.	5.1.1	PMR documentation; interviews with and feedback (including through surveys) from key stakeholders, including UNFCCC	5.1	CPs and ICPs are actively involved in the global policy dialogue regarding GHG reduction. PMR participants in CPs and ICPs are involved in domestic policy dialogue regarding GHG reduction.

Outputs		Indicators		Verification Sources		Assumptions	
<b>1</b>	<b>ICP capacity to develop and implement carbon pricing instruments and/or core technical components for GHG mitigation has been improved with PMR assistance and demonstrated</b>						
1.1	PMR Secretary and management system operational, Technical Workshops, Trainings and Papers successfully provided and of good quality	1.1.1	Number, types and quality of Technical Workshops, Trainings and Technical Papers	1.1.1.1	PMR documentation; training and workshop agendas, attendance lists, website "hits," and exit evaluation surveys; interviews with key stakeholders; independent technical peer review	1.1.1	Technical Workshops, Trainings and Papers have been responsive to PMR participants' needs and demand and technical Working Groups have played an effective role in identifying and prioritizing this demand
1.2	PA Meetings and Side Events successfully implemented and followed-up	1.2.1	Number and content of PA Meetings and Side Events; follow-up actions by PMR Secretariat	1.2.1.1	PA and PMR documentation, including meeting agendas, minutes and reports; interviews with and feedback (including through surveys) from key stakeholders	1.2.1	PA meetings have been held on a regular basis or as needed to efficiently and effectively conduct PMR business; PMR Secretariat seeks to provide efficient and effective follow-up
<b>2</b>	<b>ICPs pilot and test carbon pricing instruments and/or core technical components for GHG mitigation developed with PMR assistance</b>						
2.1	Domestic carbon pricing instruments designed with PMR assistance	2.1.1	Number of carbon pricing instruments designed with PMR assistance	2.1.1.1	MRP documents; World Bank project supervision and completion reports	2.1.1	ICPs have received sufficient training, support and resources to design such instruments
						2.1.2	Needed co-financing for MRP implementation mobilized with assistance from PMR
2.2	MRV, registries and/or other data management systems developed	2.2.1	Number and types of MRV, registries and/or other data management systems	2.2.1.1	MRP documents; World Bank project supervision and completion reports	2.2.1	ICPs have received sufficient training, support and resources to develop such systems
						2.2.2	Needed co-financing for MRP implementation mobilized with assistance from PMR
<b>3</b>	<b>Compatibilities and synergies between national and international market instruments have been achieved</b>						
3.1	Relevant information shared effectively and efficiently, including with UNFCCC and other pertinent international organizations (to be determined)	3.1.1	Number and types of stakeholders identified and engaged; information sharing vehicles (website, newsletters, annual reports, etc.); correspondence and media outreach with stakeholders	3.1.1.1	PMR documentation; training and workshop agendas, interviews and/or surveys with UNFCCC and other pertinent international organizations	3.1.1	Stakeholders have been identified for information sharing, actively engaged and informed about PMR activities and outputs
3.2	Platform for technical discussion, North-South, South-South exchange, and innovation is functioning	3.2.1	In addition to indicators for outputs above, number of new market tools developed and disseminated	3.2.1.1	PA and PMR documentation; interviews with and feedback (including through surveys) from key stakeholders	3.2.1	PMR has successfully established and managed events designed to promote exchange of technical knowledge and innovations among member countries

<b>4</b>	<b>PMR knowledge and other non-financial resources help non-ICP countries and jurisdictions to enhance their efforts to develop and/or implement carbon pricing instruments</b>						
4.1	Non-ICPs and jurisdictions are engaged and supported	4.1.1	Extent of PMR support to non-ICPs and jurisdictions for the development and/or implementation of carbon pricing and/or other pertinent instruments; extent to which PMR technical knowledge has informed non-ICP countries and jurisdictions in ways helpful for development and implementation of carbon pricing instruments and/or core technical component for GHG mitigation	4.1.1.1	PMR documentation; interviews with and feedback (including through surveys) from pertinent PMR participants and observers from non-ICPs and jurisdictions	4.1.1	Non-ICP countries and selected jurisdictions are active Partnership participants and draw on, as well as contribute to PMR knowledge and resources
<b>5</b>	<b>PMR support helps participants to inform and influence national and global policy discussions regarding the use of carbon pricing and other MBIs for GHG reduction.</b>						
5.1	Upstream policy analysis successfully provided with PMR support.	5.1.1	Number and types of upstream policy analysis provided	5.1.1.1	PMR Number and types of upstream policy analysis provided documentation; stakeholder feedback and interviews.	5.1.1	Resources provided by the PMR have been sufficient to complete the analysis required

Activities/Inputs	Indicators	Verification Sources	Assumptions
<b>1</b>	<b>ICP capacity to develop and implement carbon pricing instruments and/or core technical components for GHG mitigation has been improved with PMR assistance and demonstrated</b>		
<b>1.1</b>	<b>PMR Secretary and management system operational, Technical Workshops, Trainings and Papers successfully provided and of good quality</b>		
1.1.1	PMR Secretary established, Technical workshops, Trainings and e-Learning implemented	1.1.1.1 Number, dates, and locations, and attendance of workshops, trainings, and e-learning activities delivered	1.1.1.1 PMR documentation; stakeholder feedback and interviews
1.1.1			1.1.1.1 Workshops, trainings and e-Learning are of relevance and good quality. Adequate PMR and country human and financial resources provided to meet demand
1.1.2	Technical papers for key topics produced and disseminated	1.1.2.1 Number of technical papers produced and means of dissemination	1.1.2.1 PMR documentation; stakeholder feedback and interviews, data on numbers of readers/ "hits" on PMR website (if available)
1.1.2			1.1.2.1 Papers are demand-responsive, of relevance and good quality. Adequate PMR resources provided to meet demand
<b>1.2</b>	<b>PA Meetings and Side Events successfully implemented and followed-up</b>		
1.2.1	PA Meetings and Side Events facilitated	1.2.1.1 Number, location, and dates of PA Meetings and Side Events held	1.2.1.1 PA and PMR documentation; stakeholder feedback
1.2.1			1.2.1.1 PMR Secretariat has provided adequate human and financial resources for this purpose; meetings have satisfied stakeholder demand
<b>2</b>	<b>ICPs pilot and test carbon pricing instruments and/or core technical components for GHG mitigation developed with PMR assistance</b>		
<b>2.1</b>	<b>Domestic carbon pricing instruments designed with PMR assistance</b>		
2.1.1	MRPs delivered and approved by the PA	2.1.1.1 Number of MRPs approved	2.1.1.1 PA and PMR documentation
2.1.1			2.1.1.1 MRPs approved by the PA are judged to be of acceptable quality
2.1.2	PMR assistance regarding the design of carbon pricing policies and instruments delivered	2.1.2.1 Number of PMR-assisted carbon pricing policies and instruments delivered	2.1.2.1 PMR documentation; stakeholder feedback and interviews, World Bank project supervision and completion reports
2.1.2			2.1.2.1 Assistance is demand-responsive, of relevance and of good quality
2.1.3	Grant agreements signed and funding delivered to ICPs. Co-financing for MRP implementation mobilized with assistance from PMR	2.1.3.1 Number of grant agreements signed and made effective; disbursement conditions met in a timely fashion	2.1.3.1 World Bank project documentation
2.1.3			2.1.3.1 Once signed, grants will become effective within the prescribed time period and implementation will proceed as anticipated

<b>2.2</b>	<b>MRV, registries and/or other data management systems developed</b>						
2.2.1	MRPs delivered and approved by the PA	2.2.1.1	Number of MRPs approved	2.2.1.1	PA and PMR documentation	2.2.1.1	MRPs approved by the PA are judged to be of acceptable quality
2.2.2	PMR assistance regarding MRV, registries, and other data management systems delivered	2.2.2.1	Number and types of PMR-assisted MRV, registries, and other data management systems developed	2.2.2.1	PMR documentation; stakeholder feedback and interviews, World Bank project supervision and completion reports	2.2.2.1	Assistance is demand-responsive of relevance and of good quality
2.2.3	Grant agreements signed and funding delivered to ICPs. Co-financing for MRP implementation mobilized with assistance from PMR	2.2.3.1	Number of grant agreements signed and made effective; disbursement conditions met in a timely fashion	2.2.3.1	World Bank project documentation	2.2.3.1	Once signed, grants will become effective within the prescribed time period and implementation will proceed as anticipated
<b>3</b>	<b>Compatibilities and synergies between national and international market instruments have been achieved</b>						
<b>3.1</b>	<b>Relevant information shared effectively and efficiently, including with UNFCCC and other pertinent international organizations (to be determined)</b>						
3.1.1	Information and knowledge shared with PMR stakeholders	3.1.1.1	Types, quality and means of information and knowledge sharing with stakeholders	3.1.1.1	PMR documentation; stakeholder feedback	3.1.1.1	Information and knowledge are demand-responsive, of relevance and good quality. Adequate PMR resources provided to meet demand
<b>3.2</b>	<b>Platform for technical discussion, North-South, South-South exchange, and innovation is functioning</b>						
3.2.1	PA meetings facilitated	3.2.1.1	Number and frequency of PA meetings held	3.2.1.1	PA and PMR documentation; stakeholder feedback	3.2.1.1	PMR Secretariat has provided adequate human and financial resources for this purpose; meetings have satisfied stakeholder demand
<b>4</b>	<b>PMR knowledge and other non-financial resources help non-ICP countries and jurisdictions to enhance their efforts to develop and/or implement carbon pricing instruments</b>						
<b>4.1</b>	<b>Non-ICPs and jurisdictions are engaged and supported</b>						
4.1.1	Information and knowledge shared with PMR stakeholders	4.1.1.1	Types, quality and means of information and knowledge sharing with stakeholders	4.1.1.1	PMR documentation; stakeholder feedback	4.1.1.1	Information and knowledge are demand-responsive, of relevance and good quality. Adequate PMR resources provided to meet demand
<b>5</b>	<b>PMR support helps participants to inform and influence national and global policy discussions regarding the use of carbon pricing and other MBIs for GHG reduction.</b>						
<b>5.1</b>	<b>Upstream policy analysis successfully provided with PMR support.</b>						
5.1.1	Upstream policy analysis has been delivered	5.1.1.1	Number and types of upstream policy analysis delivered.	5.1.1.1	PMR documentation; stakeholder feedback.	5.1.1.1	Upstream policy analysis is demand-responsive, relevant, and of good quality; adequate PMR resources provided to meet demand.

5.1.2	Information and knowledge shared with PMR stakeholders	5.1.2.1	Types, quality and means of information and knowledge sharing with stakeholders	5.1.2.1	PMR documentation; stakeholder feedback	5.1.2.1	Information and knowledge are demand-responsive, of relevance and good quality. Adequate PMR resources provided to meet demand
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