Final Evaluation Report

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Final Evaluation of the Green Accountability Project

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Dr. Rodolfo Lacy & MSc. Sergio Ampudia

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INTRODUCTION AND EXECUTIVE SUMMARY

The Global Challenge: Opacity in Climate Finance

Efforts to strengthen green accountability take place within increasingly complex and opaque global financial architectures. Climate finance now mobilizes large volumes of resources through multilateral development banks, bilateral agencies, national governments, and private financial intermediaries. These flows frequently operate through layered institutional arrangements that obscure the origin, allocation, and final use of resources. As climate finance expands, ensuring transparency, oversight, and accountability across these systems has become a central governance challenge.

Within this context, the Green Accountability Project was designed around a strategic premise: that civil society can play a critical role in penetrating the structural opacity of climate finance systems. By generating credible evidence, facilitating dialogue, and strengthening public oversight, civil society organizations (CSOs) can introduce new forms of transparency and accountability into climate governance. Importantly, climate finance also provides a politically viable entry point for broader governance reforms, allowing accountability mechanisms to emerge in policy domains where traditional anti-corruption approaches may encounter greater resistance.

Project Context and Systemic Methodology

This report presents the findings of the independent evaluation of the Green Accountability Project, implemented by the World Resources Institute (WRI) as the lead organization in a consortium with SouthSouthNorth (SSN) and the Huairou Commission with support from the World Bank's Global Partnership for Social Accountability (GPSA). The project supported 25 CSOs across Bangladesh, Brazil, Cameroon, Mexico, and Senegal. Rather than functioning as a collection of isolated initiatives, the project's initial implementation cycle aimed to strengthen the institutional ecosystem for climate accountability by equipping CSOs with the technical, organizational, and policy management capacities necessary to monitor climate finance and engage constructively with governance institutions.

The evaluation adopts a systemic, theory-based approach, combining quantitative and qualitative methods, including Final Rubrics Assessments, Political Economy Analysis (PEA), Outcome Harvesting, and Deep-Dive Process Tracing, drawing on the findings of SouthSouthNorth (SSN). This approach enables the evaluation to assess not only what was achieved, but how interventions influenced governance systems and whether they contributed to durable institutional change. The analysis further interprets these outcomes in light of the project's operational parameters, including relatively short implementation periods across country sub-grants, which generally ranged from 13 to 15 months[1], and a grant structure ranging from approximately USD 25,000 to USD 182,000 across the five participating countries. Accounting for these factors ensures a realistic assessment of the level of institutional durability that could be achieved within the project cycle.

[1] Most country CSO sub-grants began on 1 October 2024. One ended on 31 October 2025, three ended on 30 November 2025, and twenty ended on 31 December 2025. One organisation followed a different implementation arrangement and timeline due to administrative and legal considerations, resulting in a later start date.

Throughout this report, and particularly in Chapter 6, scaling is understood not as the standardization or replication of individual accountability tools, but as the institutional embedding of proven governance mechanisms within existing state architecture across diverse political contexts, enabling civil society accountability efforts to generate systemic influence beyond individual project cycles.

Portfolio Performance: Achievement of Project Targets

The evidence confirms that the Green Accountability Project successfully established a strong civic infrastructure for climate accountability and achieved its primary targets.

- **PDO 2 (Capacity Strengthening):** 91.7% of sub-grantees demonstrated measurable improvements in institutional capacity, surpassing the 80% target.
- **PDO 1 (Community of Practice):**83.8% of participants expressed satisfaction with the Community of Practice (CoP), exceeding the 75% target.
- **Network Engagement and Policy Linkages:** 84% of CoP members were classified as active participants (IRI 1), 76% contributed directly to knowledge generation (IRI 2), and 92% of sub-grantees established linkages with formal national or subnational climate policy processes (IRI 3).

These results demonstrate that the project successfully built a robust civic infrastructure for climate accountability.

Key Findings: How Accountability Is Generated

While capacity improvements were widespread, the evaluation **identifies important variation in the depth and durability of governance outcomes.** Five key insights explain how civil society influence develops:

1. **Capacity development follows a clear sequence.** Technical and organizational capacities improved most rapidly across the portfolio (84% and 92%, respectively), enabling CSOs to produce credible data and gain access to policy processes. However, sustained policy influence depended on the slower development of partnership and leadership capacities (80%), which enabled technical outputs to translate into political influence.

2. **Accountability outcomes vary in durability.** The evaluation distinguishes between:
    a. **Procedural outcomes:** dialogue platforms and participatory processes
    b. **Institutional outcomes:** embedded governance practices
    c. **Fiscal and legal outcomes:** enforceable mechanisms such as statutory budgets or legal mandates

While 92% of projects achieved linkages with policy processes, only a subset generated "hard accountability" through fiscal or legal enforcement within the project timeframe.

These cases represent the most durable forms of institutional change. At the same time, the majority of projects established the foundational conditions required for such outcomes, including credible data systems, strengthened civil society capacity, and institutional linkages. These results indicate that the portfolio has effectively laid the groundwork for the progressive development of enforceable accountability mechanisms in subsequent phases.

3. **Equity functions as a structural driver of accountability.** The portfolio demonstrates that durable outcomes emerged where projects moved beyond consultation toward structural inclusion, enabling marginalized actors, including women, youth, and Indigenous Peoples, to secure formal roles within governance and monitoring systems. In these cases, inclusion functioned not as a safeguard, but as a core mechanism of accountability.

4. **A persistent vertical transmission gap limits scale.** A central finding of the evaluation is the existence of a vertical transmission gap, where successful accountability innovations emerged at both local and national levels, yet have not yet systematically translated across governance tiers. This should be understood as a transition inherent to a first-phase proof-of-concept initiative, rather than a shortcoming of the current implementation cycle. Local fiscal victories often remained locally anchored without structured pathways linking them to national Ministries of Finance, while national transparency frameworks struggled to influence subnational implementation. Bridging this “missing middle” requires explicit institutional transmission mechanisms linking local evidence to national fiscal decision-making bodies. Evidence from the portfolio indicates that such transmission is most effective when formal linkages are established, such as parliamentary engagement mechanisms, multi-stakeholder policy platforms, or oversight channels capable of carrying civil society-generated evidence into national decision-making processes.

   Importantly, this gap is both structural and operational. While it reflects systemic features of multi-level governance, the evaluation finds that it was also reinforced by the limited duration of the implementation period, which constrained the ability of CSOs to establish, test, and institutionalize cross-level linkages within the project cycle.

5. **Time horizons constrain institutionalization.** The evaluation finds that implementation timelines were a critical determinant of the depth of outcomes achieved. Implementation periods ranging from approximately 13 to 15 months proved sufficient to generate diagnostics, analytical tools, and participatory platforms, but insufficient to fully institutionalize reforms within fiscal and legal systems.

   Crucially, this temporal constraint directly affected the project’s ability to overcome the vertical transmission gap identified above. Establishing durable linkages between local accountability initiatives and national decision-making systems requires sustained

engagement, coalition-building, and formalization processes that extend beyond short-term project cycles. As a result, while the project successfully generated local and national innovations, the limited time horizon constrained their consolidation into vertically integrated accountability systems.

Strategic Priorities for Future Programming

Taken together, these findings suggest that the project successfully built the participatory architecture necessary for civil society engagement in climate governance. To move from successful pilot experimentation to durable systemic influence at scale, the evaluation identifies six strategic priorities for future programming.

1. **Embed accountability within core fiscal and governance systems.** Civil society monitoring should be more systematically connected to public financial management (PFM) reforms, climate budget tagging systems, and broader governance and financing frameworks, including where relevant and feasible those supported through World Bank operations such as Development Policy Operations (DPOs) and Country Partnership Frameworks (CPFs). In the post-COP30 context, this also implies alignment with implementation of the New Collective Quantified Goal (NCQG).

2. **Fund national accountability platforms, not only individual projects.** Future programming should prioritize ecosystem consolidation by supporting the emergence of coordinated national accountability platforms. Rather than prescribing institutional structures, the grant modality can incentivize collaboration among CSOs and enable the development of coalitions that function as institutional transmission mechanisms, linking locally generated evidence to national treasuries, ministries, and oversight bodies. This can be operationalized through funding criteria that encourage joint proposals, structured coalition-building, and coordinated engagement strategies, allowing civil society actors to aggregate evidence and strengthen their collective interface with national decision-making processes.

3. **Expand accountability beyond public budgets.** Civil society tools must evolve to track private capital, blended finance, development banks, and Just Energy Transition (JET) finance, ensuring accountability remains aligned with the evolving climate finance architecture.

4. **Prioritize enforceability mechanisms across the policy cycle.** Future funding should prioritize interventions that activate legal oversight, secure statutory budget allocations, and embed monitoring within parliamentary and fiscal systems. This should also include strengthening ex-ante scrutiny mechanisms so that civil society can influence budget decisions before they are finalized, not only track them after the fact.

5. **Adopt a 2+1 implementation model.** Future programming should consider adopting a model combining two years of implementation[2] with one year dedicated to consolidation, institutional embedding, and impact tracking, ensuring reforms are not prematurely terminated before achieving durability.

6. **Resource civic space protection and operational resilience.** As accountability efforts move from dialogue to enforcement, including legal action, fiscal scrutiny, and oversight of powerful actors, the risks faced by CSOs increase. Future programming should therefore provide explicit support for operational resilience, including legal support, digital security, and safeguarding mechanisms.

The evaluation further finds that the cohort of 25 civil society organizations supported through this initial implementation cycle constitutes a major strategic asset for future programming. Beyond individual project results, these organizations have accumulated context-specific technical knowledge, established institutional relationships, and gained credibility within national policy processes. Preserving and deepening this cohort offers a significantly higher return on investment than initiating new cycles with entirely new actors. While selective expansion to address geographic or thematic gaps may be warranted, future programming should prioritize continuity, positioning the existing cohort as the backbone of scaled-up accountability efforts.

Implementing the Post-COP30 Agenda

Following the COP30 negotiations in Belém and the establishment of the NCQG, the global focus has shifted from negotiation to implementation. Accountability is no longer limited to setting targets; it now requires robust systems to track how climate finance is allocated, governed, and delivered in practice. By financing explicit institutional transmission mechanisms, future programming can help ensure that locally verified climate finance data is integrated into national implementation processes and broader climate finance architectures.

Report Roadmap

This report translates these findings into a structured analysis of the portfolio. Chapter 1 presents the evaluation framework and validates the project's core hypothesis. Chapter 2 categorizes the portfolio into four governance archetypes. Chapter 3 analyses institutional capacity development and the strategic role of the Community of Practice. Chapter 4 examines the durability of outcomes, distinguishing between procedural engagement and enforceable accountability. Chapter 5 explores the political economy determinants that shaped project outcomes across contexts. Finally, Chapter 6 outlines strategic priorities for future programming, focusing on how civil society oversight can be more effectively integrated into the institutional architecture of climate finance governance.

[2] The relatively short implementation period observed in this portfolio was influenced by broader programme closure timelines, rather than representing a standard design feature of GPSA-supported grants, which have historically operated over longer durations.

CHAPTER 1 - EVALUATION FRAMEWORK AND METHODOLOGY

1.1 Validation of the Green Accountability Hypothesis

Efforts to strengthen green accountability take place within increasingly complex and opaque global financial architectures. Climate finance systems mobilize large volumes of resources through multilateral development banks, international climate funds, bilateral development agencies, and private financial intermediaries. These flows frequently operate through layered institutional arrangements that obscure the origin, allocation, and final use of resources.

In many jurisdictions, financial disclosure remains fragmented or incomplete. Climate-related expenditures are often dispersed across sectoral budgets, development programs, and blended-finance instruments, making it difficult for governments, oversight institutions, and civil society actors to determine whether resources labelled as “green” genuinely contribute to climate mitigation, adaptation, or environmental protection. This structural opacity complicates public accountability within climate governance systems.

The Green Accountability Project was designed around a dual premise: **that climate finance systems themselves require strengthened transparency, accountability, and participation to effectively deliver their intended outcomes; and that, given its relative political salience and cross-sectoral relevance, climate finance can also serve as a strategically viable entry point for advancing broader environmental governance and accountability reforms.**

The Green Accountability Project was designed around a central premise Climate governance frameworks—such as Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), and subnational climate strategies—often create institutional spaces where governments, CSOs, and development partners can engage around shared environmental objectives. In such contexts, climate finance discussions can provide a politically neutral platform through which civil society actors introduce new forms of monitoring, oversight, and citizen participation.

This evaluation, therefore, tested whether strengthening the analytical and institutional capacities of CSOs could enable them to penetrate the structural opacity of climate finance systems and influence climate governance processes through social accountability mechanisms.

This evaluation assesses the extent to which the Green Accountability Project achieved its foundational targets. To ensure strict alignment with the project’s Results Framework, the evaluation systematically measures performance against the **two Project Development Objectives (PDOs)** and **four Intermediate Results Indicators (IRIs)**.

The evaluation assesses the following objectives:

- **PDO 1:** The perceived value and effectiveness of the CoP in fostering collaboration, knowledge exchange, and collective action among participating CSOs; and

- **PDO 2:** The extent to which sub-grantees strengthened their institutional capacities across technical, organizational, partnership, and leadership domains.

In parallel, the evaluation tracks the following Intermediate Results Indicators:

- **IRI 1:** Active participation within the Community of Practice;
- **IRI 2:** Knowledge generation and peer learning among participating organizations;
- **IRI 3:** Linkages between CSO interventions and formal national or subnational climate policy processes; and
- **IRI 4:** The application of PEA and context-sensitive implementation strategies.

These indicators provide the analytical backbone for assessing both portfolio performance and the broader institutional effects of the project.

1.2 Reconstructing the Theory of Change and Testing Assumptions

To validate this hypothesis, the evaluation was guided by the reconstructed Theory of Change (ToC) developed during the project's Inception phase.

The ToC articulated the **central causal pathway of the initiative: that strengthening the technical, organizational, partnership, and leadership capacities of civil society organizations would enable them to participate more effectively in climate policy processes and generate improved transparency, stronger civic participation, and greater oversight of climate-related public expenditures.**

Through activities such as climate budget monitoring, climate finance tracking, policy analysis, and multi-stakeholder engagement processes, participating CSOs were expected to influence climate governance systems and strengthen accountability for climate-related public spending.

Rather than simply documenting project outputs, the evaluation systematically tested the critical assumptions underlying this causal model. In particular, the analysis examined whether the following conditions held across the five participating countries:

- The existence of sufficient civic space and political opportunity structures for civil society engagement in climate governance,
- The ability of peer learning mechanisms within the CoP to strengthen institutional influence,
- The sustainability of organizational capacity gains achieved by participating CSOs,
- The availability and accessibility of financial data necessary for civic monitoring of climate finance systems.

Testing these assumptions allowed the evaluation to assess whether the mechanisms of change envisioned in the ToC operated effectively under real political and institutional conditions.

1.3 Systemic Evaluation Methodology

To answer the Key Evaluation Questions (KEQs) and test the ToC assumptions, the evaluation applied a theory-based mixed-methods framework combining quantitative portfolio analysis with qualitative causal inquiry.

The methodology integrated multiple sources of evidence, including:

- Documentation review
- Rubric-based capacity assessments
- Portfolio surveys and monitoring data
- Contribution analysis and process tracing
- Outcome harvesting and Ripple Effects Mapping
- Political Economy Analysis

Although the capacity rubrics were implemented as a structured self-assessment process by participating CSOs, the independent evaluation reviewed the supporting documentation, outputs, and institutional engagement activities to verify and certify the credibility of the reported improvements, and conducted interviews with participating CSOs to validate findings and triangulate results.

Importantly, the portfolio was not evaluated project-by-project. Instead, the assessment examined the portfolio as a system of interacting governance strategies. Two analytical tools were used to structure this systemic evaluation:

- **Governance archetypes**, which classify the distinct pathways through which CSOs influence public institutions.
- **Durability tiers**, which measure the degree to which accountability mechanisms become embedded within formal governance systems.

In addition, the evaluation applied a durability framework to classify outcomes according to their level of institutional anchoring. Outcomes were categorized along a three-tier continuum:

- **Procedural outcomes** refer to dialogue platforms, consultations, and transparency initiatives that expand participation but may remain dependent on continued external support.
- **Institutional outcomes** involve the integration of accountability mechanisms into formal policy or planning processes, such as municipal climate plans or national consultation frameworks.
- **Fiscal and legal outcomes** represent the strongest level of institutionalization, where accountability mechanisms become embedded in statutory budget processes, regulatory frameworks, or legal oversight systems.

By combining these analytical lenses, the evaluation was able to examine **not only what results were produced, but how those results emerged**—distinguishing between initiatives that expanded procedural dialogue and those that succeeded in embedding accountability within formal fiscal or legal frameworks.

This systemic perspective allows the Green Accountability portfolio to be understood not as a fragmented list of local projects, but as a coherent ecosystem of reform strategies operating across diverse political contexts.

To move beyond descriptive reporting and establish credible causal links between project interventions and observed governance outcomes, the evaluation employs a combination of

Contribution Analysis and **Process Tracing**. Given the complexity of climate finance governance systems, direct attribution is neither feasible nor appropriate. Instead, the evaluation constructs a robust contribution narrative by triangulating evidence across multiple data sources, including project documentation, stakeholder inputs, and observed institutional changes.

To strengthen causal inference, the evaluation purposively selected a subset of high-performing and contextually diverse initiatives as Deep-Dive Case Studies. These cases were systematically analyzed to trace how capacity inputs translated into procedural and institutional outputs, and under what conditions these outputs contributed to more durable fiscal or legal accountability outcomes.

This methodological sequencing ensures that the findings presented in subsequent chapters are grounded in verified causal pathways, rather than anecdotal evidence, and allows for a nuanced understanding of how accountability mechanisms function across different political and institutional environments.

1.4 Summary of Findings by Key Evaluation Question (KEQ)

Question Category	Key Evaluation Question	Summary of Evaluation Findings
Project Design and Implementation	**1.** How well designed were the two aspects of the grant: the sub-granting mechanism and the CoP?	The design of both mechanisms proved highly relevant and generated strong value for money. Small and medium-sized grants were particularly effective in enabling CSOs to gain institutional access and engage in formal climate governance processes. However, **the relatively short implementation period, generally ranging from 13 to 15 months across country sub-grants, constituted a structural limitation, proving sufficient for diagnostics, monitoring tools, and platform-building, but insufficient for embedding fiscal or legal enforcement mechanisms.** The design also did not systematically mandate national-level ecosystem coordination, leaving some CSOs operating in relative isolation. **This limitation contributed to a Vertical Transmission Gap, whereby locally generated evidence was not consistently linked to national fiscal decision-making systems.** **In contrast, the CoP proved highly effective. It evolved beyond a peer-learning platform into a strategic**
	2. How well implemented were the two aspects of the grant?	Implementation across the portfolio was highly effective. Through the sub-granting mechanism, 25 CSOs deployed analytical tools, monitoring platforms, and participatory mechanisms, generating 141 governance outcomes across Procedural, Institutional, and Fiscal/Legal Durability Tiers. **The CoP functioned as a significant impact multiplier, with 84% of members actively engaged and 76% contributing to knowledge generation, including climate finance methodologies and transparency tools**. Implementation reflected diverse governance pathways, consistent with the four Governance Archetypes: Civic Intermediation, Institutional
	3. How well did the grant perform in relation to its Project Development Objective (PDO) and	The project successfully achieved and exceeded its PDO targets. Under PDO 2 (capacity strengthening), **91.7%** of CSOs strengthened their institutional capacity, surpassing the **80%** target. Endline results show a relatively convergent pattern of capacity improvement across domains: organizational capacity improved most strongly **(92%)**, followed by technical capacity **(84%)**, while partnership and leadership capacities both improved by **80%**. These results confirm broad-based institutional strengthening across the portfolio, while qualitative evidence indicates that partnership

Question Category	Key Evaluation Question	Summary of Evaluation Findings
Effectiveness and Achievement of Objectives	4. What evidence exists supporting higher-level outcomes and the causal link between the grant's activities and these outcomes?	The evaluation finds strong evidence that the grant contributed to higher-level governance outcomes, particularly through the integration of civil society into formal climate governance processes. Endline evidence shows that **92%** of projects established linkages with national or subnational climate policy processes, including NDCs and NAPs. However, the evaluation distinguishes between **"soft" and "hard" accountability outcomes**. The majority of projects (20 out of 25) achieved procedural or institutional accountability outcomes, such as advisory councils, dialogue platforms, or participatory planning mechanisms. The strongest causal evidence of transformational change emerged in **five projects that achieved fiscal or legal enforcement outcomes**, including the establishment of a **statutory municipal climate budget allocation of 3% (A2D, Senegal)** and the **activation of prosecutorial oversight over Indigenous consultation obligations in REDD+ programs (Instituto Fronteiras, Brazil)**.
	5. What explains variation in achievements across sub-grantees?	Variation in results across the portfolio can be explained by three structural determinants. First, **progress in the rubric capacity domains** played a critical role: organizations that advanced more rapidly in **Partnership and Leadership capacities** were significantly more likely to achieve binding policy reforms. Second, outcomes depended heavily on **"fitness for context"**, meaning the degree to which accountability strategies were aligned with the political economy of each country. Collaborative **co-governance models** proved effective in relatively open systems with capacity constraints (such as Senegal and Bangladesh), while **legal oversight strategies proved more effective in politically**
Strategic Learning	6. What has been learned regarding the critical assumptions and conditions required for the Theory of Change to hold?	The evaluation **validates the core ToC while identifying critical structural constraints.** It confirms that transparency and data generation are necessary but not sufficient to drive accountability. **Epistemic tools only generated enforceable outcomes when paired with institutional enforcement actors such as prosecutors or parliamentary bodies.** The evaluation **also identifies a persistent vertical transmission gap**, where local accountability successes did not systematically translate into national fiscal reforms, reflecting a critical transition point for future programming rather than a shortcoming of the current phase. Finally, the Theory of Change implicitly assumed stable political opportunity structures; in practice, strategies required adaptation to diverse civic space conditions, including the use of indirect

Question Category	Key Evaluation Question	Summary of Evaluation Findings
Scalability and Sustainability	7. What scale-up or replication pathways are emerging, and under what conditions could they expand?	The evaluation identifies several governance innovations with strong replication potential, including parliamentary oversight mechanisms, prosecutorial enforcement strategies, and government-integrated technical audits. However, scaling requires structural adjustments. Future phases should adopt a 2+1 implementation model (two years of implementation plus one year of consolidation), strengthen alignment with World Bank instruments (DPOs and CPFs), and support the formation of national accountability platforms. The upcoming COP31 process and negotiations on the NCQG present a strategic opportunity to embed accountability mechanisms within emerging global climate finance architectures.

1.5 Strong Relative Efficiency (Value for Money)

The evaluation also examined the financial efficiency of the grant architecture, focusing on the relationship between grant size and governance outcomes.

Evidence from the portfolio indicates strong relative efficiency across countries and organizational profiles. Small and medium-sized grants frequently generated institutional access and capacity improvements that were disproportionately large relative to their financial scale.

In many cases, interventions that embedded civil society expertise within existing governance structures produced greater institutional leverage than initiatives attempting to create parallel monitoring systems from scratch. By strategically aligning with existing policy cycles and activating established accountability mechanisms, relatively modest financial investments were able to catalyze meaningful institutional change.

For example, in Senegal, Association Diouralé d'Abord (A2D) used a small grant of $28,400 to engage directly in formal municipal budgeting cycles. By equipping a network of women municipal councilors with technical advocacy skills, A2D successfully negotiated the first-ever statutory 3% earmarked budget allocation specifically dedicated to climate adaptation in the Municipality of Diaoulé.

In Mexico, Engenera A.C. leveraged a $35,000 small grant to conduct a forensic audit of the government's existing Federal Expenditure Budget's Climate Annex (Annex 16). Rather than building a parallel external tracking platform, they applied their analysis directly to the state's own financial framework, successfully forcing the Ministry of Finance to remove "greenwashed" items (such as gas transport and milk supply) from climate-tagged funds.

These findings suggest that civil society investments generate the highest governance returns when they are able to strategically align themselves with existing policy frameworks and oversight institutions, converting modest funding into enforceable, systemic leverage.

1.6 Equity and Inclusion as Systemic Architecture

In alignment with the project's design principles, the evaluation incorporated an explicit equity and inclusion lens to assess how accountability mechanisms integrated the perspectives of marginalized groups within climate governance processes.

The equity and inclusion lens was widely adopted, though the depth of intersectionality varied depending on the project's archetype. While highly technocratic projects (such as those auditing macro-level sustainable finance taxonomies) initially focused on broad public transparency, the vast majority of CSOs deliberately integrated specific underrepresented constituencies—including women's organizations, Indigenous peoples, youth groups, and rural populations—into their accountability mechanisms. The evaluation confirms that inclusion was not treated merely as a compliance or consultation requirement. Instead, operational outputs (such as community workshops or dialogue forums) evolved into transformational governance outcomes when marginalized groups secured formal participation rights within institutional decision-making processes.

By moving beyond formal consultation requirements, civil society initiatives succeeded in embedding the priorities of these underrepresented communities directly into formal governance instruments.

Examples of structural inclusion include:

- **Institutionalization of Women's Representation in Disaster Management (Bangladesh):** WAVE Foundation moved beyond ad-hoc community consultation by structurally embedding women's participation within formal local governance. Across 32 Union Parishads, they successfully reactivated dormant statutory Disaster Management Committees (DMCs) and institutionalized a mandate for 30% women's representation in their regular quarterly meetings. The evaluation found that this deliberate structural design was essential; concrete outcomes, such as women-led recovery initiatives, only materialized because these dedicated spaces for women's engagement were formally embedded within the official DMC structures.
- **Legal Enforcement of Indigenous Consultation (Brazil):** Instituto Fronteiras used its REDD+ Juruá Observatory to aggregate data on territorial violations affecting Indigenous and traditional communities. By delivering this evidence to the Federal Public Prosecutor's Office (MPF), they successfully triggered a formal legal recommendation that mandated the state to enforce Free, Prior, and Informed Consultation (FPIC) within Acre's jurisdictional REDD+ program.
- **Systematic Indigenous Inclusion in Municipal Planning (Cameroon):** Action for Sustainable Development (ASD) disrupted entrenched exclusion patterns in the remote communes of Djoum and Mintom by enforcing the active participation of Baka Indigenous Peoples in municipal planning. Baka representatives were integrated directly into the inception and validation processes, ensuring that Indigenous knowledge and vulnerabilities were structurally incorporated into the municipalities' first official Local Climate Action Guides.
- **Intersectionality in National Climate Commitments (Mexico):** Espacio de Encuentro de las Culturas Originarias (EECO) moved beyond generic consultation by co-designing participation methodologies with seven distinct marginalized groups—including LGBTQ+ persons, people with disabilities, Afro-descendant communities, and Indigenous peoples. EECO successfully utilized these methodologies within federal technical working groups to directly integrate intersectional perspectives into the Adaptation and Climate Governance components of Mexico's updated NDC 3.0.
- **Women's Leadership in Statutory Budgeting (Senegal):** A2D empowered a network of women municipal councilors to lead direct advocacy during formal local budget deliberations. This women-led coalition successfully negotiated and secured the first-ever 3% statutory municipal budget allocation earmarked specifically for climate adaptation in the Municipality of Diaoulé.

These findings indicate that effective accountability systems must combine institutional reform with mechanisms that enable meaningful participation by affected communities. In this sense, equity and inclusion function not only as social objectives but also as structural components of durable accountability architecture.

1.7 Limitations and Boundaries of Inference

The evaluation acknowledges several limitations that shape the interpretation of findings.

First, the relatively short implementation timeframe (2024–2025) limits the ability to observe the long-term durability of institutional reforms generated by the portfolio. Many accountability mechanisms identified in this evaluation remain in early stages of institutional embedding.

Second, in complex multi-actor governance environments, direct experimental attribution of policy change is inherently difficult. Climate governance outcomes emerge through the interaction of numerous actors, institutions, and policy processes.

For this reason, the evaluation applies a contribution analysis approach, assessing the plausibility of the project's influence on observed governance outcomes rather than claiming direct causal attribution.

Despite these limitations, the mixed-methods framework and portfolio-wide analysis provide robust evidence regarding the institutional dynamics through which civil society accountability initiatives influence climate governance systems.

1.8 Structure of the Report and KEQ Mapping

To ensure full compliance with the Inception Report, the structure of this evaluation is **explicitly aligned with the seven KEQs**, providing a clear line of sight between evaluation questions, analytical findings, and conclusions:

- **Chapter 2: Typologies of Green Accountability Interventions (KEQ 1 & KEQ 2).** Examines the design and implementation of the grant mechanisms, identifying four replicable governance archetypes and assessing how interventions were operationalized across contexts.
- **Chapter 3: Capacity Strengthening and the Community of Practice (KEQ 3).** Evaluates the achievement of the Project Development Objectives (PDO 1 and PDO 2), focusing on capacity development and the performance of the CoP.
- **Chapter 4: Effectiveness, Durability, and Emerging Impacts (KEQ 4).** Assesses higher-level institutional outcomes and causal linkages to formal climate governance processes through durability analysis, outcome harvesting, and process tracing evidence.
- **Chapter 5: Strategic Determinants and Political Economy of Accountability (KEQ 5 & KEQ 6).** Explains variation in results across sub-grantees and validates the critical assumptions underpinning the ToC through a political economy lens.
- **Chapter 6: Sustainability, Scalability, and Strategic Pathways Forward (KEQ 7).** Identifies pathways for scaling and institutionalizing successful accountability mechanisms, outlining strategic directions for future phases of the initiative.

This structure ensures that each evaluation question is addressed systematically, while maintaining analytical coherence across the report.

CHAPTER 2. TYPOLOGIES OF GREEN ACCOUNTABILITY INTERVENTIONS (KEQ 1 & 2)

The Green Accountability portfolio did not operate as a set of 25 isolated projects. Rather, it generated a series of replicable governance pathways through which CSOs strengthened transparency, participation, and accountability in climate finance systems.

To move beyond descriptive reporting and extract systemic lessons, the portfolio was systematically analyzed and clustered into four operational archetypes of Green Accountability. These archetypes represent distinct mechanisms through which CSOs influence public institutions, depending on the level of political openness and institutional capacity within each country context.

This typological approach enables a comparative assessment of how the grant was both designed and implemented (KEQ 1 and KEQ 2), identifying not only what interventions were undertaken, but how they functioned as governance strategies across diverse environments.

Methodological Framing: Process Tracing through Deep-Dive Case Studies

To address KEQ 4 (causal verification) and operationalize the Contribution Analysis framework outlined in Chapter 1, the evaluation purposively selected a subset of high-performing initiatives as Deep-Dive Case Studies. These cases—integrated throughout the following sections—were selected to reflect variation in political context, governance archetype, operational model, and grant size. The analysis draws on the comprehensive portfolio documentation and field-based evidence generated in collaboration with SSN, including key knowledge products such as Enhancing transparency, inclusion and accountability in climate finance: stories from Bangladesh, Brazil, Cameroon, Mexico and Senegal and the policy brief Strengthening the role of civil society actors in climate finance.

Applying Process Tracing to these cases enables the evaluation to empirically verify how each governance archetype operates in practice. This approach moves beyond descriptive accounts to rigorously identify and test the causal mechanisms through which civil society interventions generate outcomes across the Durability Tiers—procedural, institutional, and, in some cases, fiscal or legal accountability.

To ensure full analytical transparency and traceability, each Deep-Dive Case is documented in a dedicated one-page Process Tracing summary, presenting the causal chain, supporting evidence, and confidence assessment. These summaries are compiled in the Annexes (see Annex II: Deep-Dive Case Study Summaries) and are referenced throughout the chapter, allowing readers to directly access the underlying empirical analysis for each case.

2.1 From 25 Projects to Four Scalable Archetypes

The four archetypes were not predefined categories. They emerged through comparative analysis of the operating mechanisms used by the 25 supported projects and were subsequently validated against established literature on participatory governance, social accountability, and transparency politics.

Anchoring the portfolio in these frameworks ensures that the archetypes are not merely descriptive categories. They represent structurally grounded governance mechanisms that can inform future program design and scaling strategies.

2.1.1 Civic Intermediation.

Civic Intermediation draws on the work of Laurence Piper and Bettina von Lieres on intermediary organizations and adapts Peter Evans' concept of Embedded Autonomy. In this archetype, CSOs function as trusted intermediaries in politically fragile or socially fragmented environments, translating community grievances into policy language and re-opening dialogue channels.

Civic Intermediation focuses on mediation and trust-building in politically fragile, conflict-affected, or socially fragmented environments. CSOs operating under this approach act as "legitimacy bridges" between marginalized communities, private sector actors, and public authorities. Rather than operating as external watchdogs or using confrontational advocacy—which can be dangerous or ineffective in fragile settings—these organizations translate local grievances into technical policy language that governments can address.

BOX 1

Process Tracing Deep-Dives: Civic Intermediation in Fragile Contexts

CAJUST (Senegal): Operating as a "Just Transition Broker" in the context of Senegal's emerging oil and gas economy, CAJUST mediated deep disputes between extractive companies, the state, and displaced communities (such as fisherfolk in Saint-Louis affected by coastal erosion). CAJUST translated abstract national frameworks—like the Just Energy Transition Partnership (JETP) and NDC 3.0—into structured social dialogue. Their landmark achievement was convening a multi-stakeholder forum that **successfully broke the long-standing reluctance of private companies to engage directly with impacted communities.** By bringing corporate actors, parliamentarians, and citizens to the same table, they facilitated consensus on conflict-mitigation measures and elevated formal "community policy demands" to policymakers. Crucially, their technical mediation identified a frontier accountability gap: while energy companies report financial data, they do not disclose GHG emissions, proving that CAJUST acts not just as a peacemaker, but as a sophisticated technical auditor.

In contexts where trust between citizens and government institutions is fractured, intermediary organizations serve as the connective tissue that enables accountability processes to function. **The evidence demonstrates that in contexts of conflict or deep corporate–community power asymmetry, Green Accountability functions not merely as a fiscal tracking tool, but as a stabilizing mechanism—reopening dialogue channels and anchoring accountability in shared environmental objectives rather than political confrontation.**

BOX 2

Example of Civic Intermediation Archetype

COMINSUD (Cameroon): Operating in the highly fragile North West Region—where separatist conflict has severely fractured the state–society trust and electoral participation in some councils is below 10%—COMINSUD functioned as a critical legitimacy bridge. They depoliticised dialogue by partnering with the University of Bamenda to provide technical neutrality, shifting the focus from political confrontation to shared survival risks (such as deadly landslides and mining hazards). By defining four concrete, community-identified "Transformative Actions" (e.g., drainage and water source protection), COMINSUD successfully secured commitments from the Regional Assembly and two Local Councils to integrate these priorities into their 2026 Annual Investment Plans. Furthermore, they achieved a high-level signal of trust: senior government officials (the Regional Delegate of Environment and President of the Regional Assembly) co-signed invitations for project activities, reducing participation risks for local communities.

2.1.2 Institutional Co-Governance.

Institutional Co-Governance draws on Archon Fung and Erik Olin Wright's theory of Empowered Participatory Governance and John Gaventa's concept of Invited Spaces. These frameworks are particularly relevant where state institutions are open to participation but lack technical architecture or operational depth.

Organizations operating under this archetype embedded themselves directly within formal governance processes to strengthen administrative decision-making. Rather than challenging the state externally, these actors functioned as institutional problem-solvers, strengthening technical capacity and improving policy implementation.

BOX 3

Process Tracing Deep-Dives: Institutional Co-Governance

CIPCRE (Cameroon): Functioning as the technical arm for local governments, CIPCRE delivered participatory climate risk mapping that identified flood and landslide "red zones". They successfully integrated these maps into binding five-year Communal Development Plans (PCDs) in two municipalities, effectively locking climate priorities into municipal budgeting cycles for the next half-decade. Furthermore, their local citizen observatories (OCCAP-Clim) exercised anticipatory accountability—notably identifying a school construction project with a faulty foundation that ignored climate risk standards, triggering a review before structural failure occurred and preventing the waste of public funds.

Enda ECOPOP (Senegal): Rather than acting as an external watchdog, Enda ECOPOP embedded accountability directly into the state's operational strategy. They successfully brokered "Social Commitment Pacts" signed by 59 stakeholders—including municipalities, departmental councils, and state technical services. This transformed Senegal's National Mangrove Ecosystem Management Strategy from a top-down administrative framework into a shared, locally anchored mandate. Furthermore, they operationalised real-time citizen monitoring via the YéCité digital platform to report illegal logging and pollution, and utilised their network to insert direct civil society inputs into Senegal's new Biodiversity Law.

BOX 4

Example of Institutional Co-Governance Archetype

Wave Foundation (Bangladesh): Wave Foundation operationalised participatory governance by reactivating 32 previously dormant statutory Disaster Management Committees across coastal Union Parishads. They moved beyond simple procedural reactivation by formally integrating community-developed Local Adaptation Plans of Action (LAPAs) into official Annual Development Plans. They also deployed a Community-Based Monitoring System (CBMS) allowing citizens to report implementation gaps (such as poor cyclone shelter maintenance), creating a functional feedback loop. Crucially, this institutional embedding led to more than 10 Union Parishads allocating dedicated fiscal resources for disaster preparedness within their formal budgets.

2.1.3 Legal and Legislative Oversight.

Legal and Legislative Oversight is grounded in Guillermo O'Donnell's concept of Horizontal Accountability and Jonathan Fox's Sandwich Strategy, particularly the use of pressure from above through autonomous oversight institutions such as legislatures, prosecutors, and courts.

Rather than relying on voluntary cooperation from executive authorities, which often fails in restrictive political contexts, CSOs activate autonomous oversight institutions to enforce environmental and fiscal commitments.

BOX 5

Process Tracing Deep-Dives: Legal and Legislative Oversight

INESC (Brazil): INESC embedded civil society oversight directly into the federal parliamentary budget process. They functioned as a "Legislative Policy Architect" by establishing a permanent Budget Working Group within the National Congress's Mixed Parliamentary Environmental Front (FPAmb). Moving beyond external advocacy, INESC provided the technical drafting for amendments to the 2026 Budget Guidelines Law (LDO), successfully convincing seven parliamentarians to formally file amendments creating a "Climate Use Identifier" and reserving 10% of parliamentary amendments for climate adaptation. Crucially, INESC demonstrated high strategic maturity: they deliberately pivoted away from incentivizing MPs to allocate localized climate amendments after recognizing the system reinforced clientelism, opting instead to institutionalize systemic transparency and oversight.

Action Solidaire International (ASI) (Senegal): ASI utilized legislative oversight to elevate local community knowledge into a national fiscal demand. By convening a "Parliamentary Ownership Workshop" following a national political transition, ASI successfully engaged newly elected parliamentarians to champion the financing of "Endogenous Adaptation Practices". This strategic alliance successfully inserted civil society demands for a dedicated climate adaptation budget line and a National Fund into formal parliamentary budget debates, shifting grassroots advocacy into structured fiscal positioning.

BOX 6

Examples of Legal and Legislative Oversight

Instituto Fronteiras (Brazil). Legal "Accountability by Proxy": In state-level environments where executive collaboration is restricted, civil society can activate legal oversight. Through its digital REDD+ Juruá Observatory, Instituto Fronteiras aggregated verified evidence of failures in Free, Prior, and Informed Consultation (FPIC) affecting Indigenous communities. By delivering this evidence directly to the Federal Public Prosecutor's Office (MPF), they successfully triggered a formal legal recommendation mandating the State of Acre to enforce FPIC, while simultaneously supporting a civil investigation by state prosecutors into the use of climate funds.

Associação Onça D'água (Brazil): In the hostile state-level political environment of Tocantins, where the executive branch lacked alignment with socio-environmental agendas, collaborative governance was structurally blocked. In response, Onça D'água formed a watchdog coalition and utilized "accountability by proxy" by partnering with State and Federal Prosecutors (MPE/MPF). Following their evidence-based advocacy regarding transparency and FPIC failures, they successfully triggered the de facto suspension and formal administrative review of the state's Jurisdictional REDD+ program.

2.1.4 Epistemic Accountability.

Epistemic Accountability builds on Aarti Gupta's understanding of Transparency as Governance, which recognizes that the production, formatting, and interpretation of information are political acts. It also draws on Michael Schudson's concept of the Monitorial Citizen and Jonathan Fox's distinction between clear and fuzzy transparency, highlighting the role of information intermediaries in turning data into actionable accountability.

This archetype relies on the strategic use of information to shape accountability processes. Organizations operating within this archetype act as technical translators and forensic auditors, converting complex, fragmented climate finance data into accessible formats that allow governments, journalists, groups of interest, and citizens to scrutinize environmental commitments.

CSOs influence climate and environment governance by shaping how "green spending" is defined, measured, and evaluated. In highly technocratic policy domains such as climate finance, controlling the interpretation of information, and exposing greenwashing, becomes a powerful accountability mechanism.

While these organizations successfully reduced information asymmetry and strengthened the evidence base for policy dialogue, the evaluation revealed a consistent structural ceiling for this archetype. For example, WaterAid's tracker faces sustainability risks because it lacks formal custodianship; the government (e.g., the Economic Relations Division) has not yet formally adopted the tool into its official reporting systems. Similarly, GFLAC's impact was constrained by the opacity of existing public datasets.

2.1.4a The Epistemic Insight: Data Creators vs. Data Auditors

Within the Epistemic Accountability archetype, it is important to make a strategic conceptual distinction between projects that created new climate data platforms and those that audited existing government datasets.

Data creators, such as Dataful in Bangladesh or SAILD in Cameroon, focused on generating new digital platforms and simplified information tools to reduce information asymmetry. These initiatives played an important role in expanding public access to information and enabling broader public engagement with climate governance.

However, many of these tools encountered a structural limitation. When governments chose not to formally adopt or engage with externally generated systems, the platforms remained transparency tools rather than mechanisms capable of influencing official decision-making.

By contrast, **data auditors** concentrated on scrutinizing and correcting official datasets already embedded in public financial management systems. Organizations such as Engenera in Mexico conducted forensic reviews of climate finance classifications and budget allocations within official reporting structures. Because these datasets were already part of formal fiscal and policy processes, auditing them required administrative responses from public institutions.

The strategic lesson is clear: data creation expands access to information, but data auditing generates institutional leverage.

By linking transparency initiatives directly to official fiscal reporting cycles, data auditing transforms disclosure from a voluntary practice into an accountability trigger capable of influencing government decision-making.

BOX 7

Process Tracing Deep-Dives: Epistemic Accountability

GFLAC (Mexico) (Data Auditor): Operating at a highly specialised level, GFLAC governed through definition and fiscal traceability by operationalizing the Climate Finance Observatory (OFCM). They moved beyond aggregate transparency by deploying the Subnational Sustainable Finance Index (SSFI) across all 32 Mexican states, identifying structural gaps between state climate action plans and actual budget allocations. Furthermore, they conducted a pilot assessment of 113 development bank operations to monitor compliance with Mexico's Sustainable Taxonomy. This rigorous, structured evidence on fiscal alignment and taxonomy implementation was subsequently used to inform the financial dimension of Mexico's NDC 3.0 update.

Women for a Change (Wfac) (Data Creator/Translator) (Cameroon): – In Cameroon, national discussions on gender-responsive adaptation and women's access to climate finance remain highly limited, and complex terminology often excludes grassroots communities. Operating as an epistemic translator, Wfac worked to place women at the center of climate finance accountability. To bridge the information gap, Wfac established the multi-sectoral Climate Finance Action Group (CFA) and co-produced a participatory climate finance manual. This tool localized abstract climate finance concepts by highlighting how community-level actions—such as waste recycling and sustainable agriculture—are valuable contributions to climate finance. Wfac further expanded transparency through its gShe e-learning platform, which integrates gender and climate finance modules for youth. By equipping women with the skills needed to navigate complex climate finance processes, Wfac successfully generated evidence and advocacy that informed the revision of Cameroon's NDC and the 1325 National Action Plan. This case illustrates how creating and translating data through a feminist lens can transform climate finance from a technocratic process into a participatory, justice-driven endeavor

The evidence confirms that while epistemic tools are essential for identifying misalignments, epistemic authority alone rarely compels budgetary change. Without formal state adoption or complementary enforcement actors capable of translating this traceability into fiscal decision-making, data platforms remain enabling mechanisms rather than enforceable ones.

BOX 8

Examples of Epistemic Accountability

WaterAid (Bangladesh): Operating as a sectoral epistemic actor, WaterAid developed the "Green Accountability Monitor," a public digital dashboard specifically tracking climate finance flows at the climate–WASH (Water, Sanitation, and Hygiene) nexus. Prior to this intervention, data on WASH climate investments was highly fragmented. By aggregating this data into a centralized, accessible platform, WaterAid enabled civil society and journalists to shift their advocacy from narrative claims to data-backed assessments of investment gaps related to Bangladesh's NAP.

SAILD (Cameroon): Operating as an epistemic-institutional bridge, SAILD generated transparency by developing the Climate Change Action Portal (CCAP), a digital platform to track and assess climate projects. Rather than relying solely on advocacy, SAILD combined this data-driven tool with a formal strategy for the inclusion of CSOs and Indigenous Peoples in NDCs and NAPs. By acting as a technical resource and providing structured evidence, SAILD successfully shifted civil society from the margins to active institutional participation, resulting in the Ministry of Environment formally inviting CSOs to official capacity-building workshops on Measurement, Reporting, and Verification (MRV) and NDC monitoring.

2.3 Enforceability and the Durability of Accountability

Cross-analysis of the archetypes against the durability of project outcomes reveals a consistent structural pattern across the portfolio: **participation is a necessary foundation for accountability, but its durability increases when it is progressively connected to binding institutional anchors.**

The vast majority of the portfolio successfully generated forms of *soft accountability*, including participatory platforms, advisory councils, and procedural guidelines. These mechanisms played an essential role in opening governance spaces, strengthening collaboration between civil society and public institutions, and reducing information asymmetry within climate governance systems.

However, the evaluation confirms that the most durable and transformative outcomes emerged when projects activated **hard accountability mechanisms**, meaning institutions capable of enforcing legal or fiscal compliance. **Only five out of the twenty-five projects achieved this level of enforceability.** These outcomes took two primary forms across the portfolio: legal enforceability and fiscal enforceability. The remaining projects established the foundational conditions (credible data systems, civic capacity, and institutional linkages) that are necessary precursors for enforceability to emerge in subsequent phases.

Legal Pathways to Enforceability

Three organizations, **Associação Onça D'água, Instituto Fronteiras, and Associação Fiquem Sabendo**, achieved legal enforceability outcomes by triggering interventions by prosecutors, courts, or other binding legal instruments.

Brazil provides a clear illustration of this pathway. Instituto Fronteiras and Associação Onça D'água operated in state-level environments where executive collaboration was either highly limited or actively hostile to socio-environmental agendas. Rather than relying solely on advocacy campaigns, both organizations adopted a strategy of **"accountability by proxy,"** delivering community-generated evidence directly to autonomous horizontal oversight bodies, specifically the Federal and State Public Prosecutors (MPF/MPE).

For **Associação Onça D'água,** this strategy, specifically the evidence-based advocacy developed through the "Tocantins at the Crossroads" seminar, contributed to a formal administrative review of the State of Tocantins' Jurisdictional REDD+ program following documented concerns related to Free, Prior, and Informed Consultation (FPIC).

For **Instituto Fronteiras,** evidence generated through the REDD+ Juruá Observatory contributed to the Federal Public Prosecutor's Office issuing a formal legal recommendation requiring the State of Acre to implement FPIC within its REDD+ program. The evidence also informed a civil investigation by state prosecutors into climate expenditure practices under the REM/AC program. Where corroborated by available evidence, this engagement also contributed to revisions in the state's REDD+ benefit-sharing methodology, strengthening the alignment between climate benefit allocation and the territories protected by social actors.

These cases illustrate how activating autonomous oversight institutions can transform civil society evidence into binding legal scrutiny, enabling accountability processes to advance even in politically resistant environments.

Fiscal Pathways to Enforceability

Fiscal anchoring represents a second pathway through which accountability mechanisms achieved durable outcomes within the portfolio. In these cases, civil society organizations moved beyond participatory planning and succeeded in embedding climate priorities directly within statutory public finance cycles.

Two projects secured explicit, budget-backed fiscal allocations within formal budget processes:

A2D – Senegal. A2D mobilized a network of women municipal councilors to engage directly in formal council budget deliberations. Through coordinated advocacy during these sessions, the coalition successfully secured the **first-ever earmarked 3% municipal budget allocation dedicated to climate adaptation in the Municipality of Diaoulé**.

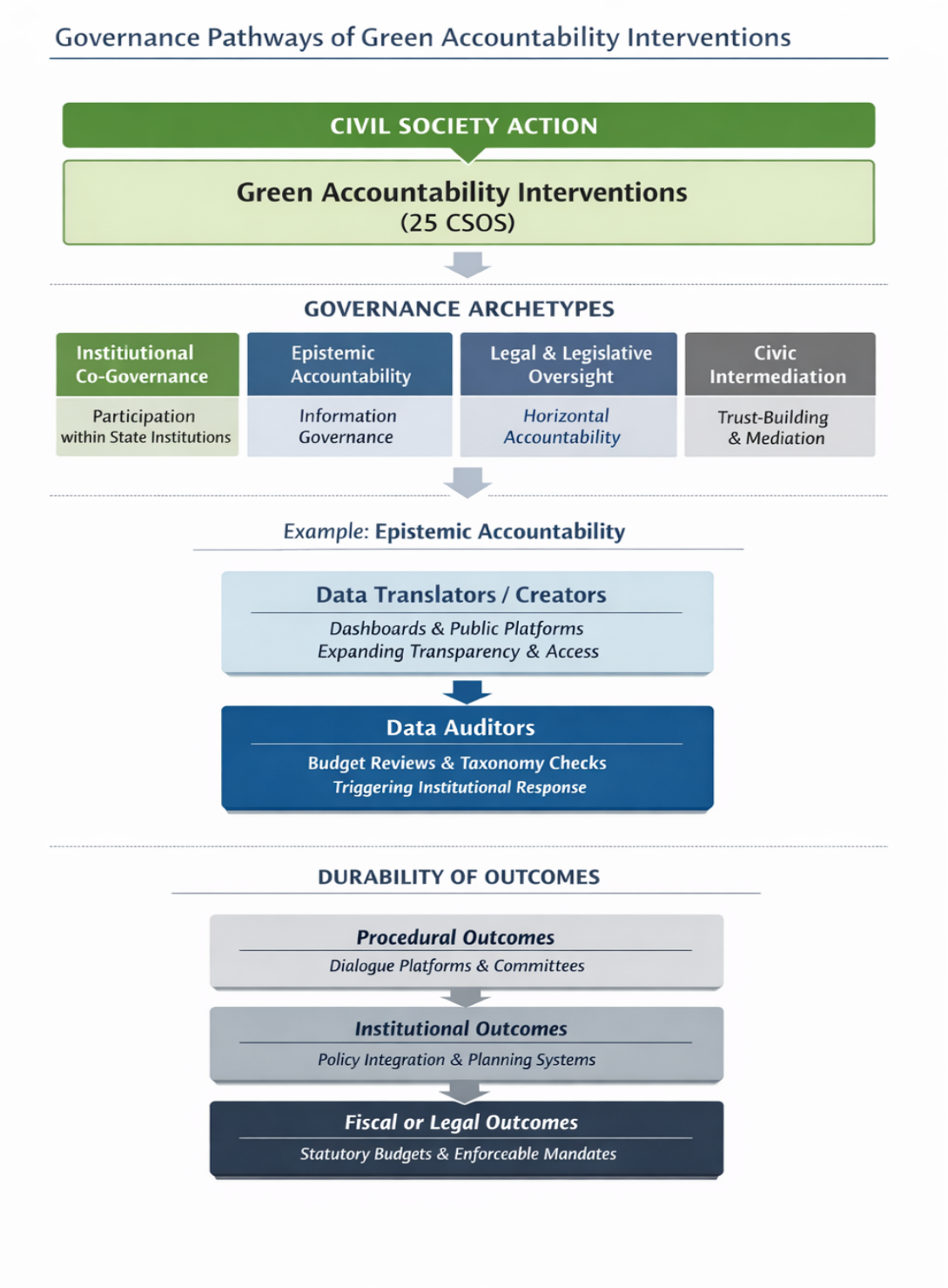
Participatory Research & Action Network (PRAAN) – Bangladesh. PRAAN combined participatory feedback mechanisms with structured fiscal advocacy. By installing community "*Climate Feedback Boxes*" and systematically aggregating citizen inputs, the organization generated evidence that was subsequently presented during local budget discussions. This process resulted in two Union Parishads, Mohammadpur and Char Clark, formally allocating dedicated funds for climate resilience management in their **FY 2025–26 annual budgets**.

These cases illustrate that when accountability initiatives succeed in influencing formal budget processes, climate governance commitments move from advisory recommendations to **binding fiscal obligations within public finance systems.**

Taken together, the evidence indicates that lasting governance reforms do not depend solely on political goodwill or the voluntary uptake of civil society-generated data. Instead, durable reforms require **institutional anchors**, such as statutory budget allocations or prosecutorial mandates, capable of enforcing commitments even when political leadership changes.

While participation and transparency remain essential preconditions for accountability, the portfolio confirms that **systemic reform ultimately depends on enforceable mechanisms that bind climate governance commitments to formal legal or fiscal frameworks.**

Figure 1 summarizes the governance pathways through which civil society interventions generated varying levels of institutional durability across the portfolio. Having established how these four archetypes operated in practice, the following chapter examines the extent to which they strengthened organizational capacity and contributed to broader institutional influence.



CHAPTER 3. CAPACITY STRENGTHENING AND THE COMMUNITY OF PRACTICE (KEQ 3)

Capacity development is not merely technical training; it is the construction of political and institutional leverage. Technical skills open the door, but partnership and leadership drive systemic influence.

A central pillar of the Green Accountability Project was the strengthening of civil society capacity to engage effectively in complex climate governance processes. As set out in the ToC, improvements in technical, organizational, partnership, and leadership capabilities were expected to enable CSOs to monitor climate finance, participate more effectively in climate policy processes, and influence public decision-making.

This chapter assesses the portfolio's performance against PDO 1, which measures the perceived value of the CoP, and PDO 2, which measures strengthened capacity among supported CSOs. It also contributes evidence relevant to IRI 1 and 2, which track active participation and knowledge generation within the CoP.

Methodologically, the analysis responds primarily to KEQ 3 on the achievement of PDOs and KEQ 5 on variation across sub-grantees. It draws on quantitative rubric assessments, portfolio surveys, qualitative interviews, and insights from the Bonn workshop and Ripple Effects Mapping sessions. Taken together, these sources allow the evaluation not only to assess whether capacity increased across the portfolio, but also to understand how these capabilities evolved and how they contributed to broader institutional influence.

3.1 Rubric-Based Capacity Strengthening Across the Portfolio (PDO 2)

Capacity strengthening was measured through a structured rubric system applied consistently throughout the project lifecycle. The rubrics assessed progress across four domains: Technical, Organizational, Partnership, and Leadership.

The Final Rubrics Assessment confirms that 91.7% of sub-grantees met or exceeded expectations for strengthened capacity by endline, comfortably surpassing the project's target of 80% (PDO 2). This provides robust quantitative evidence that the project successfully achieved its capacity-building objectives at the portfolio level.

When disaggregated by grant size, the results reveal a consistent pattern of improvement across organizational profiles. The evaluation applied differentiated improvement thresholds calibrated to grant size and scope: organizations receiving large grants were required to demonstrate improvement in at least two of the four rubric domains (Technical, Organizational, Partnership, and Leadership), while organizations receiving small and medium grants were required to advance in at least one domain. Against these criteria, 75% of large grant recipients improved in at least two rubric categories, and 100% of medium and small grant recipients advanced in at least one domain. This reinforces a key insight identified in Chapter 1: **relatively modest financial investments can generate meaningful institutional strengthening when strategically aligned with existing governance processes.**

Further disaggregation across the four capacity domains reveals that capabilities matured at different rates. Advancements were most pronounced in foundational areas, with **84**% of sub-grantees improving in Technical capacity and **92**% in Organizational capacity. In contrast, the more complex relational domains advanced more gradually but remained strategically decisive, with **80**% of sub-grantees improving in both Partnership and Leadership capacities.

Taken together, the evidence confirms that the Green Accountability Project strengthened the operational capabilities of participating CSOs, strengthening their ability to utilize

analytical tools, organizational systems, and institutional relationships to engage more effectively in climate governance. While by endline the four capacity domains showed relatively convergent improvement rates, with technical and organizational capacities advancing in 84% and 92% of organizations respectively, and partnership and leadership capacities both reaching 80%, the sequencing pattern identified through qualitative evidence remains analytically significant. Technical capacity functioned as the essential entry point, creating the credibility and access conditions that enabled partnership building and leadership influence to develop over time.

Interview evidence reinforces these findings. Across all countries, sub-grantees consistently highlighted the value of the CoP as a space for peer learning and strategic orientation. Organizations reported that the CoP enabled them not only to compare methodologies and identify solutions to shared challenges, but also to actively integrate peer-tested approaches into their own accountability interventions. The evaluation finds that this investment in horizontal learning translated directly into enhanced project results and methodological adaptation on the ground. For example, in Senegal, CAJUST cited exchanges with peers from other regions as instrumental in overcoming implementation challenges, while in Brazil, INESC leveraged cross-country learning on gender-responsive budgeting to strengthen its institutional partnerships. These dynamics demonstrate that the CoP functioned not merely as a networking platform, but as an operational accelerator—allowing sub-grantees to refine strategies, avoid common pitfalls, and translate shared knowledge into more effective and durable accountability outcomes. For the GPSA model, this indicates a strong return on investment in structured peer-learning mechanisms.

3.2 The Capacity Sequence: From Skills to Systemic Influence (KEQ 5)

While overall capacity gains were significant, the rubric analysis reveals a clear evolutionary sequence across the four domains. Capacity development did not occur uniformly; instead, different capabilities matured at different speeds and played distinct roles in enabling institutional influence.

- **Technical Capacity (The Entry Point):** Technical capacity showed the strongest improvement, with 84% of organizations advancing from one step to another. The evaluation confirms that technical capacity is the essential entry point for credibility in climate finance discussions. CSOs capable of producing reliable datasets, budget analyses, and monitoring tools were more likely to gain access to policy discussions and engage with public institutions.
- **Organizational Capacity (The Consolidation Phase):** Organizational capacity improved in 92% of organizations, strengthening internal governance systems, planning structures, and monitoring functions. This consolidation enabled CSOs to sustain their technical work and engage more consistently in policy processes.
- **Partnership Capacity (The Multiplier):** Partnership capacity advanced more gradually, with **80**% of organizations improving in this domain. The evidence shows that technical expertise alone rarely translated into systemic influence. **Strategic alliances with other CSOs, academic institutions, journalists, and public agencies were necessary to expand reach and build advocacy coalitions.**
- **Leadership Capacity (The Driver of Change):** Leadership capacity also improved in 80% of organizations, but qualitative evidence indicates that this dimension was decisive in moving from participation to influence. **Leadership involves negotiation, convening**

power, coalition management, and the ability to navigate complex political environments.

Country-level examples illustrate this progression. In Mexico, organizations such as GFLAC and Engenera moved from technical monitoring toward direct engagement with national policy processes. In Senegal, Enda ECOPOP and CAJUST established high-level institutional linkages. In Bangladesh, WAVE Foundation and PRAAN embedded accountability mechanisms within local governance structures.

Taken together, these cases confirm a central finding: technical capacity enables access, but partnership and leadership capacities enable influence.

3.3 The CoP as a Capacity Multiplier

The CoP served as the central mechanism for accelerating capacity development. It functioned not merely as a networking forum, but as an active and knowledge-generating ecosystem.

The evaluation confirms that the CoP successfully achieved its objectives:

- **83.8% of CoP members expressed satisfaction with the platform, exceeding the target of 75% (PDO 1).**
- **84% of CoP members were classified as active participants (IRI 1), slightly below the target of 90%. This variation reflects contextual factors encountered during the final implementation phase, including electoral cycles and periods of political disruption in some participating countries, which affected participation levels.**
- **76% contributed to knowledge generation, surpassing the target of 65% (IRI 2).**

These findings indicate that the CoP functioned as an active platform for technical exchange, peer learning, and collaborative innovation rather than a passive communication mechanism.

The CoP amplified the project's impact through three main channels. First, it enabled horizontal learning, allowing organizations to exchange tools, methodologies, and experiences across countries. Second, it contributed to norm diffusion, helping establish shared expectations around climate transparency and accountability practices. Third, it supported adaptive learning, enabling organizations to refine their strategies in response to political shifts and emerging opportunities.

In this sense, the CoP served not only as a learning platform, but also as a multiplier of institutional capability across the portfolio.

3.4 The "Legitimacy Umbrella" Effect

Beyond technical exchange and peer learning, the evaluation identified a highly strategic function of the CoP: the provision of international institutional legitimacy.

Interviews with sub-grantees and reflections from WRI project officers consistently highlighted that association with internationally recognized institutions, including WRI, the World Bank, and the GPSA, provided local civil society organizations with a form of political and reputational cover. In politically sensitive or restrictive environments, grassroots accountability initiatives can be perceived by governments as adversarial or oppositional. The formal backing of international institutions helped reduce this risk by positioning participating organizations as credible governance partners rather than external critics.

This “legitimacy umbrella” lowered entry barriers to government institutions and strengthened the credibility of civil society actors in national policy discussions. For smaller or subnational organizations in particular, the association with international partners provided a degree of recognition and convening power that would likely not have been available if they had operated in isolation.

Concrete examples illustrate this dynamic. In Brazil, Associação Onça D’água, operating in the politically restrictive state-level environment of Tocantins, gained recognition as a legitimate interlocutor in broader climate governance discussions. The organization’s participation in a program supported by international institutions enabled engagement with national-level actors, including direct meetings with the World Bank in Brasília regarding climate finance issues. This international association helped elevate local advocacy into wider policy spaces.

In Cameroon, SAILD leveraged the credibility associated with the project’s international backing to advance institutional engagement with national authorities. Through the development of its digital Climate Change Action Portal, SAILD secured sustained engagement from the National NDC Coordinator and the Ministry of Environment, demonstrating how international legitimacy can facilitate access within highly centralized governance systems.

The strategic implication for future programming is clear. The role of international intermediaries in accountability initiatives extends beyond the provision of technical assistance or financial resources. It also involves political brokering and legitimacy transfer, which can be essential for enabling civil society organizations to operate safely and effectively in constrained governance environments.

Several WRI project officers noted that the intermediary role played by country coordinators in convening civil society and government actors was often as consequential as the grants themselves. Future program designs should therefore explicitly recognize and resource this facilitation function as a core component of accountability interventions.

3.5 Grassroots Leadership and Structural Limitations

Insights emerging from the Bonn workshop discussions—convened by WRI and SSN—including contributions from representatives of the Huairou Commission and other grassroots networks, highlight a critical dimension of the evaluation. **Together with evidence generated through the evaluation, these insights demonstrate that capacity strengthening must be understood not only as a technical process, but as one that addresses underlying structural inequalities shaping access to decision-making and accountability processes.**

The evidence confirms a fundamental shift in how participation is conceptualized.

> **Women, Indigenous Peoples, and grassroots communities are not merely beneficiaries or consultees; they are expert knowledge holders and active agents of environmental governance.**

SSN findings further demonstrate that these groups face systemic barriers to accessing climate finance data and influencing formal policy spaces, meaning that traditional, passive consultation mechanisms are insufficient.

The portfolio shows that durable outcomes emerged only where projects moved from consultation to structural inclusion, enabling marginalized actors to secure formal, statutory roles within governance systems.

BOX 9

From Consultation to Structural Inclusion: Examples of Systemic Shifts

Institutionalisation of Women's Participation in Disaster Management (WAVE Foundation, Bangladesh): WAVE moved beyond ad-hoc community consultation by structurally embedding women's participation within formal local governance. Across 32 Union Parishads, they successfully reactivated dormant statutory DMCs and institutionalised a binding mandate for 30% women's representation in their regular quarterly meetings. Concrete outcomes, such as women-led recovery initiatives, only materialized because these dedicated spaces were formally embedded within the official DMC structures.

Systematic Indigenous Inclusion in Municipal Planning (Action for Sustainable Development, Cameroon): ASD disrupted entrenched exclusion patterns in remote communes by enforcing the active participation of Baka Indigenous Peoples in municipal planning. Baka representatives were integrated directly into the inception and validation processes, ensuring that Indigenous knowledge and vulnerabilities were structurally incorporated into the municipalities' first official Local Climate Action Guides.

Leadership Roles in Federal Advisory Councils (Causa Natura, Mexico): By deploying participatory governance diagnostics within Natural Protected Areas, Causa Natura shifted the dynamics of federal Advisory Councils from a vertical structure (where members simply listened to authorities) to horizontal collaboration. This process culminated in a woman from a local ejido (communal land tenure system) being elected President of the Council, marking a significant break from historically male-dominated administrative structures.

EECO (Mexico) – Methodological Inclusion in NDCs: To prevent participation from being merely symbolic, EECO co-designed formal participation methodologies specifically tailored for seven historically excluded groups (including LGBTQ+ persons, people with disabilities, and Afro-descendant communities). By operating through federal technical working groups, these intersectional methodologies were directly integrated into the drafting of Mexico's NDC 3.0, shifting inclusion from a political promise to a structural requirement

Women's Leadership in Statutory Budgeting (Association Dioualé d'Abord, Senegal): A2D empowered a network of women municipal councilors to lead direct advocacy during formal local budget deliberations. This women-led coalition successfully negotiated and secured the first-ever 3% statutory municipal budget allocation earmarked specifically for climate adaptation

CAJUST (Senegal) – Institutionalising the Voices of the Displaced: Rather than speaking on behalf of communities affected by coastal erosion in Saint-Louis, CAJUST trained these displaced populations to produce formal "Community Policy Documents." By presenting these concrete demands directly to state and private-sector actors within multi-stakeholder forums, climate-displaced populations shifted from passive victims to active, recognized proponents within formal energy and climate governance processes

capacitated CSOs face constraints when national climate finance systems remain opaque, fragmented, or politically guarded. Subnational fiscal victories often remain isolated precedents without structured pathways linking them to national Ministries of Finance or parliamentary oversight institutions.

This highlights a critical implication: capacity strengthening alone is insufficient. It must be accompanied by explicit institutional transmission mechanisms, such as formalized national CSO coalitions and policy submission pathways, that connect local accountability processes directly to higher-level policy and financial decision-making systems

Conclusion: From Capacity Building to Institutional Influence

The Green Accountability Project successfully achieved its capacity-strengthening objectives under PDO 1 and PDO 2, with 91.7% of sub-grantees demonstrating measurable institutional advancement. **However, the most substantive finding of this evaluation lies not only in the achievement of targets, but in the structural pattern through which this development occurred.**

The portfolio evidence reveals a differentiated trajectory of capacity formation across domains. Organizational strengthening showed the greatest improvement across the portfolio, with **92%** of organizations advancing in this domain, providing the internal governance and planning structures necessary to sustain consistent engagement. Technical capacity followed closely, with **84%** of organizations improving, establishing the analytical credibility required to access climate finance policy processes. While partnership and leadership capacities also advanced significantly, both reaching **80%**, the evaluation finds that these relational capabilities were critical in translating technical engagement into sustained policy influence. These capacities enabled civil society actors to move beyond participation and begin shaping institutional debates within climate governance systems.

The CoP played a decisive role in accelerating this evolution. Rather than functioning solely as a peer-learning platform, the CoP acted as a strategic multiplier of institutional capability. Through horizontal learning, norm diffusion, and collaborative problem-solving, participating organizations were able to refine methodologies and situate their work within a broader ecosystem of climate accountability initiatives. At the same time, the association with internationally recognized institutions such as WRI and the World Bank created a powerful “legitimacy umbrella”, lowering political entry barriers and enabling civil society actors to engage more safely and effectively with national policy institutions.

At the same time, the evaluation identifies a critical structural limitation. Despite strong improvements in civil society capacity, the analytical tools, datasets, and monitoring mechanisms developed by participating organizations were not consistently reflected in national climate policy frameworks, including the NDCs submitted in 2025. This outcome does not indicate a failure of capacity development. Rather, it reveals a broader systemic constraint identified in this evaluation as the vertical transmission gap. Even when civil society organizations possess strong analytical and organizational capabilities, their influence can remain structurally constrained if national climate finance systems remain opaque, fragmented, or politically guarded.

The findings, therefore, suggest an important lesson for future programming. Capacity strengthening can expand access to governance processes and improve the quality of climate accountability debates, but it does not automatically translate into policy uptake or fiscal reform. As explored through the PEA in Chapter 5, the extent to which CSOs can

capitalize on these capacity gains depends heavily on the enabling environment—particularly the degree of political openness, the availability of formal channels for engagement within public financial management systems, and the level of institutional and resource constraints faced by civil society actors. Where these conditions are limited, or where explicit institutional linkages between local accountability actors and higher-level financial decision-making processes are absent, even highly capable CSOs face a structural ceiling on their influence. **Durable accountability, therefore, requires the establishment of institutional mechanisms that connect local accountability efforts to formal fiscal and policy decision-making structures.**

In this sense, the Green Accountability Project successfully established a robust civic infrastructure capable of engaging in climate governance debates. The strategic challenge for future programming will be to ensure that this strengthened civic capacity is connected to the institutional mechanisms capable of translating transparency and participation into enforceable policy and fiscal outcomes.

CHAPTER 4. EFFECTIVENESS, DURABILITY, AND EMERGING IMPACTS (KEQ 4)

The project successfully integrated civil society into climate governance, but the evaluation reveals a critical distinction: soft dialogue platforms are fragile, while hard accountability anchored in statutory budgets and legal enforcement creates more durable and transformational change.

Building on the capacity gains documented in Chapter 3, this chapter evaluates whether those improvements translated into structurally embedded and enforceable outcomes. Effectiveness in this context cannot be measured solely through the delivery of activities or improvements in organizational capabilities. Rather, it must be assessed by the degree to which project interventions produced changes in policy processes, governance arrangements, and accountability mechanisms that persist beyond the project lifecycle.

To directly answer Key Evaluation Question (KEQ) 4 regarding higher-level outcomes and causal links, the evaluation combines rubric progression data with the Outcome Relevance Analysis, as well as qualitative evidence from outcome harvesting and Ripple Effects Mapping (REM). This approach makes it possible to distinguish between initiatives that remained at the level of dialogue and awareness-raising and those that achieved deeper structural integration within climate governance systems.

The findings confirm that capacity strengthening translated into measurable institutional outcomes. However, the durability of these outcomes varies significantly depending on the extent to which accountability mechanisms became formally embedded within policy, fiscal, and legal systems.

4.1 From Capacity to Formal Policy Integration (IRI 3)

One of the strongest indicators of effectiveness is the degree to which project outputs were integrated into formal climate policy processes. Endline evidence shows that **92%** of sub-grantees established linkages with national or subnational climate governance mechanisms (IRI 3), including Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), subnational climate strategies, and transparency frameworks.

The evaluation confirms that many of these linkages were substantive rather than symbolic. Civil society actors contributed analytical inputs, monitoring tools, and policy recommendations directly to official climate governance processes. For example, **EECO in Mexico** contributed analytical inputs relevant to the Adaptation and Climate Governance components of Mexico's NDC update process, while **Enda ECOPOP in Senegal** successfully linked participatory mangrove governance initiatives to local adaptation planning processes aligned with Senegal's NDC priorities.

This level of engagement demonstrates that supported initiatives moved beyond external advocacy activities. Instead, civil society actors were able to situate their monitoring and analytical work within the formal architecture of climate governance, strengthening the role of civil society oversight within official policy frameworks.

These linkages provide clear evidence that the grant expanded civic participation and oversight within formal climate governance systems. At the same time, policy integration alone does not

guarantee permanence or enforceability. The next section therefore assesses how deeply these linkages became embedded within governance structures.

4.2 Durability Tiers: Assessing Institutional Permanence

While the portfolio generated 141 distinct governance outcomes, **effectiveness must ultimately be assessed through institutional permanence.** To evaluate how deeply policy linkages became embedded within governance systems, the evaluation applied a durability classification framework based on the Outcome Relevance Analysis. Outcomes across the portfolio were categorized along a three-tier continuum reflecting increasing levels of institutional permanence and enforceability.

Procedural Durability (Dissemination Outputs – Score 1) – 8 Projects. These initiatives expanded awareness, generated data, and facilitated community dialogue on climate accountability. While important for transparency and participation, they remain dependent on continued facilitation and external support. Procedural gains are often fragile and may dissipate once project funding ends.

Institutional Durability (Operative Outputs – Score 3) – 12 Projects. At this level, accountability mechanisms become integrated into formal governance processes. Examples include the adoption of civil society methodologies by government agencies, the creation of advisory councils, and the institutionalization of participatory planning mechanisms. These arrangements represent a significant step forward, but they often lack the fiscal or legal backing required to guarantee implementation.

Fiscal or Legal Durability (Transformational Outputs – Score 5) – 5 Projects. This represents the highest level of institutionalization. Reforms at this tier become embedded within statutory budgets, regulatory frameworks, legal precedents, or formal oversight institutions, creating binding and enforceable accountability mechanisms.

This framework allows the evaluation to move beyond binary judgements of success and instead assess the depth and durability of institutional change across the portfolio.

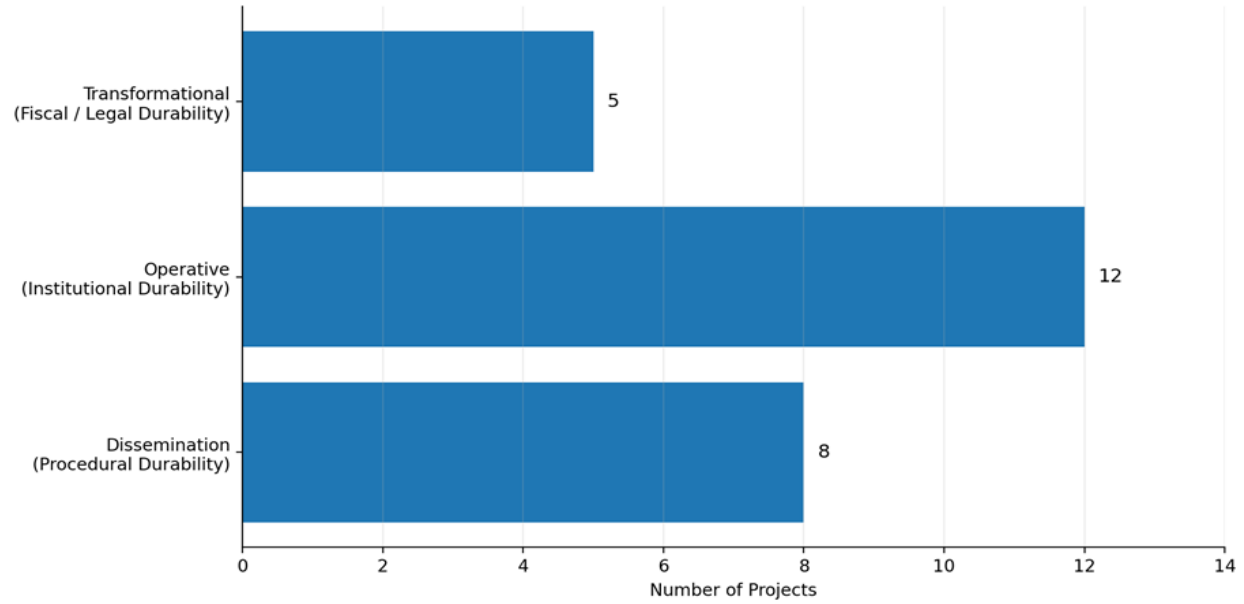


Figure 2

Durability of Outcomes Across the Green Accountability Portfolio

4.3 Country-Level Durability Patterns

The distribution of outcomes across the durability tiers reveals distinct trajectories shaped by national institutional contexts and political opportunity structures.

Brazil and Mexico display a comparatively higher proportion of transformational outcomes. This was driven by strong engagement with legislative institutions, forensic budget analysis, and the activation of legal oversight mechanisms. In these contexts, civil society actors were able to interact directly with parliaments, financial oversight bodies, and public prosecutors, enabling the translation of technical evidence into enforceable policy influence.

In Brazil, INESC strengthened parliamentary oversight by establishing a permanent Budget Working Group within the National Congress and formally submitting amendments to the 2026 Budget Guidelines Law to introduce a Climate Use Identifier. In parallel, Instituto Fronteiras and Associação Onça D'água activated horizontal oversight mechanisms by delivering territorial evidence to the Federal Public Prosecutor's Office (MPF). This intervention helped enforce Indigenous consultation mandates and contributed to the suspension of jurisdictional REDD+ initiatives that failed to meet legal consultation requirements.

In Mexico, Engenera A.C. applied forensic budget analysis to scrutinize the Federal Expenditure Budget's Climate Annex (Annex 16). Their analysis contributed to the removal of several "greenwashed" expenditures, including gas transport and milk supply subsidies, from the climate budget classification, strengthening the credibility of federal climate finance reporting.

Bangladesh and Senegal display a more balanced distribution between institutional and transformational outcomes, largely driven by the integration of local adaptation planning processes into formal municipal and Union Parishad governance structures.

In Senegal, A2D mobilized a network of women municipal councilors to secure a statutory 3% earmarked municipal budget allocation for climate adaptation in the municipality of Diaoulé. At the same time, Enda ECOPOP embedded mangrove protection initiatives within local governance processes by facilitating the adoption of Social Commitment Pacts signed by 59 state and non-state stakeholders, formalizing collective responsibilities for ecosystem protection.

In Bangladesh, PRAAN and WAVE Foundation successfully transitioned from participatory consultation to fiscal integration by embedding Local Adaptation Plans of Action (LAPAs) within Union Parishad Annual Development Plans. This process secured explicit budget allocations for disaster preparedness and climate resilience at the local government level.

Cameroon shows a strong concentration of institutional durability outcomes, with several transformational breakthroughs emerging through partnerships with regional and local authorities.

Acting as a technical partner for municipal governments, CIPCRE integrated participatory climate risk maps into binding five-year Communal Development Plans (PCDs) in two municipalities, ensuring that climate priorities are incorporated into local budgeting cycles for the next planning period. In the conflict-affected North West Region, COMINSUD served as a critical legitimacy bridge between communities and regional authorities. Through this role, the organization secured formal commitments from the Regional Assembly and several Local Councils to incorporate community-defined Transformative Actions into their 2026 Annual Investment Plans.

Taken together, these cases demonstrate how national institutional environments shape the pathways through which accountability reforms emerge. Where legislative oversight institutions and public finance monitoring systems are more accessible, civil society actors were able to pursue fiscal and legal accountability strategies. In contexts where governance systems are more decentralized or politically constrained, institutional durability was more commonly achieved through local planning frameworks and collaborative governance arrangements.

4.4 Leadership and Partnership as Drivers of Transformational Outcomes

Cross-analysis of the Outcome Relevance data and the Final Rubrics Assessment reveals a critical institutional dynamic. While technical and organizational capacity improvements were widespread across the portfolio, the most durable outcomes were strongly associated with improvements in relational capacities.

Across the portfolio, 84% of sub-grantees improved their technical capacity, 92% strengthened organizational capacity, and 80% improved partnership and leadership capacities. However, the evaluation finds that projects achieving transformational outcomes consistently demonstrated significant improvements, specifically in leadership and partnership domains.

Organizations that reached fiscal or legal durability typically achieved at least Level 2 in both leadership and partnership capacities by the endline assessment. This finding highlights an important lesson: technical expertise enables organizations to generate credible evidence and analytical tools, but sustained influence over policy processes requires relational capabilities such as coalition building, negotiation, and strategic engagement with decision-makers.

In other words, institutional influence depends not only on technical competence but also on the ability to navigate political and institutional networks.

This finding reinforces one of the central arguments of the evaluation: technical capacity creates access, but partnership and leadership capacities are what enable civil society actors to convert access into durable institutional change.

4.5 Emerging Impacts and Structural Inclusion

Beyond predefined indicators, the evaluation identified emerging impacts through qualitative evidence gathered during Ripple Effects Mapping sessions conducted as part of the project's mid-term review during the Bonn workshop.

These participatory discussions revealed governance shifts that are not fully captured by traditional indicators but nonetheless signal meaningful institutional change. Participants reported increased government openness to independent civil society monitoring, formal invitations for CSO representatives to participate in policy drafting processes, and the integration of gender-responsive budgeting considerations into climate planning discussions.

Another important dimension concerns the role of inclusion as a driver of institutional transformation. In several countries, initiatives that initially focused on participatory consultations evolved into formal mechanisms for inclusive decision-making. Projects supporting women's leadership in local adaptation planning bodies, for example, moved beyond community workshops to secure recognized roles within governance structures.

When marginalized groups obtained formal representation within planning processes, the resulting changes altered the institutional rules governing participation. In this sense, inclusion itself functioned as a structural driver of accountability. As citizen engagement paradigms shift, this confirms that equity and inclusion are not merely procedural add-ons, but mechanisms through which accountability systems acquire greater legitimacy and permanence.

4.6 The Power of Enforceability: The Remaining Institutional Gap

While the portfolio achieved substantial progress in integrating civil society actors into climate governance processes, the evaluation also identifies an important boundary to the project's impact (see Figure 3).

The majority of the portfolio achieved soft accountability outcomes, consisting of procedural dialogue, advisory councils, participatory planning mechanisms, and epistemic visibility. These outcomes are valuable and often constitute an essential first step in opening governance spaces. Indeed, 20 out of 25 projects generated forms of procedural or institutional accountability that strengthened civic participation and oversight.

However, the strongest causal evidence of transformational change emerged from the smaller subset of 5 projects that achieved hard accountability outcomes—mechanisms backed by fiscal compulsion or legal enforcement.

Process tracing confirms the transformative power of these enforceability pathways:

Fiscal Enforceability. In Senegal, A2D successfully negotiated and secured a statutory 3% municipal budget allocation specifically earmarked for climate adaptation. In Bangladesh, PRAAN engaged directly in participatory budget sessions, resulting in formal climate adaptation allocations within the annual budgets of two Union Parishads.

Legislative Enforceability. In Brazil, INESC established a permanent Budget Working Group within the National Congress, shifting from external advocate to internal legislative architect. Their forensic analysis enabled parliamentarians to formally file amendments to the 2026 Budget Guidelines Law.

Legal and Prosecutorial Enforceability. In the Brazilian Amazon, Instituto Fronteiras and Associação Onça D'água activated "accountability by proxy". By delivering community-generated transparency data directly to the Federal Public Prosecutor's Office (MPF), they triggered formal legal mandates over Indigenous consultation (FPIC) and contributed to the de facto suspension and administrative review of flawed jurisdictional REDD+ programs.

These cases demonstrate that initiatives relying primarily on dialogue platforms tend to generate stable but limited institutional anchoring. Quantitative portfolio data reinforces this distinction: the vast majority of projects **(20 out of 25)** achieved important but 'soft' procedural or institutional outcomes, such as convening working groups or drafting guidance manuals. For example, initiatives like Women for a Change (Wfac) in Cameroon successfully formed coalitions and drafted a Climate Finance Manual, but their impact remained at the level of knowledge consolidation without triggering formal budget reallocations or enforceable oversight.

By contrast, **initiatives that engage legal oversight institutions, parliamentary scrutiny, or budget monitoring mechanisms are more likely to produce enforceable structural change.** Only a select subset of five projects reached this transformational tier of 'hard' fiscal or legal accountability. For instance, whereas dialogue platforms generated awareness, direct fiscal engagement enabled A2D to secure a statutory 3% climate budget allocation in Senegal, and strategic legal alliances allowed organizations like Instituto Fronteiras to trigger federal prosecutors to enforce Indigenous consultation rights (FPIC) in Brazil.

The evaluation therefore identifies a remaining institutional gap. Civil society monitoring initiatives developed through the portfolio, including climate budget tracking tools, climate finance observatories, and independent policy analysis, have improved the traceability of climate expenditures and strengthened dialogue between governments and civic actors. Yet many of these mechanisms remain only partially integrated into formal PFM systems.

Without stronger institutionalization of transparency mechanisms—such as climate budget tagging, standardized climate finance reporting frameworks, and independent oversight institutions—the influence of civil society monitoring efforts is likely to remain constrained.

The evidence, therefore, confirms that enforceability mechanisms—not consultation alone—produce the most durable impacts. Furthermore, projects achieving these transformational outcomes consistently demonstrated the strongest gains in leadership and partnership capacities, showing that structural permanence depends not only on technical skill, but also on relational and political acumen.

The Institutional Limitation

The evidence suggests that the Green Accountability Project successfully established the participatory architecture and data ecosystems necessary for climate governance oversight. Civil society monitoring initiatives developed through the portfolio—including climate

budget tracking tools, climate finance observatories, and independent policy analysis—have contributed to improving the traceability of climate expenditures and strengthening dialogue between governments and civic actors.

At the same time, the evaluation identifies an important institutional limitation. In many cases, these monitoring mechanisms remain only partially integrated into formal PFM systems. Without stronger institutionalization of transparency mechanisms—such as climate budget tagging, standardized climate finance reporting frameworks, and independent oversight institutions—the influence of civil society monitoring efforts is likely to remain constrained.

Strategic Implications for Climate Governance

The portfolio, therefore, offers an important lesson for future climate governance programming. The strategic implication is not a shift away from participation, transparency, or technical monitoring platforms, but the need to sequence and connect these foundations to formal fiscal and legal systems over time. The Green Accountability Project has demonstrated how participatory and analytical systems can be built; future programming should deepen their integration into decision-making and enforcement architectures.

As countries continue updating their climate commitments and strengthening accountability processes under international climate governance frameworks, integrating civil society monitoring systems into formal public financial management structures will be an important step toward improving transparency, credibility, and public trust in climate action.

Taken together, these findings suggest that the Green Accountability Project has successfully laid the institutional foundations for strengthened climate accountability. The strategic challenge for future phases will be to ensure that these participatory and analytical systems are connected to the fiscal and legal mechanisms capable of enforcing accountability outcomes.

4.7 Conclusion: From Institutional Participation to Enforceable Accountability

Chapter 4 confirms that the foundational initiative successfully progressed from capacity building to institutional embedding. Civil society actors were not only trained and networked; in many cases, they became integrated into formal policy and planning processes within climate governance systems.

At the same time, the evaluation draws a critical distinction between institutional participation and institutional anchoring. Participation can open policy spaces and improve oversight, but it does not in itself guarantee compliance or permanence. The most durable outcomes emerged where accountability mechanisms were connected to fiscal and legal systems capable of enforcing commitments beyond the project cycle.

The strategic implication is therefore clear. Future programming should not move away from participation and transparency, but should build on them by progressively connecting participatory and analytical systems to the formal fiscal and legal systems where binding decisions are made.

Figure 3 illustrates the growth and positive change achieved by the 25 NGOs by the end of the evaluation period, alongside their positioning across the four archetypes defined earlier in this document. The organizations are ranked by grant size, enabling an assessment of the relationship between financial allocation and performance across technical, organizational, partnership, and leadership capacities—dimensions that ultimately translate into concrete

outputs and outcomes. The color scale functions as an intuitive visual tool to highlight the magnitude of results, with darker shades of green indicating higher levels of change and impact, and lighter tones reflecting comparatively lower performance (see **Annex III** for outcomes relevance).

Overall, the grants contributed to measurable improvements in capacity scores across all participating NGOs over the evaluation period. Notably, mid-size and small grant recipients exhibited the most significant and meaningful gains, suggesting a strong marginal return on investment in these categories. The observed improvements reinforce the practical relevance of the ToC, combined with international support and the catalytic role of the CoP, in advancing environmental objectives and strengthening institutional capacities.

Organizations receiving larger grants already possessed well-established institutional foundations, enabling them to sustain both transformational and operational initiatives, including direct engagement with government authorities. This explains their concentration within the Institutional Co-Governance archetype. While their contributions remain substantial and strategically important, the evaluation indicates comparatively moderate gains, reflecting the fact that these organizations had already developed much of the technical expertise and institutional capacity required to drive environmental change prior to the intervention.

Among mid-size grant recipients, a clear pattern emerges toward transformational and operational efforts, particularly in the development of digital platforms, proactive engagement with national and subnational authorities to influence legislation, and active participation in the formulation and updating of NDCs. These organizations demonstrate a dynamic capacity to translate resources into policy-relevant outcomes and institutional influence.

The differentiation of roles across archetypes reveals a coherent trajectory within the broader framework of epistemic accountability. Organizations such as GFLAC, SAILD, WaterAid, and Fiquem Sabendo play a central role in democratizing access to information, operating as agents of “transparency as governance.” In parallel, organizations such as EECO, CAJUST, and PRAAN operate within the Institutional Co-Governance and Civic Intermediation archetypes, acting as critical intermediaries that bridge communities and public institutions while fostering inclusive participation in climate governance processes.

For small grant recipients, efforts were primarily concentrated on operational objectives, including the dissemination of practical and accessible information, as well as the design of activities that engage both communities and decision-makers to raise awareness. Although these organizations are less directly positioned to influence national-level policy processes, their contribution is essential in building social momentum, strengthening community-level understanding, and amplifying the voices of civil society within the broader climate accountability ecosystem.

The following chapter examines the political economy and strategic determinants that help explain why some sub-grantees were more successful than others in navigating these pathways to durable reform.

Outcome Relevance Analysis and the Final Rubrics Assessment

Grant	Amount received	Country	Civil Society Organization CSO	Technical capacity Final Evaluation	Final change	Organizational capacity Final Evaluation	Final change	Partnership capacity Final Evaluation	Final change	Leadership capacity Final Evaluation	Final change	Archetype
L	$162,000	BANGLADESH	WAVE Foundation	3	1	3	1	3	1	3	0	Institutional Co-Governanc
L	$160,000	SENEGAL	Espace de Co-production des Offres Populaires pour l'Environnement et le Developpement en Afrique (Enda ECOPOP)	3	1	3	1	3	1	3	1	Institutional Co-Governanc
L	$155,000	BRAZIL	Instituto de Estudos Socioeconômicos (INESC)	2	0	3	1	3	1	3	1	Legal and Legislative Oversig
L	$154,998	CAMEROON	Le Cercle International pour la Promotion de la Création (CIPCRE)	2	0	3	0	3	1	2	0	Institutional Co-Governanc
M	$125,000	MEXICO	Grupo de Financiamiento Climático para América Latina y el Caribe (GFLAC)	2	1	2	1	2	0	2	1	Epistemic Accountability
M	$114,921	MEXICO	Espacio de Encuentro de Culturas Originarias (EECO)	2	1	3	2	3	1	3	1	Institutional Co-Governanc
M	$85,000	SENEGAL	Citoyens Actifs pour la Justice Sociale (CAJUST)	3	1	3	1	3	1	3	1	Civic Intermediation
M	$75,030	CAMEROON	Service d'Appui aux Initiatves Locales de Developpement (SAILD)	3	2	2	1	3	2	2	1	Epistemic Accountability
M	$75,000	BANGLADESH	WaterAid	2	0	3	1	3	1	3	1	Epistemic Accountability
M	$65,037	BRAZIL	Fiquem Sabendo (FS)	2	2	2	1	2	1	2	1	Epistemic Accountability
M	$64,272	BANGLADESH	Participatory Research & Action Network (PRAAN)	2	1	3	2	3	1	3	2	Institutional Co-Governanc
S	$55,000	BRAZIL	Instituto Fronteiras do Desenvolvimento	3	2	2	1	2	1	3	1	Legal and Legislative Oversig
S	$55,000	BRAZIL	Centro Brasil no Clima (CBC)	2	1	3	1	3	1	3	1	Institutional Co-Governanc
S	$55,000	CAMEROON	Women for a Change (Wfac)	2	1	3	1	3	1	3	1	Epistemic Accountability
S	$55,000	MEXICO	Causa Natura Center	2	1	2	0	2	0	2	0	Institutional Co-Governanc
S	$54,993	BANGLADESH	Bangladesh Environment and Development Society (BEDS)	2	1	2	1	3	2	3	2	Civic Intermediation
S	$53,100	SENEGAL	Action Solidaire Internationale (ASI)	2	2	2	1	3	0	3	0	Legal and Legislative Oversig
S	$52,500	CAMEROON	COMINSUD	2	1	3	2	2	1	3	2	Civic Intermediation
S	$49,080	SENEGAL	Budgit Foundation Senegal	2	1	3	1	2	0	2	0	Epistemic Accountability
S	$45,000	BRAZIL	The Onça D'água Association	2	1	2	1	3	2	3	1	Legal and Legislative Oversig
S	$44,000	MEXICO	Transparencia Mexicana	3	2	2	1	2	0	2	1	Epistemic Accountability
S	$39,517	CAMEROON	Action for Sustainable Development (ASD)	2	1	2	1	3	2	3	1	Institutional Co-Governanc
S	$35,000	MEXICO	ENGENERA	3	2	2	1	3	2	2	1	Epistemic Accountability
S	$30,582	BANGLADESH	Dataful	2	1	2	1	2	2	2	2	Epistemic Accountability
S	$28,400	SENEGAL	Association Diaoulé D'abord (A2D)	2	2	2	1	2	1	2	1	Legal and Legislative Oversig

CHAPTER 5. STRATEGIC DETERMINANTS AND POLITICAL ECONOMY OF ACCOUNTABILITY (KEQ 5 & 6)

Outcomes varied according to political context and alliance density. Accountability tools must match regime characteristics, and localized successes require explicit transmission mechanisms to scale into national fiscal reform.

While the Final Rubrics Assessment confirms that 91.7% of sub-grantees improved institutionally, the depth and durability of their political influence varied significantly across the portfolio. To answer KEQ 5 on variation across sub-grantees and KEQ 6 on the validation of the ToC, the evaluation integrates PEA, rubric progression data, and cross-country comparisons.

The findings reveal that capacity alone does not guarantee influence. Rather, outcomes depend on how effectively civil society strategies are calibrated to the structural constraints, formal rules, and informal norms of their respective countries. Three structural determinants explain the variation observed across the portfolio:

1. the degree to which accountability mechanisms matched regime characteristics

2. the presence or absence of vertical transmission mechanisms linking local and national levels

3. the density of civic alliances capable of sustaining political influence

5.1 Validation of the Theory of Change (KEQ 6)

The evaluation broadly validates the project's Theory of Change while identifying critical structural ceilings that must inform future programming.

The ToC assumed that favorable political opportunities and growing government receptiveness would enable civil society organizations to advance green accountability. Portfolio evidence largely supports this assumption. Across the portfolio, 71% of sub-grantees reported increasing receptiveness from political actors, while 62.5% noted recent policy reforms that created concrete entry points for engagement, including Senegal's third Environmental Code and Bangladesh's Climate Development Partnership.

At the same time, the evaluation identified two critical conditions that determine whether the ToC's causal pathway holds in practice.

Transparency is Necessary but Not Sufficient

The ToC implicitly assumed that generating data and transparency would organically lead to accountability. The evaluation finds that this assumption holds only partially. Epistemic tools such as climate dashboards, expenditure trackers, and observatories expanded civic engagement and improved the visibility of climate finance. However, they rarely compelled state action on their own.

Transparency generated enforceable outcomes only when it was explicitly coupled with institutional enforcement mechanisms, such as parliamentary oversight, audit bodies, or public

prosecutors. In other words, information created pressure, but only institutions with formal authority could convert that pressure into binding consequences.

Political Opportunity Structures Are Variable, Not Stable

The ToC also assumed relatively stable political opportunities for engagement. In reality, strategies had to adapt to highly diverse and, in some cases, deteriorating civic space conditions. Centralized decision-making, bureaucratic inertia, and fear of political retaliation inherited from previous administrations frequently constrained civil society influence.

The evaluation, therefore, confirms that capacity strengthening is a necessary but insufficient condition for accountability. The ToC holds where transparency is linked to enforcement and where strategies are adapted to the actual political economy of civic space.

5.2 Political Economy Analysis and Contextual Adaptation (IRI 4)

By endline, all evaluated sub-grantees had undertaken at least one form of project-related context analysis. Specifically, **88%** conducted formal problem diagnosis, **60%** used stakeholder mapping, and **36%** undertook formal Political Economy Analysis. However, applying the strict definition of Intermediate Results Indicator 4 (IRI 4), which requires engagement in at least two distinct forms of context analysis, presents a more nuanced picture: **52%** of sub-grantees met this threshold at baseline, compared to **48%** at endline. This modest decline reflects structural implementation constraints, including the concentration of in-depth Political Economy Analysis among organizations that participated in the in-person Community of Practice workshop in Bonn, which limited its reach across the full portfolio. The strategic value of context analysis where it was applied became particularly consequential in shaping intervention design and adapting strategies to complex governance environments. The PEA sessions held at the Bonn Community of Practice workshop revealed how informal norms, elite incentives, and institutional bottlenecks shaped accountability outcomes in practice, with direct consequences for how sub-grantees designed their interventions.

In Brazil, sub-grantees identified that congressional budget processes were intentionally opaque and that powerful agribusiness interests often prioritized short-term economic gains over socio-environmental commitments. This analysis directly informed the strategy of organizations such as INESC, which moved beyond external critique and embedded a formal Budget Working Group within Congress to circumvent executive opacity.

In Senegal, PEA showed that while civic participation is formally recognized in legal and administrative frameworks, informal practices, including community dependence on mangrove wood for fuel and heavy reliance on donor finance, created implementation gaps. Organizations such as Enda ECOPOP responded by designing Social Commitment Pacts that bound communities and state actors into shared governance arrangements.

These examples demonstrate that Political Economy Analysis was not merely diagnostic. It was operationally consequential, shaping how sub-grantees selected strategies and sequenced interventions.

5.3 Contextual Drivers: Fitness for Context (KEQ 5)

The evaluation finds that variation in achievements across sub-grantees depended heavily on what may be described as fitness for context: the degree to which the chosen accountability strategy matched the political economy of the country.

Open, Capacity-Constrained Systems: Collaborative Co-Governance

In settings where the state was politically open but administratively weak, collaborative models performed well. Municipalities and local agencies were often willing to adopt CSO-generated tools because these filled technical and operational gaps.

This was particularly evident in Senegal and Bangladesh, where organizations such as Enda ECOPOP, PRAAN, and WAVE Foundation succeeded by embedding planning tools, social compacts, and adaptation methodologies within local governance processes.

Restrictive or Politically Contested Systems: Legal and Oversight Strategies

In environments where political elites resisted environmental reform or where civic oversight was politically sensitive, collaborative approaches proved far less effective.

In the Brazilian Amazon, success often depended on adversarial or counter-power strategies. Instituto Fronteiras and Associação Onça D'água achieved results not by persuading executive actors, but by activating the Federal Public Prosecutor's Office and other autonomous oversight mechanisms to enforce consultation requirements and review flawed REDD+ arrangements.

Technocratic, Finance-Driven Systems: Epistemic Auditing

In highly centralized and fiscally technocratic systems, accountability required epistemic sophistication. In Mexico, organizations such as GFLAC and Engenera gained traction because they were able to engage the language of ministries, taxonomies, and public finance systems. Their interventions succeeded not simply because they were transparent, but because they were technically legible to financial authorities.

Strategic Insight

Accountability mechanisms are not universally applicable. Their effectiveness depends on alignment with political incentives, institutional structures, and governance norms. Contextually adapted strategies consistently outperformed standardized approaches.

For donors and policymakers, this finding confirms that effective programming cannot rely on generic "social accountability" models. Instead, interventions must support **context-specific strategies aligned with each country's institutional structure and political incentives**.

5.4 Alliance Density and Systemic Leadership

A major structural determinant of success was the density and diversity of alliances built by sub-grantees.

The Final Rubrics Assessment reveals a clear sequence. Organizational and technical capacities advanced strongly across the portfolio, improving in **92%** and **84%** of organizations, respectively. Partnership and leadership capacities progressed more gradually, with both improving in 80% of organizations. Yet the evaluation demonstrates a direct correlation: projects that achieved the deepest structural reforms consistently showed the strongest gains in partnership and leadership.

Systemic influence required more than technical competence. It required dense civic coalitions capable of converting evidence into political leverage.

In Cameroon, all sub-grantees advanced in partnership capacity. This coalition-building enabled SAILD to participate directly in national NDC processes alongside the National NDC Coordinator, while COMINSUD secured formal commitments from regional assemblies in a conflict-affected environment.

In Brazil, dense coalitions amplified leverage. INESC organized a coalition of more than twenty organizations behind its Parliamentary Budget Working Group, while the Voices of Tocantins coalition led by Associação Onça D'água united Indigenous organizations, technical experts, and legal actors to challenge jurisdictional REDD+ frameworks.

These cases show that isolated organizations, regardless of technical sophistication, often struggled to convert data into influence. By contrast, organizations that embedded themselves in coalitions were able to generate political traction far beyond what individual actors could achieve alone.

Strategic Insight

Systemic leadership rarely emerges from isolated organizations. Technical expertise builds credibility, but dense civic alliances are the mechanism through which that credibility is converted into sustained political influence. Future programming should therefore prioritize ecosystem consolidation and coalition-building, rather than focusing exclusively on individual organizational outputs.

5.5 The Vertical Transmission Gap

While the project successfully strengthened accountability mechanisms at both local and national levels, it also exposed a critical systemic barrier: the vertical transmission gap. This reflects a transition inherent to first-phase proof-of-concept programming rather than a shortcoming of the current initiative, which was designed to establish the enabling conditions for upward institutional integration in subsequent phases.

The ToC implicitly assumed that successful local accountability initiatives would organically scale upward into national policy frameworks. The evaluation finds that this rarely occurs spontaneously. For example, despite strong local achievements in securing municipal adaptation budgets, such as those achieved by A2D in Senegal and PRAAN in Bangladesh, these fiscal victories rarely translated into broader reform at the level of national treasuries or ministries of

finance. Conversely, national transparency frameworks and fiscal taxonomies rarely translated downward into effective municipal implementation. Local governments often lacked the mandates, administrative systems, or resources required to operationalize national accountability tools.

The “missing middle” is therefore the absence of explicitly supported transmission mechanisms: institutional arrangements capable of linking grassroots evidence to national policy and fiscal decision-making.

Addressing this structural limitation, frequently observed in multi-level governance systems, including in longer-term programs, requires deliberate institutional design rather than organic scaling. Evidence from the portfolio highlights several operational pathways through which this gap can be bridged:

- **Legislative and parliamentary anchoring:** Embedding civil society engagement within legislative processes can create direct channels for elevating local evidence into national fiscal debates. In Brazil, INESC established a Budget Working Group within the National Congress’s Mixed Parliamentary Environmental Front, enabling climate finance tracking to inform federal budget discussions. Similarly, in Senegal, ASI facilitated parliamentary engagement processes that elevated locally grounded adaptation priorities into national policy dialogue.

- **Institutionalized multi-actor platforms:** Formal platforms linking local actors to national decision-makers can function as effective transmission interfaces. In Mexico, EECO leveraged its participation in the national Climate Change Council to channel community-level inputs into the NDC 3.0 update. In Senegal, Enda ECOPOP utilized the COPINA platform to connect local ecosystem monitoring with national biodiversity policy processes.

- **Legal and oversight mechanisms (“accountability by proxy”):** In contexts where direct transmission is politically constrained, civil society can activate national oversight institutions. In Brazil, Instituto Fronteiras translated local Indigenous grievances into actionable evidence submitted to the Federal Public Prosecutor’s Office, triggering formal accountability processes at the national level.

These examples demonstrate that bridging the vertical transmission gap requires intentionally designed and sustained institutional linkages that operate at the intersection of local evidence and national decision-making authority. Without such mechanisms, even highly effective local accountability initiatives are unlikely to translate into systemic fiscal or policy reform.

Strategic Insight

Localized success does not automatically scale upward, and national frameworks do not automatically translate downward. Bridging this gap requires deliberate institutional design: formal pathways, cross-level coalitions, and mechanisms that connect local evidence to national decision-making while translating national frameworks into local practice. These mechanisms must also be calibrated to the political economy of each context, recognizing that approaches effective in collaborative environments may not translate to more restrictive settings.

This finding reinforces the foundational ToC underpinning the GPSA model, confirming that systemic accountability cannot be achieved through generic or short-term interventions. Instead, it requires sustained, context-specific strategies and a longer time horizon to allow institutional transmission mechanisms to emerge, mature, and become embedded within formal governance systems.

5.6 Conclusion

The PEA confirms that building technical capacity is a vital first step, but durable accountability depends on strategic adaptation to civic space, alignment with regime characteristics, dense alliance-building, and mechanisms capable of forcing institutional compliance.

Variation across the portfolio cannot be explained by technical capacity alone. It was shaped by the interaction between political context, institutional connectivity, and collective action.

The most durable outcomes emerged when accountability strategies were well matched to political economy realities, when mechanisms existed to bridge the vertical transmission gap, and when civil society actors operated within dense and coordinated alliances.

The central challenge for the next phase of programming is therefore clear: not simply to strengthen local and national accountability initiatives, but to connect these robust civic ecosystems to the macro-level climate finance systems where binding fiscal and policy decisions are made. This strategic challenge is taken up in Chapter 6.

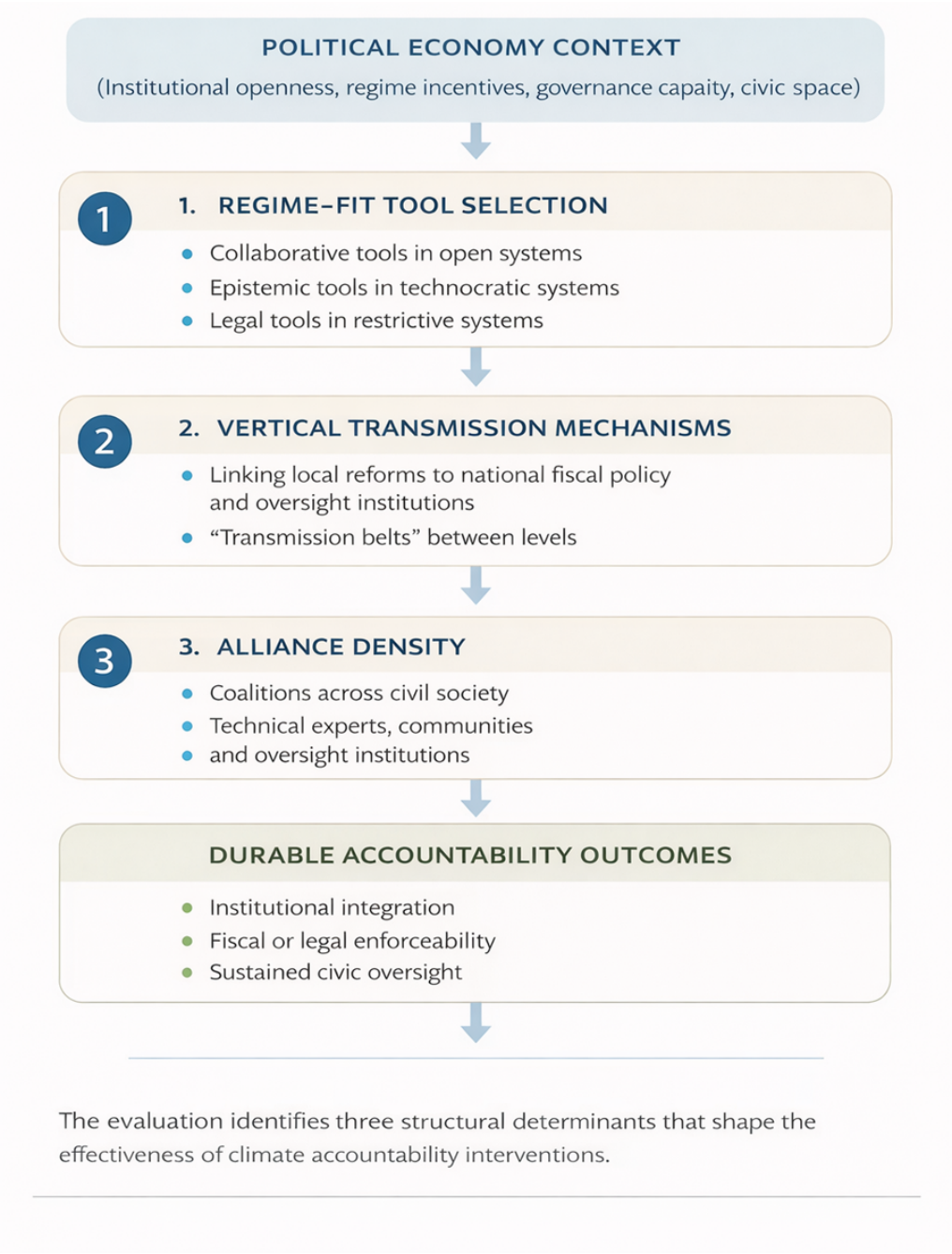


Figure 4. Determinants of Durable Accountability Outcomes

The evaluation identifies three interacting determinants that shape the effectiveness of climate accountability interventions. Successful reforms occur when accountability tools are aligned with the political economy of the governance system, when institutional mechanisms connect local and national policy arenas, and when civil society actors operate within dense coalition networks capable of sustaining policy influence.

CHAPTER 6. SUSTAINABILITY, SCALABILITY, AND STRATEGIC PATHWAYS FORWARD (KEQ 7)

The initial grant period successfully built civil society capacity and participatory architecture. To scale effectively, future programming must pivot from funding isolated projects to consolidating national ecosystems, aligning with multilateral lending operations, bridging local-to-global accountability gaps, and embedding accountability into enforceable fiscal mechanisms.

The Green Accountability Project demonstrated strong performance in capacity strengthening, network development, and policy integration. However, scaling accountability requires more than replicating successful local projects. It requires structural adjustments to how civil society engages with macro-level climate finance systems, how accountability mechanisms are anchored within state institutions, and how local evidence is translated into national and international decision-making processes.

As the SSN analyses underscore, civil society actors continue to face shrinking civic space, limited institutionalized channels of engagement, poor access to usable financial data, and insufficient funding for long-term oversight. These constraints mean that sustainability cannot be reduced to whether individual projects continue operating after grant closure. Rather, sustainability depends on whether accountability mechanisms become embedded in the institutions, incentives, and governance systems that shape climate finance over time.

This chapter translates the evaluation's empirical findings into a forward-looking roadmap for sustaining, scaling, and institutionalizing green accountability in future phases.

6.1 From Institutional Architecture to Enforcement

A central finding of the evaluation is that the most durable outcomes were those anchored within statutory or institutional frameworks rather than procedural dialogue platforms. The current project successfully demonstrated that civil society can open governance spaces, generate credible evidence, and secure policy access. Yet these gains remain fragile unless they are connected to systems capable of enforcing compliance.

Future programming should therefore prioritize interventions that move from participation to enforceability. This includes:

- Embedding transparency obligations within statutory planning or budget frameworks
- Activating formal oversight institutions such as legislative committees, public prosecutors, and audit bodies
- Linking accountability mechanisms directly to fiscal and planning cycles

This shift from architecture to enforcement is essential if Green Accountability is to move beyond pilot experimentation and towards durable institutional reform.

The evaluation also finds that the cohort of CSOs developed during this pilot implementation constitutes a major strategic asset. Future phases should build on this accumulated knowledge, trust, and policy access rather than replacing it. Selective expansion

may be warranted where clear gaps exist, but the existing cohort should remain the backbone of future programming.

6.2 Governance Models with High Scalability Potential

Scaling should not mean standardizing a single social accountability tool. The evaluation, supported by the SSN case studies, identifies several governance models with particularly strong potential for replication because they anchor civil society demands within existing state architecture.

Parliamentary and Legislative Oversight Platforms

Embedding civil society actors within legislative working groups enables accountability initiatives to operate within routine policy oversight rather than short project cycles.

The clearest example is INESC in Brazil, which institutionalized a Budget Working Group within the National Congress's environmental front, enabling civil society actors to contribute directly to fiscal policy scrutiny and legislative amendments.

Prosecutorial and Legal Activation Mechanisms

In politically restrictive environments, accountability can be advanced through constitutional oversight institutions such as public prosecutors and courts.

This pathway was illustrated by Instituto Fronteiras and Associação Onça D'água, which activated the Federal Public Prosecutor's Office to enforce consultation requirements for Indigenous communities and trigger reviews of flawed REDD+ arrangements.

Technical Audit and Correction Models

Technocratic auditing mechanisms proved particularly effective in engaging ministries of finance, expenditure authorities, and specialized planning bodies.

The strongest example is Engenera in Mexico, which conducted a forensic audit of the federal climate budget annex and contributed to the removal of misclassified expenditures. Similarly, GFLAC demonstrated how a technically robust index can influence national debate by speaking directly to the logic of ministries and development banks.

Concerted Alliance and Budget Securing Models

At decentralized levels, accountability scaled most effectively when planning dialogues were translated into explicit and formalized budget commitments or multi-stakeholder governance pacts.

Examples include A2D in Senegal, which secured a statutory 3% municipal budget allocation for climate adaptation, PRAAN in Bangladesh, which embedded adaptation allocations in local budgets, and Enda ECOPOP, which used Social Commitment Pacts to formalize responsibilities across a broad local governance coalition.

These models are scalable because they do not operate outside the state. They operate by entering, adapting, and, where necessary, activating existing institutional pathways.

6.3 From Fragmented Replication to Ecosystem Consolidation: The Role of National Accountability Platforms

As identified in Chapter 5, one of the most significant barriers to scale is the fragmentation of accountability ecosystems. While cross-country peer learning was strong, collaboration among participating organizations within individual countries was not always systematically structured. This limited opportunities for aggregation, policy coherence, and cumulative influence.

Future programming should prioritize ecosystem consolidation over fragmented replication. This requires a shift in grant-making logic away from funding largely isolated interventions and toward incentivizing the emergence of coordinated national accountability platforms or similarly structured coalitions. These platforms can function as institutional transmission mechanisms, linking locally generated civil society evidence to national treasuries, ministries, and formal oversight bodies, and enabling accountability efforts that are often confined to subnational levels to translate into broader fiscal and policy influence.

These platforms should:

- Aggregate evidence from local and thematic actors
- Develop common policy demands
- Provide a coordinated interface with ministries, parliaments, and oversight bodies
- Serve as “transmission belts” linking local experiences with national fiscal and policy arenas

The SSN policy analysis reinforces this need, noting that civil society efforts often remain siloed and disconnected from one another, reducing their political leverage. Future phases should explicitly support coalition architecture as an outcome in itself, not merely as a by-product of project implementation.

The evaluation also confirms that WRI’s role as a “legitimacy umbrella” was one of the most valuable features of the initial grant period. In subsequent initiatives, this function should evolve from broad facilitation into targeted political brokering, helping national platforms gain structured access to decision-making spaces.

6.4 Leveraging Convening Power and Aligning with Multilateral Finance

A critical structural disconnect observed during the current project was that many sub-grantees operated largely in parallel to core World Bank country operations and other multilateral finance processes. Their work was often highly relevant, but not structurally connected to the systems where major fiscal and policy decisions are made. This disconnect was further compounded by ongoing institutional adjustments within the World Bank during the implementation period, which limited opportunities to establish sustained coordination and structured engagement between the grant initiative and broader country-level operations.

For Green Accountability to achieve macro-level scale, future phases must align civil society accountability mechanisms with major multilateral governance instruments. In the World Bank context, this includes:

- DPOs
- CPFs
- Public financial management reforms
- Climate budget tagging systems
- Country-level climate and development diagnostics
- Development bank and climate fund reporting systems

Positively, steps in this direction are already emerging. Forthcoming programming phases are exploring partnership models that embed civil society engagement within country-level investment frameworks and structured government dialogue processes, supported by institutional arrangements that facilitate sustained coordination between governments, the World Bank, and civil society actors. These developments represent an important shift toward addressing the structural disconnect identified in this evaluation and reinforce the feasibility of integrating accountability initiatives within core financing architecture.

This integration matters for two reasons. First, it ensures that civil society oversight is not treated as a parallel civic activity, but as a complementary governance function within core public finance and policy systems. Second, it allows accountability mechanisms to engage where climate finance increasingly operates: not only through public budgets, but through blended finance, taxonomies, development banks, and private capital mobilization.

The evaluation, therefore, suggests that future programming should position civil society accountability as a risk mitigation, transparency, and compliance function within major lending and reform operations.

6.5 Expanding Scope: Private Capital, Blended Finance, and the Just Energy Transition

The climate finance landscape is changing rapidly. Public budgets remain important, but a growing share of climate-related finance now flows through blended instruments, private investors, development finance institutions, and Just Energy Transition arrangements.

If civil society accountability remains focused exclusively on municipal budgets and public expenditure tracking, it risks becoming misaligned with where future climate capital is actually moving.

To remain strategically relevant, future phases must expand the scope of accountability to follow climate finance across both public and private channels. This includes:

- Tracking private capital mobilization
- Scrutinizing blended finance vehicles
- Following development bank and climate fund disbursements

- Monitoring Just Energy Transition Partnerships
- Expanding methodologies for corporate emissions transparency and social accountability

This recommendation is strongly supported by the SSN analysis, which argues that accountability must be designed to follow financial flows from international commitment to local implementation. It is also reflected in portfolio evidence such as CAJUST in Senegal, where the challenge was not only public planning, but also private sector opacity and weak disclosure by extractive industries.

Future civil society accountability models must therefore be capable of asking not only how much finance is allocated, but through which instruments, under what governance rules, and with what distributive consequences.

6.6 Knowledge Management, Communication, and Network Coordination

The evaluation identified several operational gaps that should be addressed in future phases to improve coherence, knowledge sharing, and external visibility.

Centralized Knowledge Repository

While some foundational repository mechanisms may have been initiated by the consortium during the current project, the evaluation found that participating organizations lacked a widely adopted, integrated platform through which they could systematically access one another's outputs. Because these tools were not universally known or utilized by the sub-grantees, visibility across the portfolio was constrained, reducing opportunities for cumulative peer learning.

Future programming could consider establishing —and actively socializing—a centralized digital repository through which organizations can upload reports, tools, datasets, and policy outputs. Ensuring that such a platform is highly accessible and integrated into the routine habits of the CoP to improve collaboration, preserve institutional memory, and strengthen the visibility and communication of the project as a whole.

Unified Communication Strategy

Clear communication protocols should be established prior to implementation. These should include:

- Standardized reporting templates
- Unified branding and logo usage
- Agreed communication products and dissemination formats
- Coordinated dissemination strategies across the network

These measures would strengthen coherence and increase the public visibility and policy reach of project outputs.

Evolution of the CoP

The CoP proved highly valuable as a peer-learning mechanism, but future phases could deepen its utility by organizing more targeted working groups focused on specific challenges such as

fiscal oversight, legal enforcement, adaptation finance, Indigenous consultation, or private capital monitoring.

A final global convening bringing together all participating organizations could also serve as a capstone mechanism for consolidating lessons, strengthening relationships across cohorts, and formalizing strategic collaboration around climate finance governance.

6.7 Bridging the Vertical Transmission Gap

The evaluation consistently identified a vertical transmission gap between local experimentation and national reform. Subnational successes rarely translated upward into national fiscal or regulatory changes, while national transparency initiatives often struggled to influence implementation at the municipal level.

Addressing this structural disconnect requires explicit institutional transmission mechanisms capable of linking governance tiers. These may include:

- Formal policy submission pathways connecting local actors to national ministries
- National civil society coalitions capable of aggregating local evidence
- Structured dialogue platforms linking municipal and national authorities
- Institutional interfaces with ministries of finance, planning commissions, and parliamentary committees

These mechanisms are essential because local accountability innovations do not automatically scale upward, and national frameworks do not automatically translate downward. Without institutional bridges, evidence remains fragmented and influence remains partial.

Bridging the vertical transmission gap is therefore not a secondary design issue. It is the central scaling challenge for the next phase of Green Accountability.

Conclusion. Extending the Time Horizon for Governance Reform

The Green Accountability Project successfully established a robust civic infrastructure capable of engaging in complex climate governance debates. It strengthened civil society capacity, generated policy-relevant evidence, created participatory architecture, and demonstrated that civil society can play a meaningful role in improving climate finance accountability.

At the same time, the evaluation shows that scaling accountability requires more than extending what already exists. It requires structural adaptation in how accountability is designed, financed, and connected to the institutions where climate finance decisions are actually made.

The evaluation, therefore, identifies six strategic priorities for future programming:

1. **Embed accountability within core lending and fiscal governance systems**

Civil society monitoring should be explicitly embedded within DPOs, CPFs, PFM reforms, and climate budget tagging systems, rather than operating in parallel to them. Where feasible, civil society transparency and accountability benchmarks could be integrated as Prior Actions or

Disbursement-Linked Indicators (DLIs), strengthening incentives for institutional uptake within lending operations."

2. **Fund national accountability platforms, not only individual projects**

Future phases should prioritize ecosystem consolidation by supporting the formation of coordinated national accountability platforms, rather than funding isolated CSO initiatives. These platforms should be explicitly designed to function as transmission mechanisms, linking locally generated evidence to national treasuries, ministries of finance, and formal oversight bodies.

To operationalize this shift, funding modalities should incentivize structured coalition-building, including requirements for large grant recipients to convene at least one in-person national dialogue among civil society actors and key stakeholders. These convenings would aim to foster coordination, align advocacy strategies, and produce joint analytical or policy outputs that strengthen collective influence at the national level.

3. **Expand accountability beyond public budgets**

Civil society tools must evolve to track private capital, blended finance, development banks, and Just Energy Transition (JET) finance. This will require strengthening the technical and data capabilities of CSOs, including the use of more advanced data systems, digital tools, and where appropriate, geospatial and automated data analysis approaches, to match the increasing complexity of climate finance flows.

4. **Prioritize enforceability mechanisms across the policy cycle**

It is crucial that funding prioritizes interventions that activate legal oversight, secure statutory budget lines, or embed monitoring within parliamentary and fiscal systems, shifting the portfolio from soft dialogue to hard accountability. Crucially, this should include strengthening ex-ante (pre-budget) scrutiny mechanisms—such as engagement during budget formulation and legislative review stages—where civil society can influence allocation decisions before they are finalized, rather than relying solely on ex-post monitoring.

5. **Adopt a 2+1 implementation model**

A longer time horizon is required for reforms to become institutionalized and durable. Future phases could adopt a model combining two years of active implementation with one year dedicated to consolidation, institutional embedding, and longitudinal impact tracking, avoiding premature project closure before accountability mechanisms are fully anchored.

The initial grant period built the institutional architecture. Future scale-up efforts should focus on enforcement, connectivity, and scale. Only by connecting civic accountability to the formal fiscal and legal mechanisms of climate finance governance will Green Accountability move from successful pilot experimentation to durable systemic influence.

6. **Resource Civic Space Protection and Operational Sustainability**

As accountability efforts move from dialogue to enforcement—including legal action, fiscal scrutiny, and oversight of powerful public and private actors—the risks faced by CSOs increase significantly. Future programming should therefore explicitly include support for civic space protection, including legal support mechanisms, digital security, and operational resilience.

Ensuring that accountability actors can operate safely and sustainably is a precondition for achieving durable governance outcomes.

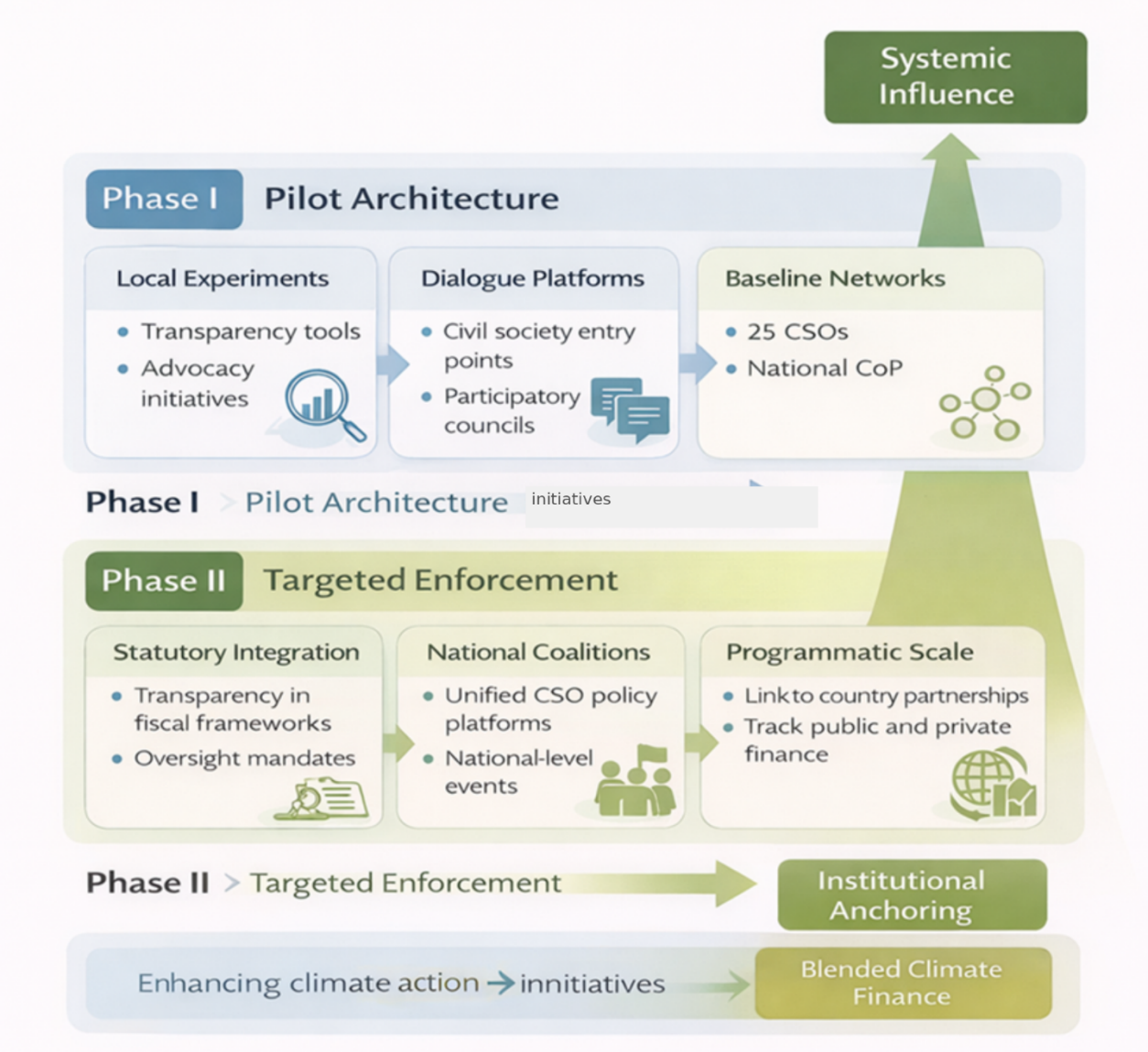


Figure 5. Strategic Transition for Future Programming

ANNEX I – Classification of CSOs by Governance Archetype

Governance Archetype	Country	Civil Society Organisation (CSO)	Core Accountability Mechanism / Focus
Institutional Co-Governance *(Embedding civil society within formal state structures)*	Bangladesh	**WAVE Foundation**	Reactivation of statutory Disaster Management Committees and integration into Local Adaptation Plans (LAPA).
	Bangladesh	**Participatory Research & Action Network (PRAAN)**	Union-level feedback mechanisms and participatory climate budget advocacy
	Brazil	**Centro Brasil no Clima (CBC)**	Development of methodological governance frameworks for State Climate Forums
	Cameroon	**CIPCRE**	Integration of participatory climate risk mapping into municipal development plans
	Cameroon	**Action for Sustainable Development (ASD)**	Development of municipal climate governance guides with structured Indigenous (Baka) inclusion
	Mexico	**Espacio de Encuentro de las Culturas Originarias (EECO)**	Application of intersectional participation methodologies to the NDC 3.0 update
	Mexico	**Causa Natura A.C.**	Operationalization of Advisory Councils within Natural Protected Areas governance systems.
	Senegal	**Enda ECOPOP**	Formalization of multi-stakeholder mangrove governance through Social Commitment Pacts

Governance Archetype	Country	Civil Society Organisation (CSO)	Core Accountability Mechanism / Focus
Epistemic Accountability *(Generating data and strengthening fiscal transparency)*	Bangladesh	**WaterAid Bangladesh**	Development of a sectoral WASH Climate Finance Tracker.
	Bangladesh	**Dataful Foundation**	Deployment of the ABCD digital platform for decentralized climate data literacy.
	Brazil	**Associação Fiquem Sabendo**	Enforcement of access-to-information laws (LAI) and environmental data
	Cameroon	**SAILD**	Development of the Climate Change Action Portal (CCAP) to track national climate
	Cameroon	**Women for a Change (Wfac)**	Development of gender-responsive climate finance methodologies and data translation
	Mexico	**GFLAC**	Operation of a Climate Finance Observatory and scaling of the Subnational Sustainable
	Mexico	**Engenera A.C.**	Forensic fiscal analysis of the Federal Expenditure Budget
	Mexico	**Transparencia Mexicana**	Institutional tracing of post-disaster financial flows and governance
	Senegal	**BudgIT Foundation**	Production of simplified green budgets and digital/community-level expenditure tracking

Governance Archetype	Country	Civil Society Organisation (CSO)	Core Accountability Mechanism / Focus
Legal and Legislative Oversight (*Triggering horizontal accountability and statutory enforcement)*	Brazil	**Instituto de Estudos Socioeconômicos (INESC)**	Institutionalization of parliamentary budget oversight mechanisms and legislative amendments.
	Brazil	**Instituto Fronteiras**	Activation of Public Prosecutors to enforce Indigenous consultation (FPIC) in REDD+ processes
	Brazil	**Associação Onça D'água**	Prosecutorial oversight triggering review of jurisdictional REDD+ programs.
	Senegal	**Action Solidaire International (ASI)**	Legislative advocacy to establish a National Adaptation Fund.
	Senegal	**Association Dioualé D'abord (A2D)**	Securing statutory municipal climate budget allocations (3%
Civic Intermediation *(Brokering trust and dialogue in fragile or constrained contexts)*	Bangladesh	**BEDS**	Community-led disaster planning and grassroots resilience mechanisms.
	Cameroon	**COMINSUD**	Mediation and legitimacy-building in conflict-affected territories, enabling participatory climate
	Senegal	**CAJUST**	Facilitation of company–community dialogue within Just Energy Transition processes.

ANNEX II – DEEP DIVE CASES

For the deep-dive case analysis, ten out of the 25 participating organizations —two per country—were purposively selected to ensure a representative and analytically robust sample across countries, thematic areas, and levels of performance. For each organization, a comprehensive profile was developed (see SECTION I), systematically documenting their activities, outputs, outcomes, and institutional characteristics. This analysis provided a structured basis for assessing their effectiveness, identifying enabling and constraining factors, and ultimately informing a consolidated reflection on their performance and contribution to the core objective of the Green Accountability Grant's ToC —namely, strengthening climate accountability through enhanced transparency, participation, and policy influence.

In addition, a second analytical layer focused on five organizations—one per country—selected for their particularly strong engagement, communication intensity, and knowledge exchange within the CoP. This sub-sample was used to assess how active participation in the CoP translates into influence on national climate governance processes and broader accountability ecosystems (SECTION II). The analysis situates these organizations within their respective country contexts, allowing for a comparative assessment of how CoP dynamics interact with domestic institutional environments and other civil society actors. The five organizations selected for this purpose are: PRAAN (Bangladesh), INESC (Brazil), CIPCRE (Cameroon), GFLAC (Mexico), and ASDI (Senegal).

SECTION I. Profiles

Participatory Research & Action Network (PRAAN)

Executive Summary: Through the Green Accountability Platform, PRAAN operationalized a local accountability model in Subarnachar, Noakhali, embedding participatory mechanisms within Union Parishad structures. Its core contribution was the installation of Climate Feedback Boxes and the formation of oversight committees in Mohammadpur and Char Clark Unions, creating a structured interface for citizens to register grievances and monitor climate-related activities. This institutional engagement was complemented by participatory budgeting sessions and resulted in a documented fiscal outcome: both Unions allocated funds in their FY 2025–26 annual budgets for local climate adaptation management. The project demonstrates a shift from consultation to localized fiscal negotiation, though durability depends on continued political and administrative commitment.

Project Snapshot

Country: Bangladesh

CSO Name: PRAAN

Grant Size: $64,272 – Small grant recipient

Project Objective: Build capacity of two local government institutions and citizens to transform and implement climate-resilient, locally led public budgets and plans.

Core Accountability Mechanism: Institutionalized feedback loops through Climate Feedback Boxes and Union Climate Action Forums.

Secondary Mechanism: Participatory Rural Appraisal (PRA) for identifying climate risks and adaptation priorities.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Institutionalized Complaint & Feedback Mechanisms**
    - **Activity:** Installation of Climate Feedback Boxes in Union Parishad offices and establishment of five-member monitoring committees (including Union Chairmen, Secretaries, women members, forum members, and PRAAN representatives).
    - **Outcome harvested:** The mechanism is operational and reviewed biweekly. It created a formal channel for citizens to submit complaints and suggestions regarding climate-related activities, institutionalizing a recurring accountability interface within Union Parishads.

- **Output 2 - Local Budget Allocation for Adaptation**
    - **Outcome harvested:** Following structured budget sessions and advocacy engagement, Mohammadpur and Char Clark Unions allocated funds in their FY 2025–26 annual budgets for local climate adaptation management. This represents a documented fiscal adjustment at subnational level linked to participatory budget engagement.

- **Output 3 - Participatory Rural Appraisal (PRA) & Action Forums**
    - **Activity:** Nine PRA sessions conducted in January with approximately 230 climate-vulnerable residents in Char Clark Union.
    - **Outcome harvested:** Community-identified risks and adaptation priorities informed union-level planning discussions and contributed to the development of union-based action planning processes.

Contribution pathway: Participatory risk mapping (PRA) → formation of Union Climate Action Forums → installation of Climate Feedback Boxes and monitoring committees → structured budget advocacy sessions → allocation of climate adaptation funds within Union budgets and institutionalized grievance redress.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor: Direct engagement and cooperation from Union Parishad leadership, including Chairmen and administrative officers, facilitated budget inclusion and operationalization of grievance mechanisms.

Constraint: Political turnover, changes in local leadership, and climate-related disruptions (floods, cyclones, monsoon conditions) periodically interrupted implementation. The institutionalization of feedback and budget mechanisms remains sensitive to local political dynamics.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

The union-level co-governance model is transferable where local governments retain discretionary budget authority. However, scaling requires formal integration into national local government finance frameworks or LAPA implementation guidelines to reduce dependence on individual leadership commitment. Without regulatory anchoring, replication may remain project-contingent.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	2 (Conducive)	+1	**Validated.** PRAAN applied Participatory Rural Appraisal tools and budget tracking templates to inform union-level climate budgeting processes. The organization identifies a need for more advanced Political Economy Analysis capacity to deepen systemic engagement.
Organizational	3 (Substantial)	+2	**Validated.** Demonstrated structured planning cycles, multi-stakeholder coordination, and adaptive management in response to changing local government budget directives.
Partnership	3 (Substantial)	+1	**Validated.** Effectively convened Union Parishad officials and community representatives within formal oversight and budget processes while maintaining independent facilitation.
Leadership+	3 (Substantial)	+2	**Validated.** Articulated actionable fiscal proposals that contributed to documented budget allocations for climate adaptation in two Union Parishads.

Evaluator Reflection. PRAAN exemplifies an **Institutional Co-Governance model** at the subnational level, embedding participatory accountability mechanisms within Union Parishad structures rather than operating solely through external advocacy. The installation of feedback mechanisms and documented budget allocations indicate movement from planning dialogue to fiscal adjustment. However, the model remains localized and contingent on continued administrative cooperation. Sustained impact will depend on whether these mechanisms become routinized within Union governance procedures rather than remaining project-dependent innovations.

WAVE Foundation

Executive Summary: Through the Green Accountability Platform, WAVE Foundation implemented the Strengthening Climate Governance with Grassroots Participation in Bangladesh (SCGGP) project across 4 upazilas and 32 Union Parishads in the climate-vulnerable coastal districts of Patuakhali and Barguna. Prior to the intervention, many statutory Disaster Management Committees (DMCs) were inactive or irregular, and Union Parishad initiatives suffered from limited transparency, weak community participation, and low accountability, leaving disaster preparedness and local adaptation planning poorly monitored and managed.

As a result of the initiative, Union Parishads now openly share their annual budgets through budget briefings, organize public hearings and community dialogues, conduct structured community consultations to inform annual plans, and integrate community participation into standing committees. The project reactivated all 32 DMCs, institutionalized quarterly meetings with 30% women representatives, and introduced a Community-Based Monitoring System (CBMS). Social audits, grievance mechanisms, and participatory planning tools have strengthened accountability, transparency, and citizen oversight at the Union level.

More than 10 Union Parishads incorporated dedicated allocations for disaster preparedness and adaptation into their formal budgets, signaling institutional uptake and localized fiscal responsiveness. By embedding participatory accountability tools within statutory governance structures, the initiative has shifted practice from ad hoc disaster response toward routine, community-responsive climate governance, demonstrating functional, system-owned governance at the Union level

Project Snapshot

Country: Bangladesh

CSO Name: WAVE Foundation

Grant Size: $162,000 – Large grant recipient

Project Objective: Strengthen climate governance by enhancing civil society participation, community awareness, and the capacity of local Disaster Management Committees (DMCs), while promoting multi-stakeholder coordination.

Core Accountability Mechanism: Institutional strengthening of statutory Disaster Management Committees combined with a CBMS.

Secondary Mechanism: Participatory Rural Appraisal (PRA) for hazard mapping and women-led engagement within local governance structures.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Strengthening Climate Governance with Grassroots Participation in Bangladesh Project (SCGGP)**
    - **Activity:** Under the project, a Community-Based Monitoring System (CBMS) was introduced through the deployment of a participatory monitoring and feedback mechanism across 32 Union Parishads in four Upazilas.
    - **Outcome harvested:** The CBMS is fully operational, enabling communities to report implementation gaps, such as in cyclone shelter maintenance. Union Parishads used this feedback to adjust preparedness actions, creating a functional accountability loop between citizens and local service providers. This strengthened transparency, enhanced citizen engagement, and embedded participatory oversight within routine subnational governance processes.

- **Output 2 - Institutional Activation of DMCs and LAPAs**
    - **Activity:** Training, development of Standard Operating Procedures (SOPs), and participatory planning with Union and Upazila Disaster Management Committees.
    - **Outcome harvested:** Previously dormant DMCs were reactivated and now function as fully operational statutory bodies. Local Adaptation Plans of Action (LAPAs) were developed and formally integrated into Union Parishad Annual Development Plans. This institutionalization ensures that climate resilience and disaster preparedness are now routine components of local government planning, strengthening procedural compliance, accountability, and long-term governance capacity at the subnational level. By embedding these structures and processes, the initiative created a durable governance framework for climate action rather than temporary project-driven activities.

- **Output 3 - Local Climate Finance Mobilization**
    - **Activity:** Advocacy for dedicated local budget lines for disaster preparedness and resilience.
    - **Outcome harvested:** More than ten Union Parishads allocated specific funds (approximately USD 500 in total) for disaster preparedness and resilience measures. While financially modest, these allocations represent a measurable increase (approximately 20–30%) in local spending and a structural shift toward climate-responsive local governance.

Contribution pathway: Reactivation of DMCs and SOPs → Participatory risk mapping (PRA) → Development of LAPAs → Deployment of CBMS → Integration into Annual Development Plans → Allocation of local budgets for resilience.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor – Embeddedness in Statutory Structures: The project succeeded by working through existing governance bodies rather than creating parallel mechanisms. Alignment with national climate and disaster policies reduced institutional resistance and enabled uptake.

Constraint – Political Misalignment at Local Level: Implementation slowed in areas where local political priorities diverged from climate objectives. Early alignment with elected leadership emerged as critical to sustaining momentum.

Lesson on Inclusion: Meaningful participation required deliberate design. Outcomes such as women-led recovery initiatives materialized only when dedicated spaces for women's engagement were formally embedded within DMC structures.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

The LAPA–CBMS model demonstrates strong potential for replication in decentralized, disaster-prone contexts where statutory Disaster Management Committees exist but lack operationalization. By embedding participatory monitoring and planning tools within formal Union Parishad structures in Patuakhali and Barguna, the initiative strengthened institutional processes rather than creating parallel systems enhancing scalability.

Continuity depends on sustained technical accompaniment, integration of LAPA priorities into Upazila and district planning mechanisms, and linkage to national climate finance streams. Institutionalizing performance tracking, budget line commitments, and grievance mechanisms will

be critical to prevent regression into inactivity and to enable structured expansion to additional unions.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	3 (Substantial)	+1	**Validated.** Wave introduced and institutionalized technical governance tools (LAPA, SOPs, CBMS) and trained local officials on alignment with 17 national climate policies.
Organizational	3 (Substantial)	+1	**Validated.** Effective management of a multi-site intervention across 32 Union Parishads demonstrates strong operational systems and monitoring capacity.
Partnership	3 (Substantial)	+1	**Validated.** Wave maintained functional partnerships with Union Parishads and relevant ministries, bridging national frameworks and local implementation.
Leadership+	3 (Substantial)	+0	**Validated.** Wave entered the project with established leadership and sustained this role through coordination, peer support, and governance guidance.

Evaluator Reflection. Wave Foundation operationalized an **Institutional Co-Governance model** by strengthening procedural climate governance through statutory Disaster Management Committees in Patuakhali and Barguna. Previously inactive committees resumed regular meetings, documented resolutions, and integrated climate risk priorities into annual planning. Participatory monitoring, social audits, and grievance mechanisms enhanced transparency and citizen oversight, while dedicated budget allocations signaled movement from procedural compliance toward functional accountability and localized fiscal responsiveness. These changes reflect tangible institutional activation and initial ownership. However, long-term sustainability requires continued political commitment, integration into routine administrative cycles, and stronger linkage to national climate finance mechanisms to prevent regression and ensure system-owned, durable climate governance.

Instituto de Estudos Socioeconômicos (INESC)

Executive Summary: Through the Green Accountability Platform, Instituto de Estudos Socioeconômicos (INESC) strengthened civil society engagement in Brazil's federal climate budgeting process by combining forensic budget analysis with direct legislative advocacy. The project's most significant institutional outcome was the creation of a permanent Budget Working Group within the Mixed Parliamentary Environmental Front (FPAmb), institutionalizing a structured channel for civil society participation in legislative budget scrutiny beyond the project lifecycle. INESC also drafted amendments to the 2026 Budget Guidelines Law proposing a Climate Use Identifier and a minimum allocation of parliamentary amendments for climate action; these proposals were formally incorporated into the legislative process and remain under review.

Efforts to earmark oil revenues from the Pre-Salt Social Fund for climate adaptation were ultimately rejected in Congress, reflecting the constraints of a legislature dominated by agribusiness and extractive interests. Separately, the Ministry of Planning launched a Climate Expenditure Panel introducing a dedicated budget sub-function for climate spending, aligning with long-standing transparency demands advanced by INESC and allied organizations. The project therefore strengthened institutional readiness and legislative footholds for climate finance oversight, though substantive fiscal restructuring remains contingent on political shifts within Congress.

Project Snapshot

Country: Brazil

CSO Name: INESC

Grant Size: $155,000 – Large grant recipient

Project Objective: Increase civil society capacity to monitor and influence climate governance and public resource allocation for climate adaptation, with a focus on the federal budget process.

Core Accountability Mechanism: Legislative advocacy through drafting budget amendments and institutional co-governance via the Parliamentary Budget Working Group.

Secondary Mechanism: Forensic budget analysis and network mobilization, including participation in the Adaptation Group of the Climate Observatory.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Amendments to the 2026 Budget Guidelines Law (LDO)**
    - **Activity:** Drafting technical amendments and direct engagement with eight targeted deputies.
    - **Outcome harvested:** Seven parliamentarians formally filed amendments creating a Climate Use Identifier and reserving 10% of parliamentary amendments for climate adaptation. These proposals are under formal review by the Joint Budget Committee, representing a concrete institutional shift from advocacy to rule-setting.
    - **Strategic Pivot (Interview Insight):** Initially, INESC explored incentivizing MPs to allocate parliamentary amendments to climate projects. During implementation, the organization reassessed this approach, recognizing that the amendment system reinforces clientelism and electoral bargaining. INESC deliberately pivoted toward transparency and oversight, refusing to legitimize a flawed mechanism even when it could generate short-term climate funding.

- **Output 2 - Budget Working Group within the Mixed Parliamentary Environmental Front (FPAmb)**

- **Mechanism:** Creation of a permanent Budget Working Group with INESC as Executive Secretariat.
- **Outcome harvested:** The Working Group institutionalized civil society participation in legislative budget scrutiny, hosting public hearings and technical seminars. This shifted INESC's role from external commentator to embedded technical interlocutor within Congress.

- **Output 3 - Influence on the Pre-Salt Social Fund (Provisional Measure 1,291)**
  - **Activity:** Rapid fiscal analysis and drafting of amendments proposing ring-fencing oil revenues for climate mitigation and adaptation.
  - **Outcome harvested:** Although the amendment was rejected at the final stage, six of seven engaged parliamentarians adopted INESC's proposed language. This demonstrated INESC's capacity to equip a minority bloc with technically credible arguments, even when political conditions blocked immediate adoption.

Contribution pathway: Forensic budget analysis → Creation of parliamentary budget working structure → Co-drafting of legislative amendments → Adoption by MPs → Formal legislative review → Incremental restructuring of climate budget rules.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor – Technical Credibility: INESC's long-standing reputation was decisive. In a polarized Congress, allied MPs relied on INESC for technically defensible arguments ("ammunition") to engage opponents, transforming the organization into a de facto legislative drafting support unit.

Contextual Constraint – Hostile Congress: A legislature dominated by agribusiness and mining interests constrained reform. Even well-supported technical proposals faced rejection, pushing INESC into a defensive posture focused on transparency, resistance, and preparedness rather than rapid policy change.

Challenge – Time horizons: INESC noted that a one-year grant cycle is insufficient for building deep international peer relationships through the Community of Practice. Legislative trust and coalition-building require longer-term engagement and in-person interaction.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

Monitor the finalization of the Plano Clima and assess whether civil society inputs are reflected. Strategically, INESC is orienting toward the 2026 elections, recognizing that structural change in climate budgeting ultimately requires shifts in congressional composition.

The Parliamentary Budget Working Group model is highly replicable. By creating a permanent institutional home for civil society inside parliament, it decouples accountability influence from short project cycles.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence

Technical	2 (Substantial)	+0	**Validated.** INESC entered with high baseline capacity. The project expanded its focus from general budget analysis to adaptation-specific tracking and engagement with executive transparency tools.
Organizational	3 (Conducive)	+1	**Validated.** Effective management of a large grant and demonstrated adaptive decision-making, particularly the ethical pivot away from promoting parliamentary amendments.
Partnership	3 (Substantial)	+1	**Validated.** Strong institutional embedding through the Parliamentary Working Group and learning exchanges with Mexican counterparts on gender-responsive budgeting.
Leadership+	3 (Conducive)	+1	**Validated.** Agenda-setting leadership confirmed by the government's adoption of the Climate Expenditure Panel, reflecting long-term influence beyond the project.

Evaluator Reflection. INESC exemplifies a Legislative Policy Architect model within the portfolio. Rather than focusing on enforcement or protest, the organization works inside legislative arenas to draft amendments, equip allied parliamentarians with technical analyses, and institutionalize budget scrutiny mechanisms. The project demonstrates strategic maturity: INESC initially explored incentivizing parliamentary amendments for climate allocation but deliberately pivoted toward transparency and oversight after recognizing the structural distortions embedded in Brazil's amendment system. This shift underscores an accountability logic grounded in institutional reform rather than short-term fiscal gains.

At the same time, the case illustrates the structural ceiling of legislative advocacy under adverse political composition. Although amendments were formally filed and a permanent working group established, substantive fiscal reallocation remains contingent on shifts in congressional power dynamics. INESC's contribution lies in building institutional readiness and embedding civil society within legislative processes, positioning climate finance oversight to advance when political conditions become more favorable.

Instituto Fronteiras do Desenvolvimento

Executive Summary: Through the Green Accountability Platform, Instituto Fronteiras operationalized a legal–epistemic accountability model in Acre's jurisdictional REDD+ governance. The central institutional outcome was the activation of horizontal oversight: evidence generated through the REDD+ Juruá Observatory was used by the Federal Public Prosecutor's Office (MPF) to issue a formal recommendation requiring Free, Prior and Informed Consultation (FPIC/CPLI) within Acre's REDD+ program. The project also supported a civil investigation by the State Public Prosecutor (MPAC) into REM/AC expenditures, strengthening prosecutorial scrutiny of climate finance governance.

In parallel, territorial diagnostics and community position letters contributed to a revision of Acre's REDD+ benefit-sharing methodology, shifting from a program-based stock–flow approach toward a territorial presence model. This change carries distributive implications by aligning benefits more directly with land occupation and protection by social actors. While governance standards and safeguards improved, budget earmarking and long-term fiscal guarantees remain unresolved, limiting the durability of these gains.

Project Snapshot

Country: Brazil (State of Acre, Upper Juruá)

CSO Name: Instituto Fronteiras do Desenvolvimento

Grant Size: $55,000 – Small grant recipient

Project Objective: Empower Indigenous peoples and traditional communities with open-access information on climate finance and REDD+ governance, and leverage this evidence to strengthen safeguards, consultation, and benefit-sharing mechanisms.

Core Accountability Mechanism: Epistemic accountability (REDD+ Observatory data) triggering legal counter-power through Public Prosecutors.

Secondary mechanism: Multi-stakeholder dialogue with Indigenous organizations, RESEX councils, and municipal secretariats.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - REDD+ Juruá Observatory (Public Monitoring Platform)**
    - **Target audience:** Indigenous organizations, traditional communities, prosecutors (MPF/MPAC), civil society actors, local authorities.
    - **Outcome harvested:** The Observatory consolidated previously fragmented information on private and jurisdictional REDD+ projects, safeguards, and financing into an accessible evidence base. This reduced information asymmetry and enabled Indigenous leaders and prosecutors to challenge carbon contracts and program design using verifiable data.

- **Output 2 - Legal Mobilization with MPF and MPAC**
    - **Outcome harvested. FPIC enforcement:** Evidence produced by Instituto Fronteiras was used by the Federal Public Prosecutor (MPF) to issue a formal recommendation requiring Free, Prior and Informed Consultation in Acre's jurisdictional REDD+ program.

- **Civil investigation:** Analysis of expenditures under the REM/AC (Early Movers) program contributed to the opening of a civil investigation by the State Prosecutor (MPAC) into the use of REDD+ funds.

- **Output 3 - Reform of REDD+ Benefit-Sharing Methodology**
  - **Outcome Harvested:** Based on territorial diagnostics and community position letters, the State of Acre revised its benefit-sharing methodology. The state shifted from a program-based "stock–flow" approach to a territorial presence model, allocating benefits according to the proportion of land occupied and protected by each social actor. This represents a structural governance change with direct distributive implications.

Contribution pathway: Community diagnostics and data aggregation → REDD+ Observatory → Technical briefings to prosecutors → Prosecutorial recommendation and investigation → Revision of REDD+ benefit-sharing rules → Strengthened territorial rights and safeguards.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor. Accountability by proxy. Instituto Fronteiras recognized its lack of enforcement power and deliberately partnered with autonomous oversight bodies. By "borrowing" prosecutorial authority, the organization converted transparency into enforceable accountability.

Constraint - Political co-optation pressure. In Acre, negotiated arrangements with the state are normalized among CSOs. Maintaining a rights-based, critical stance required resisting informal deals that would have weakened safeguards. Additionally, governance gains are not yet backed by guaranteed budget allocations.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

This model is replicable in jurisdictions where prosecutors or audit bodies retain autonomy. It requires sustained investment in data systems, legal expertise, and political economy analysis to move from transparency to enforceable safeguards.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	2 (supportive)	+1	**Validated.** The Observatory and analysis of benefit-sharing methodologies demonstrate high technical rigor and direct applicability to legal and policy processes.
Organizational	3 (Substantial)	+1	**Validated.** Strategic alignment improved, but administrative burden and reporting demands constrained delivery capacity for a small team.
Partnership	3 (Substantial)	+1	**Validated.** Relationships with MPF and MPAC shifted from ad hoc engagement to trust-based collaboration, while community partnerships remained central.
Leadership+	3 (Substantial)	+1	**Validated.** Triggering a federal FPIC mandate and influencing a state-level benefit-sharing reform constitutes agenda-setting leadership.

Evaluator Reflection. Instituto Fronteiras represents a **legal–epistemic accountability hybrid** within the portfolio. Rather than relying solely on participatory dialogue or advocacy, the organization combined data aggregation, territorial diagnostics, and political economy analysis with strategic activation of autonomous oversight bodies. By converting community-generated evidence into prosecutorial action, it demonstrated how transparency can transition into enforceable accountability in contexts where executive cooperation is limited. The case illustrates the effectiveness of “accountability by proxy” through horizontal institutions such as the MPF and MPAC. At the same time, it highlights the ceiling of legal-driven reform: while safeguard standards and benefit-sharing rules evolved, long-term fiscal justice and stable climate finance governance remain contingent on political decisions beyond prosecutorial influence.

Cercle International pour la Promotion de la Création (CIPCRE)

Executive Summary: Through the Green Accountability Platform, CIPCRE operationalized a participatory climate governance model across five municipalities in Cameroon by producing municipal Climate Risk Maps and establishing citizen monitoring mechanisms aligned with formal Communal Development Plans (PCDs). Participatory risk assessments identified climate "red zones" and informed the integration of climate considerations into newly revised five-year development plans in two municipalities, directly influencing future Annual Investment Plans. The ECOVERT digital platform and Community Climate Observatories (OCCAP-Clim) strengthened transparency and anticipatory oversight, including the identification of infrastructure risks before structural failure occurred. A key enabling factor was strong municipal political will and recognition of CIPCRE's technical competence, while political rivalry between local actors emerged as a contextual constraint capable of slowing implementation despite technical readiness

Project Snapshot

Country: Cameroon

CSO Name: Cercle International pour la Promotion de la Création (CIPCRE)

Grant Size: $154,998 - Large grant recipient

Project Objective: Support six municipalities to strengthen green accountability through participatory climate-resilient planning and enhanced citizen participation in local governance.

Core Accountability Mechanism: Participatory climate risk mapping integrated into municipal planning cycles.

Secondary mechanism: Citizen Observatories (OCCAP-Clim) for monitoring public works and Endogenous Volunteer Groups (VELEC) for community-level adaptation actions.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Participatory Climate Risk Assessments and Municipal Risk Maps**
    - **Target Audience:** Municipal officials, planners, community representatives.
    - **Outcome harvested:** Participatory mapping identified climate "red zones" (floods, landslides) and produced publicly accessible municipal risk maps. Two municipalities formally integrated these maps into their new five-year Communal Development Plans (PCDs). This integration is significant because PCDs directly guide Annual Investment Plans, effectively locking climate priorities into municipal budgeting cycles for the next five years.

- **Output 2 – PReReV-CTD Project**
    - **Target Audience:** Municipal officials, planners, community representatives.
    - **Outcome harvested:** The "Defense for Strengthening Green Accountability by Decentralized Territorial Collectivities in Cameroon" (PReReV-CTD) project strengthened local climate policies by mobilizing elected officials through advocacy workshops, building municipal capacities for participatory climate risk assessments, and producing risk maps to guide climate-sensitive investments. These efforts were reinforced by a digital accountability platform that improved transparency and monitoring of climate commitments.

- **Output 3 - Citizen Observatories (OCCAP-Clim)**
    - **Target Audience:** Youth and women leaders, local oversight actors.
    - **Outcome harvested:** OCCAP-Clim monitors exercised pre-emptive accountability by identifying a school construction project with a faulty foundation that ignored climate risk standards. The alert triggered a review before structural failure occurred, demonstrating that accountability mechanisms can prevent loss of life and waste of public funds, not merely document failures after the fact.

- **Output 4 - ECOVERT Digital Accountability Platform**
    - **Outcome harvested:** ECOVERT established a direct communication channel allowing mayors to publicize climate commitments and citizens to question implementation. While still being finalized for long-term sustainability, the platform already functions as a transparency interface linking risk data, municipal actions, and citizen scrutiny.

Contribution pathway: Training of municipal focal points → participatory identification of climate "red zones" → integration into five-year communal development plans → citizen monitoring of infrastructure and land-use decisions → anticipatory risk management and avoided losses.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor: CIPCRE's leadership is operational rather than political, focused on fixing the "plumbing" of local governance systems rather than agenda-setting at national level.

Constraint: Accountability is not politically neutral. In some municipalities, when community leaders driving climate action belong to opposition parties, mayors may slow or block implementation to avoid granting political credit. This political economy risk can undermine otherwise sound technical interventions.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

Participatory risk mapping is highly replicable in decentralized contexts with weak state capacity, particularly when aligned with formal planning cycles. Replication is strongest when paired with visible, preventive actions and when political incentives at local level are explicitly assessed and managed.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	2 (Conducive & supportive)	+1	**Validated.** CIPCRE functioned as the technical arm of municipalities, delivering participatory risk mapping and anticipatory risk management tools that directly informed planning decisions.
Organizational	3 (Substantial)	+0	**Validated.** Managing a complex, multi-municipality intervention across politically diverse contexts demonstrates strong systems and operational resilience.

Partnership	3 (Substantial)	+1	**Validated.** Relationships with municipal executives and regional technical services were structural, not ad hoc, driven by CIPCRE's ability to solve concrete capacity gaps
Leadership+	2 (Conducive & supportive)	+0	**Validated.** CIPCRE's leadership is operational rather than political, focused on fixing the "plumbing" of local governance systems rather than agenda-setting at national level

Evaluator Reflection. CIPCRE represents an **Institutional Co-Governance model** centered on technical embedding rather than enforcement or protest. By producing participatory risk diagnostics and aligning them with formal planning cycles, the organization strengthened the procedural foundations of local climate accountability in contexts characterized by weak technical capacity. Its contribution lies in institutionalizing anticipatory governance practices, linking community-generated evidence to municipal planning instruments. However, the case underscores the political economy ceiling of technical accountability: even well-designed planning tools remain vulnerable to local partisan dynamics and uneven fiscal capacity, limiting the translation of risk identification into fully financed adaptation responses

Women for a Change

Executive Summary: Through the Green Accountability Project, Women for a Change (Wfac) strengthened gender-responsive climate finance discourse in Cameroon by convening a national Climate Finance Action (CFA) working group and facilitating structured dialogue on monitoring climate finance across agriculture, WASH, and gender equality sectors. The initiative included one in-person seminar and four virtual meetings engaging 22 multi-sectoral actors, leading to the review of a draft Climate Finance Manual and the outline of policy briefs. Wfac also participated in discussions at the Bonn Climate Conference, linking national gender-climate advocacy to international transparency processes. While a consortium of climate finance actors was formed and behavioral shifts in awareness were reported, no documented changes in government budget allocations or formal policy instruments were verified; institutional impact remains at the level of coalition-building and knowledge consolidation.

Project Snapshot

Country: Cameroon

CSO Name: Women for a Change

Grant Size: $55,000 – Small grant recipient

Project Objective: Strengthen gender-responsive climate finance accountability by building a national coalition capable of monitoring climate finance flows and advocating for inclusive climate governance

Core Accountability Mechanism: Epistemic accountability through coalition-building, knowledge production, and policy dialogue.

Secondary mechanism: Gender-responsive climate finance advocacy and multi-stakeholder convening.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Climate Finance Action (CFA) Working Group.**
    - **Activity:** Convening of one national seminar and four virtual sessions involving 22 stakeholders across sectors.
    - **Outcome harvested:** Formation of a national consortium focused on climate finance monitoring and gender integration. Participants reported increased awareness of climate finance tracking tools and accountability pathways.

- **Output 2 - Draft Climate Finance Manual.**
    - **Activity:** Development and review of a draft manual intended to guide monitoring of climate finance allocations
    - **Outcome harvested:** Manual reviewed but not yet formally adopted by public authorities; represents knowledge consolidation rather than institutional embedding.
- **Output 3 – International Engagement (Bonn Climate Conference)**
    - **Activity:** Participation in gender and climate transparency discussions at COP-related forums

- **Outcome harvested:** Expanded transnational linkages and visibility for gender-responsive climate finance issues; no documented formal integration into national NDC instruments.

Contribution pathway: Convening multi-sector stakeholders → Development of draft monitoring guidance → Coalition formation on gender-responsive climate finance → Expanded awareness and participation in national and international climate dialogue → Prospective influence on future climate finance governance processes.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor. Strong convening credibility within feminist and civil society networks enabled rapid formation of a Climate Finance Action working group and sustained participation across virtual sessions.

Constraint: Limited fiscal transparency and fragmented climate finance data at national level constrain the coalition's ability to move from awareness-building to enforceable oversight. Political transitions and electoral dynamics affected sustained engagement, particularly during election period.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

The coalition-based epistemic model is replicable in contexts where climate finance discourse is emerging but institutional channels remain weak. However, sustainability depends on transitioning from dialogue and manual development toward formalized integration into national budget oversight mechanisms. Without clear institutional uptake or fiscal tracking mandates, accountability gains risk remaining at the level of network coordination.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	3 (Substantial)	+2	**Validated.** SAILD moved beyond advocacy to produce concrete technical assets, notably the CCAP and a formal engagement strategy. The deployment of a digital accountability tool used by local authorities supports a substantial technical
Organizational	2 (Conducive & supportive)	+1	**Validated.** SAILD successfully managed a multi-stakeholder project involving 20 CSOs and international partners (WRI). While self-reporting modest capacity, evidence shows effective coordination, execution of baseline surveys across 20 villages and digital tool development
Partnership	3 (Substantial)	+2	**Validated.** SAILD secured sustained engagement from the National NDC Coordinator and facilitated dialogue between government, CSOs, and partners. Participation in COP 29 workshops further evidences high-level partnership capabilities
Leadership+	2 (Conducive & supportive)	+1	**Validated.** SAILD coordinated the development of a national CSO engagement strategy for the PNACC revision. While formal adoption is pending, its role in structuring civil society participation demonstrates emerging leadership in the sector consistent with a "Conducive" rating

Evaluator Reflection: Women for a Change represents a **gender-centered epistemic mobilization model** within the portfolio, prioritizing coalition formation and knowledge consolidation over direct fiscal enforcement or legislative reform. The project strengthened discursive and network capacity around gender-responsive climate finance, positioning Wfac as a convening actor within Cameroon's climate justice ecosystem. However, accountability gains remain primarily cognitive and relational: while a consortium was established and monitoring tools drafted, there is no documented institutionalization within budget processes or enforceable transparency mechanisms. The case illustrates an early-stage accountability pathway in which discourse expansion and coalition alignment precede structural reform, underscoring the need for clearer fiscal entry points to translate awareness into durable institutional change.

Grupo de Cambio Climático para Latinoamerica y el Caribe (GFLAC)

Executive Summary: Through the Green Accountability Platform, GFLAC strengthened climate finance traceability in Mexico by operationalizing the Climate Finance Observatory (OFCM) as an integrated analytical system and scaling the Subnational Sustainable Finance Index (SSFI). The Observatory evolved from a proposal into a multi-level monitoring infrastructure combining: (i) national fiscal alignment analysis through the Sustainable Finance Index (SFI) and monitoring of Mexico's Sustainable Taxonomy in development banking; (ii) subnational assessment of revenue–expenditure coherence across Mexico's 32 states through the SSFI; and (iii) a Methodology for the Evaluation of Climate Policy Programs to assess whether allocated climate finance translates into measurable outcomes.

Together, these components generated structured evidence on the coherence between climate commitments, public expenditure and financial instruments, identifying operational gaps in taxonomy implementation, fiscal dependence on carbon-intensive activities, and asymmetries in subnational planning capacity. GFLAC also contributed technical inputs to participatory dialogues surrounding Mexico's NDC 3.0 update, strengthening the financial dimension of public debate.

While the project expanded fiscal transparency discourse and deepened dialogue with SEMARNAT, development banks and subnational authorities, formal institutional adoption of the Observatory or structural budget reallocation was not documented. Impact remains concentrated in epistemic strengthening, enhanced analytical capacity and behavioral shifts in climate finance governance.

Project Snapshot

Country: Mexico

CSO Name: GFLAC

Grant Size: $125,000 – Medium grant recipient

Project Objective: Strengthen climate finance accountability in Mexico by operationalizing the Climate Finance Observatory as an integrated analytical system—monitoring the implementation of Mexico's Sustainable Taxonomy, scaling the Sustainable Finance Index at the subnational level, and developing methodological tools to assess alignment between climate commitments, public expenditure and policy outcomes.

Core Accountability Mechanism: Epistemic accountability through taxonomies, indices, and a public climate finance observatory.

Secondary mechanism: Technical policy dialogue and advisory engagement in NDC and sustainable finance processes.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Climate Finance Observatory (OFCM)**
    - **Product:** Operational multi-level monitoring infrastructure integrating fiscal alignment analysis (SFI), taxonomy monitoring in development banking, and a programmatic evaluation methodology through a public citizen-led platform.
    - **Outcome harvested:** The Observatory transitioned from concept to an operational analytical system producing regular, structured analyses. It consolidated fragmented fiscal and institutional data into a coherent evidence base connecting revenues, expenditures, financial instruments and policy implementation. The platform is now used by civil society actors and legislators to scrutinize climate-related spending beyond aggregate transparency.

- **Output 2 - Monitoring of Sustainable Taxonomy in Development Banking**
    - **Activity:** Pilot assessment of 113 development bank operations across 11 institutions, combined with surveys, interviews and institutional validation processes.
    - **Outcome harvested:** Revealed heterogeneity in taxonomy operationalization, verification challenges and institutional capacity gaps. Generated increased openness from development banks for continued technical dialogue and gradual operational adoption. Shift observed at cultural and procedural levels, not yet regulatory.

- **Output 3 - Subnational Sustainable Finance Index (SSFI)**
    - **Activity:** Comprehensive implementation of the Sustainable Finance Index methodology across Mexico's 32 federal states, with the objective of assessing the alignment of subnational public finances with climate and sustainability goals.
    - **Outcome harvested:** Development and operationalization of an innovative tool to systematically monitor and analyze financial flows related to climate change, covering both revenues and expenditures linked to sustainable activities, as well as those associated with carbon-intensive sectors.

The application of the index enabled:

- Identifying structural gaps between state climate action plans, fiscal structures, and budget allocations.
- Determining the proportion of public resources allocated to climate change mitigation and adaptation actions.
- Assessing the fiscal impact of carbon-intensive economic activities and their potential effects on the energy transition.
- Strengthening transparency and accountability in the use of public resources through the generation of comparable, state-level evidence based exclusively on official sources.
- Generating strategic information to support the formulation and strengthening of public policies aimed at sustainability, economic decarbonization, and fiscal alignment with climate commitments.

- **Output 4 - Methodology for the Evaluation of Climate Policy Programs**
    - **Activity:** Development and operationalization of a structured methodology, including a gradual application strategy, to assess coherence between program design, financial allocations and climate outcomes.
    - **Outcome harvested:** Addressed a structural gap in climate accountability by enabling systematic evaluation of whether allocated climate finance translates into measurable results. Shifted the debate from budget transparency toward outcome-oriented scrutiny.

- **Output 5 – Influence on NDC 3.0**

- **Activity:** Development of “10 Recommendations” and technical participation in national dialogues with SEMARNAT.
- **Outcome harvested:** Structured evidence on fiscal alignment, taxonomy implementation and programmatic coherence informed the NDC 3.0 update process, strengthening the articulation of financial mechanisms within national climate commitments.

Contribution pathway: Development of climate finance monitoring methodologies → Operationalization of Observatory and subnational index → Generation of fiscal alignment evidence → Technical engagement with federal and subnational actors → Increased visibility of financial traceability in national climate policy debates.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor: Strong technical authority enabled GFLAC to access technocratic policy spaces where fiscal definitions and taxonomies are negotiated.

Constraint: Accountability impact is capped by the availability and granularity of public fiscal data; opaque datasets limit even the most rigorous analysis.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

The Observatory model is transferable in contexts with climate commitments but fragmented fiscal transparency. However, long-term impact depends on institutional adoption, integration into formal reporting systems, and complementary enforcement actors capable of translating traceability evidence into fiscal decision-making.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	2 (Conducive & Supportive)	+1	**Validated.** GFLAC refined existing high specialization through taxonomy application and political economy analysis of climate finance.
Organizational	2 (Conducive & Supportive)	+1	**Validated.** Effective management of multiple complex workstreams and adaptive response to shifting policy windows (e.g., NDC update).
Partnership	2 (Conducive &	+0	**Validated.** Stable, functional engagement with SEMARNAT and legislative actors, without a structural shift in partnership depth.
Leadership+	2 (Conducive)	+1	**Validated.** GFLAC defined and led the climate finance accountability niche, shaping how “green spending” is technically understood.

Evaluator Reflection. GFLAC exemplifies the **Epistemic Accountability archetype** in its most technically specialized form: governing through definition, classification, and fiscal traceability rather than through mobilization or legal enforcement. By operationalizing taxonomies, indices, and a public observatory, GFLAC strengthens the informational architecture upon which climate accountability depends, aligning with transparency-as-governance approaches in which measurement standards shape policy debate. The project demonstrates measurable behavioral

shifts among civil society actors and expanded technical dialogue with federal and subnational institutions. Yet it also confirms a structural ceiling: without formal adoption or mandated integration into fiscal reporting systems, epistemic authority alone rarely compels budgetary change. The intervention, therefore, strengthens the accountability ecosystem's analytical foundation while leaving enforcement dynamics contingent on political uptake.

Espacio de Encuentro de las Culturas Originarias A.C. (EECO)

Executive Summary: Through the Green Accountability Platform, EECO operationalized an Inclusive Climate Governance model that moved beyond generic consultation toward the structured, methodological inclusion of seven distinct marginalized groups in national climate decision making, including LGBTQ+ persons, people with disabilities, Afro-descendant communities, Indigenous peoples, women, youth, and older adults. The most significant outcome was the direct integration of these intersectional perspectives into Mexico's NDC 3.0, facilitated through EECO's active role in the Climate Change Council and federal technical working groups. This shift was enabled by a clear technical vacuum within SEMARNAT and INECC during the administration transition, as institutions lacked concrete methodologies to meet their own participation commitments. A key frontier for the next phases could be moving from voluntary inclusion to binding mandates, particularly through reform of the General Law on Climate Change.

Project Snapshot

Country: Mexico

CSO Name: Espacio de Encuentro de Culturas Originarias (EECO)

Grant Size: $114,921 – Medium grant recipient

Project Objective: Develop and implement strategies for the inclusion of vulnerable groups in climate public policies and strengthen climate governance through multi-stakeholder coordination.

Core Accountability Mechanism: Intersectional policy design through participatory methodologies (Methodological Guide, Vulnerometer) combined with institutional dialogue via the Climate Change Council.

Secondary mechanism: Digital aggregation of community voice (Climate Participation Website) and community-based ecosystem restoration networks.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Methodological Guide for Inclusive Climate Participation**
    - **Activity:** Co-design of participation methodologies with seven marginalized groups, explicitly including constituencies often excluded from environmental policy frameworks (LGBTQ+ persons and people with disabilities).
    - **Outcome harvested:** EECO provided federal authorities with practical indicators and procedural guidance on how to conduct inclusive consultations. This moved participation from an abstract principle to an operational standard, filling a concrete methodological gap within SEMARNAT.

- **Output 2 - Policy Influence on NDC 3.0 and Adaptation Governance**
    - **Activity:** Direct engagement through the Climate Change Council, technical working groups, and participation in Mexico's COP delegation.
    - **Outcome harvested:** EECO influenced the Adaptation and Climate Governance components of the NDC 3.0, ensuring that participation, differentiated vulnerability, and intersectionality were treated as core governance elements rather than annexes or symbolic commitments.

- **Output 3 - Climate Participation Digital Platform**

- **Product:** www.participacionclimatica.eeco.org.mx
- **Outcome harvested:** The platform systematized qualitative testimonies from marginalized communities, transforming dispersed narratives into structured evidence that could be formally presented to policymakers, strengthening the legitimacy and traceability of citizen inputs.

Contribution pathway: Consultation with seven vulnerable groups → Systematization of testimonies (digital platform) → Development of inclusive participation methodologies → Institutional advocacy via the Climate Change Council → Integration of intersectional perspectives into NDC 3.0 and adaptation governance.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor – The Technical Vacuum: Federal institutions were required to demonstrate inclusive participation but lacked operational guidance. EECO's provision of the "how" (methodologies and indicators) enabled adoption of the "what" (inclusive policy content).

Constraint – Voluntary Participation: Despite institutional openness, participation remains largely non-binding. Community inputs can still be selectively adopted, limiting accountability depth.

Constraint – Language and Access Barriers: EECO's early engagement in the Community of Practice was constrained by language barriers and technical density.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

Legal institutionalization. Reforming the General Law on Climate Change to make participation of vulnerable groups binding would consolidate gains and reduce dependence on political goodwill.

EECO's Methodological Guide and Vulnerometer are highly replicable tools for CSOs seeking to operationalize inclusive or just transition frameworks in national climate policy processes.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	2 (Conducive)	+1	**Validated.** EECO translated intersectionality into actionable policy tools (Vulnerometer, Methodological Guide) applicable to NDC processes.
Organizational	3 (Substantial)	+2	**Validated.** Effective management of a medium grant with multi-regional and multi-stakeholder engagement demonstrates robust systems.
Partnership	3 (Substantial)	+1	**Validated.** The conservative self-score reflects limited interaction with other global GA grantees, not weak partnerships. National alliances (CONANP, NOSSA Coalition) are strong and functional.
Leadership+	3 (Substantial)	+1	**Validated.** Causa Natura exercised procedural leadership by strengthening existing governance spaces rather than agenda-setting confrontation. Influence is institutional and embedded.

Evaluator Reflection. EECO exemplifies the **Inclusive Governance Architect model**. Rather than acting solely as an external advocate, the organization designs and supplies the internal architecture that enables the state to meet its own participation and human rights obligations. Its distinctive contribution lies in operationalizing intersectionality within climate governance, ensuring that green accountability does not reproduce historical exclusions but actively corrects them.

Citoyens Actifs pour la Justice Sociale (CAJUST)

Executive Summary: Through the Green Accountability Platform, CAJUST positioned itself as a central bridge between communities, government institutions, and private-sector actors in Senegal's energy transition. The organization's core contribution was translating abstract national climate commitments—including the Just Energy Transition Partnership (JETP) Investment Plan and NDC 3.0—into community-informed advocacy and structured social dialogue. By convening a landmark multi-stakeholder forum that brought previously reluctant private companies together with parliamentarians and impacted communities from Saint-Louis, Thiès, and Fatick, CAJUST helped normalize citizen participation in energy governance. A key enabling factor was the political shift following the installation of a new national administration, which introduced revised guidelines on fossil fuel exploitation and opened institutional spaces such as the "Climate and Development Days."

Project Snapshot

Country: Senegal

CSO Name: Citoyens Actifs pour la Justice Sociale (CAJUST)

Grant Size: $85,000 - Small grant recipient

Project Objective: Mobilize community actors, particularly women, youth, persons with disabilities, and journalists, to amplify citizen voices in favor of a transparent, inclusive, and socially just energy transition.

Core Accountability Mechanism: Structured multi-stakeholder social dialogue linking government, parliament, private companies, and communities, combined with policy advocacy on national climate and energy frameworks.

Secondary mechanism: Capacity building for decentralized local focal points and mobilization of climate-displaced communities to generate formal "community policy demands."

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - Multi-Stakeholder Social Dialogue on Energy Transition**
    - **Activity:** Convening a national forum involving the Ministry of Energy, Oil and Mines, private mining and gas companies, parliamentarians from the Energy Commission, and more than 200 participants from affected communities.
    - **Outcome harvested:** CAJUST successfully broke the long-standing reluctance of private companies to engage directly with communities affected by extractive and energy projects. By facilitating direct dialogue between impacted groups, including fisherfolk from Saint-Louis, and corporate actors, the forum reached consensus on conflict-mitigation measures. Parliamentary participation validated the dialogue as a legitimate space for legislative oversight, contributing to reduced social tension and greater legitimacy of energy transition investments.

- **Output 2 - Policy Engagement on National Frameworks (JETP, NDC 3.0)**
    - **Activity:** Active participation in civil-society platforms (OJUST, PACTEJ) and government-led "Climate and Development Days."
    - **Outcome harvested:** CAJUST contributed civil society inputs to the revision of NDC 3.0 and discussions on Environmental Code reforms. However, a key accountability finding is that despite improved consultation processes, the final NDC document remains inaccessible online. This highlights a persistent

transparency gap, where participation does not automatically translate into public access to policy outputs.

- **Output 3 - Mobilization of Climate-Displaced Communities (Saint-Louis)**
    - **Activity:** Capacity-building workshops with communities displaced by coastal erosion, focused on rights awareness, advocacy skills, and engagement with local authorities.
    - **Outcome harvested:** These interventions went beyond awareness raising and resulted in a Community Policy Document compiling concrete demands related to housing, livelihoods, and adaptation planning. The document was formally presented to policymakers, transforming climate-displaced populations from passive victims into active proponents within climate governance processes.

Contribution pathway: Community mobilization in Saint-Louis and Thiès → Production of community demand documents → Multi-stakeholder forum with companies and state actors → Integration of social-equity concerns into Climate and Development Days → Reduced social conflict and strengthened legitimacy of energy transition governance.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling Factor – Policy Window: The election of a new administration created a critical policy window. The government's focus on reviewing fossil fuel contracts and institutionalizing Climate and Development Days provided an entry point for CAJUST's recommendations.

Value of the Model – Peer Learning - Community of Practice: Interview evidence indicates that the Community of Practice was the most valuable element of the Green Accountability model. Learning exchanges with peers from Asia and Latin America were cited as instrumental in overcoming local implementation challenges.

Challenge: While financial reporting mechanisms exist, companies do not disclose emissions data. Without access to GHG metrics, communities and CSOs cannot independently verify the environmental performance of energy transition investments, limiting the depth of accountability.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

Advance emissions transparency reporting by moving beyond dialogue toward mandatory disclosure of corporate emissions data. This would enable credible carbon accounting and strengthen community oversight of the energy transition.

The "Just Transition Broker" model is highly replicable in extractive-dependent economies. By mediating between companies and communities, CSOs can reduce investment risk for the state while embedding social safeguards and accountability mechanisms.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	3 (Substantial)	+1	**Validated.** CAJUST demonstrated strong capacity to analyze complex climate finance frameworks (JETP) and identified a critical "Emissions Data Gap," whereby companies disclose financial and production data but not GHG emissions, evidencing sophisticated technical oversight.
Organizational	3 (Substantial)	+1	**Validated.** The establishment of decentralized focal points enabled effective coordination across three distinct regions, supporting sustained multi-stakeholder engagement.
Partnership	3 (Substantial)	+1	**Validated.** The ability to convene reluctant private companies, parliamentarians, and affected communities in a single forum demonstrates high-level convening power and substantial partnership capacity.
Leadership+	3 (Substantial)	+1	**Validated.** CAJUST exercised agenda-setting leadership by reframing national debate from fossil fuel exploitation toward a "Just Transition," influencing discourse within the new administration.

Evaluator Reflection. CAJUST exemplifies the **"Bridge Builder"** model of Green Accountability. Rather than acting solely as an external watchdog, the organization leveraged a favorable political transition to institutionalize dialogue and citizen participation. Its identification of the "Emissions Reporting Gap," where companies report finances but not carbon, represents a mature accountability insight that defines the frontier for the project's next phase.

Espaces de Co-production des Offres POPulaires pour l'Environnement et le Développement en Afrique (ENDA ECOPOP)

Executive Summary: Through the Green Accountability Project, Enda ECOPOP bridged the gap between national climate policy and local governance reality, transforming Senegal's National Mangrove Ecosystem Management Strategy (SNGM) from an administrative framework into a monitored, locally anchored mandate. The core outcome was the establishment of a bottom-up accountability ecosystem, anchoring national objectives in Social Commitment Pacts signed by 59 stakeholders and operationalizing citizen oversight through the YéCité digital monitoring platform.

A decisive enabling factor was a favorable political and institutional framework, notably the structural partnership with the Directorate of Community Marine Protected Areas (DAMCP), which legitimized CSO-led monitoring as part of the national strategy. The project also marked a strategic shift from siloed CSO action to "Concerted Alliances," positioning civil society as a coordinated technical partner ahead of Senegal's hosting of IMPAC6 in 2027

Project Snapshot

Country: Senegal

CSO Name: Espace de Co-production des Offres POPulaires pour l'Environnement et le Développement en Afrique (ENDA ECOPOP)

Grant Size: $160,000 – Large grant recipient

Project Objective: Build the capacity of CSOs and local leaders to monitor implementation of the National Strategy for the Management of Mangrove Ecosystems (SNGM) and strengthen accountability for coastal climate resilience.

Core Accountability Mechanism: Concerted Alliances formalized through Social Commitment Pacts, combined with digital citizen monitoring (YéCité).

Secondary mechanism: COPINA (Community of Practice on Green and Blue Innovations) as a platform for policy dialogue and legislative influence.

Documented Outputs and Outcome Harvesting - KEQ 4 (Higher-level outcomes and causality)

- **Output 1 - ACCESS Project:** Strengthened multi-stakeholder local governance mechanisms for mangrove protection, engaging local governments, technical services, CSOs, and community groups, including women and youth.
    - **Outcome harvested:** ACCESS anchored participatory mangrove governance as a local contribution to Senegal's NDC by linking ecosystem protection to both climate adaptation and mitigation outcomes. Strengthened local stewardship improved coastal resilience, livelihoods, and food security, while preserving and restoring mangroves contributed to blue carbon sequestration and avoided emissions from ecosystem degradation.

Output 2 - Social Commitment Pacts and Local Alliances: Formal Social Commitment Pacts signed by 59 stakeholders, including municipalities, departmental councils, CSOs, state technical services and the private sector and community groups.

- **Outcome harvested:** The pacts functioned as political declarations of shared responsibility, compelling the integration of mangrove protection and climate resilience priorities into Municipal Development Plans. This shifted governance

from top-down management toward shared governance, with local alliances operating as de facto steering committees for coastal climate action.

- **Output 3 - YéCité Digital Monitoring Platform:** A digital reporting platform supported by WhatsApp-based citizen networks enabling real-time environmental reporting.
    - **Outcome harvested:** YéCité is operational and actively used in Saint-Louis and Mbour to report illegal logging, pollution, and ecosystem degradation. The platform functions as an early-warning system, enabling faster response by local authorities and embedding routine citizen–state interaction around environmental accountability.

- **Output 4 - COPINA and Legislative Influence:** Community of Practice on Green and Blue Innovations in wetlands in Africa (COPINA), supported by multi-actor dialogues through webinars.
    - **Outcome harvested:** COPINA facilitated direct CSO input into Senegal's new Biodiversity Law, particularly provisions recognizing Indigenous and Community Heritage Areas (ICCAs). This established a verified channel for bottom-up legislative influence beyond project-level implementation.

Contribution pathway: Translation of the SNGM into accessible local tools and languages → capacity building on governance and mangrove monitoring mechanism→ signing of Social Commitment Pacts → strengthening environmental education among younger generations → real-time citizen monitoring of mangrove ecosystems → strengthening shared and transparent governance.

Key Lessons & Challenges - KEQ 6 (Learning and ToC validation)

Enabling factor: institutional openness. The willingness of DAMCP to co-construct the project was decisive. This partnership legitimized CSO monitoring and allowed Enda ECOPOP to operate not as an external watchdog but as an implementing partner of the national strategy.

Strategic Horizon: IMPAC6 (2027). The project successfully positioned civil society as a technical partner for IMPAC6, ensuring that Green Accountability mechanisms remain relevant beyond the grant cycle and aligned with national and international visibility milestones.

Constraint: the translation gap. Technical climate strategies were initially inaccessible due to jargon and complexity. The project had to pivot toward local-language materials, video capsules, and visual tools, confirming that translation is a core accountability function requiring dedicated resources.

Implication for continuity and replication - KEQ 7 (Scale-up/ sustainability)

The Concerted Alliance model is highly replicable where accountability mechanisms are explicitly linked to statutory planning instruments such as Municipal Development Plans. This embeds accountability within formal governance systems rather than maintaining parallel project structures.

Sustaining the alliance infrastructure is essential to avoid regression into siloed CSO action. Continued coordination through COPINA is critical through the end of the SNGM mandate in 2027.

Rubric Snapshot (from GA surveys data) - KEQ 3 (Achievement of PDOs)

Capacity	Final Score (self-reported)	Final change	Evaluator Validation & Evidence
Technical	3 (Substantial)	+1	**Validated.** Enda ECOPOP deployed advanced tools (YéCité, Global Mangrove Watch) and translated complex national strategies into operational monitoring systems and educational materials reaching 700+ development actors
Organizational	3 (Substantial)	+1	**Validated.** Despite managing a large, multi-actor grant and a network of 59 CSOs and other actors, the conservative score reflects high internal standards. Evidence shows strong adaptive management, including budget reallocation during
Partnership	3 (Substantial)	+1	**Validated.** A structural partnership with DAMCP, including co-facilitation of COPINA, demonstrates co-management rather than consultative engagement
Leadership+	3 (Substantial)	+1	**Validated.** Enda ECOPOP exercised agenda-setting leadership by convening the ACCESS coalition and influencing biodiversity legislation while bridging international partners and local actors

Evaluator Reflection Enda ECOPOP exemplifies the “Institutional Integration” model of Green Accountability. Rather than monitoring government from the outside, the organization embedded accountability mechanisms directly within the state’s operational strategy. By treating government as a partner in co-construction rather than a target of advocacy, Enda ECOPOP achieved durable data integration through digital platforms and measurable policy influence through biodiversity legislation. This case demonstrates that, where institutional openness exists, collaborative accountability can outperform adversarial models in achieving systemic change.

SECTION II. DEEP-DIVE ANALYSIS OF SOCIAL MEDIA

This section analyses the social media presence of five CSOs across four major platforms: Facebook, Instagram, X (Twitter), and LinkedIn. The analysis covers **awareness** (total reach and audience size) and **engagement** (community interaction rates), as well as the thematic focus and content strategy of each organization.

TOTAL ESTIMATED AUDIENCE
ALL PLATFORMS COMBINED

Organization	Facebook	Instagram	X / Twitter	LinkedIn
INESC (Brazil)	22,248	~19,000	~6,800	261
GFLAC (Mexico)	10,127	~9,500	6,893	13,610
PRAAN (Bangladesh)	7,880	N/A	Present*	Present*
Enda ECOPOP	4,494	236	Minimal	4,954
CIPCRE (Cameroon)	1,314	—	—	—

** PRAAN lists Twitter and LinkedIn accounts on its website; public metrics are not accessible without API access.*

Considering that awareness reflects the extent to which each organization is visible and recognized across digital ecosystems, it can be approximated through the aggregate number of followers and supporters across active online platforms. While this proxy does not fully capture engagement quality or influence, it provides a useful comparative indicator of outreach potential and audience reach. Based on TABLE AII.SII.1, the following key insights emerge:

- INESC leads in total audience reach (~48,000 combined), but has extremely low engagement (0.02% on Facebook).
- GFLAC is the most strategically diversified NGO, with meaningful presence across all four platforms.
- PRAAN has the highest engagement rate of any organization in the group (35.2% on Facebook), despite modest follower numbers.
- CIPCRE and Enda ECOPOP have the weakest digital presence overall, limiting their advocacy capacity.

For its part, platform diversification is a key determinant of the resilience and sustainability of an organization's digital presence. Organizations that concentrate their outreach on a single platform are inherently more exposed to external risks, including algorithm changes, policy shifts, content restrictions, or even platform decline. In contrast, a diversified digital strategy—spanning multiple channels and formats—enhances visibility, reduces dependency risks, and strengthens the organization's capacity to maintain consistent engagement with diverse audiences over time.

PLATFORM DIVERSIFICATION

Organization	Active	Dominant	Awareness
INESC (Brazil)	4 (FB, IG, X, LI)	Facebook (46%)	**HIGH**
GFLAC (Mexico)	4 (FB, IG, X, LI)	LinkedIn (34%)	**HIGH**
Enda ECOPOP	3 (FB, IG, LI)	LinkedIn (51%)	**LOW**
PRAAN	1+ (FB	Facebook	**LOW–**
CIPCRE	1 (FB only)	Facebook	**VERY LOW**

In contrast, **engagement** captures the quality and depth of an organization's relationship with its audience, going beyond mere visibility to reflect how actively and meaningfully followers interact with its content. It encompasses actions such as likes, comments, shares, and other forms of participation that signal resonance, trust, and relevance. As such, engagement serves as a proxy for the organization's ability to mobilize attention and foster dialogue. The primary metric used in this analysis is the Facebook engagement rate, calculated as: *(People Talking About This ÷ Total Fans)* × *100*, which provides a standardized indicator of interaction intensity relative to audience size.

ENGAGEMENT RATE

Organization	Fans	Talking	Engagement	Level
PRAAN	7,880	2,770	**35.2%**	**VERY HIGH**
CIPCRE (Cameroon)	1,314	~23	**1.75%**	**MODERATE**
GFLAC (Mexico)	10,127	~94	**0.93%**	**MEDIUM**
Enda ECOPOP	4,494	~2	**0.04%**	**VERY LOW**
INESC (Brazil)	22,248	~5	**0.02%**	**VERY LOW**

Note: A Facebook engagement rate above 1% is generally considered good for organizations. Rates above 5% are exceptional. PRAAN's 35.2% rate is extraordinary and indicates a highly active, mission-aligned community.

Cross-Platform Engagement Overview

Organization	Facebook	Instagram	X / Twitter	LinkedIn
PRAAN	Very High	—	No data	No data
INESC	Very Low	Active	12.4K posts	261
CIPCRE	Moderate	—	—	—
GFLAC	Medium	~9,500 flwrs	6,893 flwrs	13,610 flwrs
Enda ECOPOP	Very Low	236	Minimal	4,954 flwrs

Regarding the thematic focus, tone, language, and publication strategies adopted by each organization across their active social media channels, it is important to recognize the breadth and diversity of their mandates, constituencies, and communication objectives. The selected organizations operate across a wide spectrum of thematic areas and target audiences, many of which extend beyond the specific scope of the Green Accountability Grant. In some cases, their content is complementary—situating climate accountability within broader, integrated environmental agendas—while in others, it reflects distinct institutional priorities, such as social development, governance, or human rights. This diversity underscores both the richness of the ecosystem and the varying entry points through which climate accountability is framed and communicated. The following bullets per organization outlines the primary thematic areas most prominently emphasized by these organizations.

PRAAN — Bangladesh

- **Primary platform:** Facebook | **Language:** English and Bengali
- **Thematic Focus:**
  - Human rights, food security, and fiscal governance
  - Grassroots community advocacy and participatory development
  - Gender-based violence in emergency contexts
  - Youth empowerment and social justice campaigns
- **Content Strategy:**
  - Posts reflect a strong mission-driven voice centered on community stories and local impact.
  - Content mixes campaign announcements, field reports, and rights-based narratives.
  - The high engagement rate (35.2%) suggests content resonates deeply with a locally connected audience.
  - Publications are frequent and timely, aligned with national events and international advocacy moments.
- **Tone:** Grassroots and activist. Content is emotionally grounded and action-oriented.

INESC — Brazil

- **Primary platforms:** Facebook, Instagram, X (Twitter), LinkedIn | **Language:** Portuguese

- **Thematic Focus:**
  - Socioeconomic and fiscal justice in Brazil
  - Budget analysis, public policy, and government accountability
  - Rights of indigenous peoples, women, and marginalized communities
  - International cooperation and development finance
- **Content Strategy:**
  - INESC publishes research reports, policy briefs, and institutional announcements.
  - Instagram (~19,000 followers) is their most visual platform, used for infographics and campaign visuals.
  - X/Twitter has over 12,400 tweets, indicating a sustained publishing cadence over many years.
  - Despite high audience numbers, the very low engagement rate (0.02% on Facebook) suggests content does not effectively invite interaction or community response.
  - LinkedIn (261 followers) remains severely underdeveloped despite INESC's policy-focused audience being well-suited for the platform.
- **Tone:** Institutional and analytical. Content is informative but limited in participatory appeal.

CIPCRE — Cameroon

- **Primary platform:** Facebook (only) | **Language:** French
- **Thematic Focus:**
  - Environmental conservation and ecological education in Central Africa
  - Sustainable agriculture and rural community development
  - Environmental governance and local advocacy in Cameroon
  - Reforestation, biodiversity, and climate resilience
- **Content Strategy:**
  - CIPCRE operates exclusively on Facebook, severely limiting its digital reach.
  - Content focuses on field activities, project updates, and environmental education.
  - Despite a small audience (1,314 fans), the moderate engagement rate (1.75%) suggests the existing community is genuinely interested in the content.
  - The absence of Instagram, LinkedIn, or X represents a major missed opportunity for regional and international advocacy.
- **Tone:** Educational and mission-driven, with a community outreach emphasis.

GFLAC — Mexico

- **Primary platforms:** Facebook, Instagram, X (Twitter), LinkedIn | **Language:** Spanish
- **Thematic Focus:**
  - Climate finance transparency and accountability in Latin America
  - Green bonds, public climate budgets, and international climate funds
  - Policy advocacy and technical analysis for COP negotiations
  - Gender and climate justice intersections
- **Content Strategy:**
  - GFLAC is the most strategically diversified NGO in the group, with active and meaningful presence on all four platforms.
  - LinkedIn (13,610 followers) is its strongest channel and reflects its core audience: policymakers, academics, and climate finance professionals.

        - Instagram (~9,500 followers) and X (6,893 followers) are used for broader outreach and real-time advocacy, especially around COP events.
        - Facebook (10,127 fans) engagement remains medium (0.93%), suggesting room for improved community interaction.
        - With over 3,000 Instagram posts, GFLAC demonstrates sustained, consistent content production.
    - **Tone:** Technical and professional, with a strong policy advocacy voice. Content is data-driven and evidence-based.

Enda ECOPOP — Senegal

- **Primary platforms:** Facebook, Instagram, LinkedIn | **Language:** French
- **Thematic Focus:**
    - Local governance and participatory democracy in West Africa
    - Urban planning, sanitation, and community infrastructure
    - Climate resilience and environmental justice in Francophone Africa
    - Women's rights, land tenure, and decentralization policies
- **Content Strategy:**
    - Enda ECOPOP's digital presence does not reflect the organization's actual operational scale and funding (supported by major foundations, including the Hewlett Foundation).
    - Facebook (4,494 fans) sees near-zero engagement (0.04%), and Instagram remains critically underdeveloped (236 followers).
    - LinkedIn (4,954 followers) is paradoxically their strongest channel, despite low activity levels.
    - The French-language context creates additional barriers for international visibility; content rarely circulates beyond local networks.
    - An urgent and comprehensive digital strategy is needed to align online presence with real-world impact.
- **Tone:** Institutional with local community elements. However, content does not consistently communicate organizational impact or invite engagement.

To strengthen their digital presence and maximize impact in advancing transparency in climate and environmental finance across Bangladesh, Brazil, Cameroon, Mexico, and Senegal, organizations should adopt a more strategic, consistent, and purpose-driven approach to content production and audience engagement. Maintaining a regular publication rhythm—ideally three to five posts per week on each active platform—is critical not only for sustaining visibility and algorithmic relevance, but also for ensuring continuous public access to information on climate budgets, expenditures, and policy developments. Priority should be given to short-form video content (e.g., Reels or TikTok-style formats), which can translate complex financial and governance information into accessible, compelling narratives that resonate with broader audiences and foster informed public scrutiny.

Each communication should incorporate clear calls to action (CTAs) that go beyond generic engagement and explicitly promote accountability—such as encouraging users to review budget data, participate in public consultations, demand disclosure, or support transparency initiatives. Aligning communication efforts with key global and national policy moments—such as COP negotiations, budget cycles, World Environment Day, or Human Rights Day—can further amplify visibility and position organizations within critical decision-making windows where transparency and accountability are most needed. Finally, adopting a bilingual or multilingual publishing strategy (English alongside local languages) is essential to bridge local and global audiences, enabling both community-level engagement and international advocacy, and ultimately strengthening the ecosystem of green accountability across diverse institutional and socio-political contexts.

ANNEX III – OUTCOME RELEVANCE BY COUNTRY

To determine the nature and substantive relevance of the outputs produced by each of the 25 funded organizations, a systematic identification process was conducted using both their official reports submitted to WRI and/or the World Bank Group, as well as publicly available information on their institutional websites. Outputs such as reports, databases, and workshops were attributed to the Green Accountability Project when there was an explicit reference to WRI as a source of funding or support. However, given that WRI did not mandate the use of its logo or formal acknowledgment across all deliverables, a complementary inferential approach was applied. In these cases, outputs were included based on their thematic alignment, timing, and consistency with project objectives, ensuring a comprehensive and context-sensitive attribution of results.

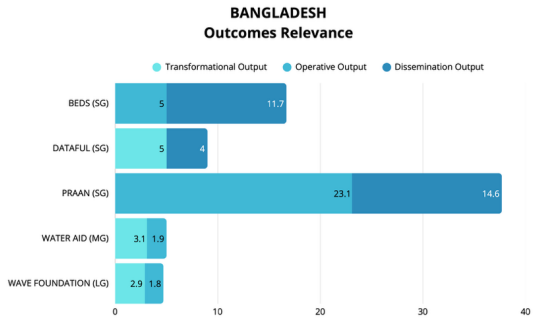
The identified outputs and outcomes were subsequently classified into three analytical categories to facilitate comparability and interpretation:

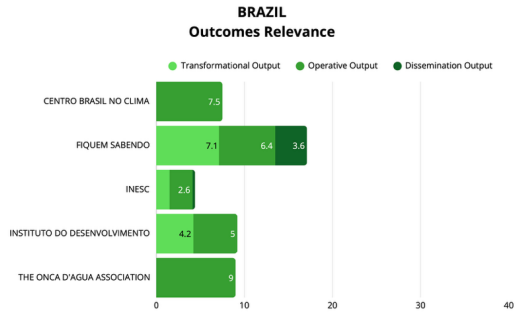
Transformational outputs refer to those linked to legislative changes, policy reforms, or contributions to NDCs and broader climate policy frameworks.

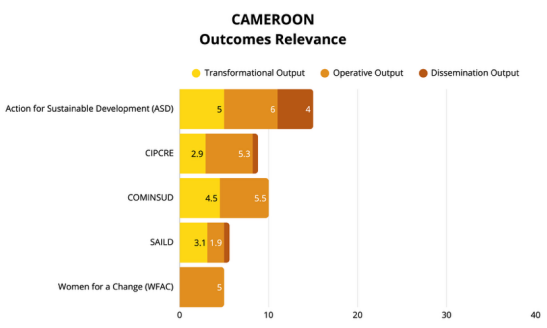
Operative outputs encompass activities such as workshops, capacity-building initiatives, and participation in COPs or other CoP events that strengthen institutional capabilities and stakeholder engagement.

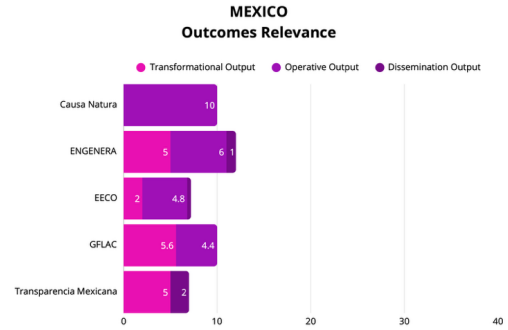
Dissemination outputs include efforts aimed at communicating data, evidence, policy demands, or analytical findings, thereby enhancing transparency, public awareness, and the overall ecosystem of green accountability.

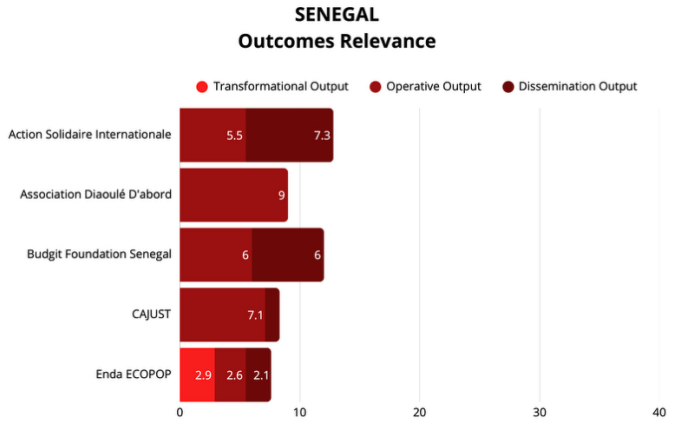
The results of this compilation and classification of outputs and products by country are presented below, with a graduated color scale used to indicate their relative relevance to national and/or global public policy processes, where greater intensity reflects higher significance.






CAMEROON
Outcomes Relevance
Transformational Output
Operative Output
Dissemination Output
Action for Sustainable Development (ASD)
5
6
4
CIPCRE
2.9
5.3
COMINSUD
4.5
5.5
SAILD
3.1
1.9
Women for a Change (WFAC)
5
0
10
20
30
40


MEXICO
Outcomes Relevance
Transformational Output
Operative Output
Dissemination Output
Causa Natura
10
ENGENERA
5
6
1
EECO
2
4.8
GFLAC
5.6
4.4
Transparencia Mexicana
5
2
0
10
20
30
40


SENEGAL
Outcomes Relevance
Transformational Output
Operative Output
Dissemination Output
Action Solidaire Internationale
5.5
7.3
Association Diaoulé D'abord
9
Budgit Foundation Senegal
6
6
CAJUST
7.1
Enda ECOPOP
2.9
2.6
2.1
0
10
20
30
40

ANNEX IV – INFLUENCE OF CSOs IN COUNTRIES' CLIMATE CONTRIBUTIONS

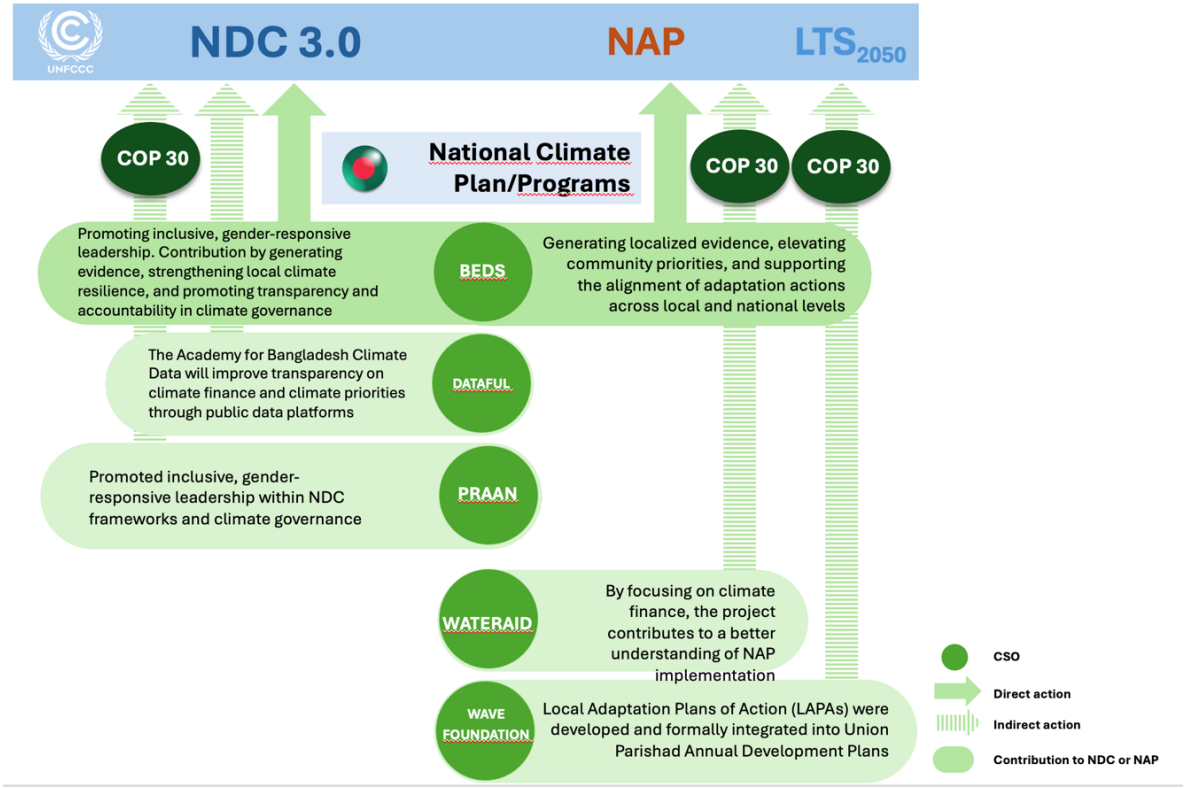
One of the core and most ambitious expected impacts of the Green Accountability Grant is that the 25 participating organizations—acting individually and collectively within their respective national contexts—develop the capacity to meaningfully influence climate policy commitments and instruments. This includes contributing to the formulation and strengthening of NDCs 3.0, expected ahead of COP30, as well as shaping NAPs and LTS toward 2050. Beyond participation, the emphasis lies on enabling these organizations to play an active, evidence-based role in policy design, advocacy, and accountability processes at multiple governance levels.

A critical dimension of this impact is the ability of these organizations to ensure that climate targets and policy actions are coherently aligned with fiscal realities and financing opportunities. This involves linking national, regional, and local climate ambitions with available public budgets, as well as with domestic and international climate finance flows. In this context, the information generated and compiled by the organizations becomes a key instrument for enhancing transparency, improving decision-making, and strengthening accountability in climate finance. The following section provides a graphical synthesis of both the contributions reported by the organizations and those identified through this evaluation, offering a comparative perspective on their role in advancing these objectives.

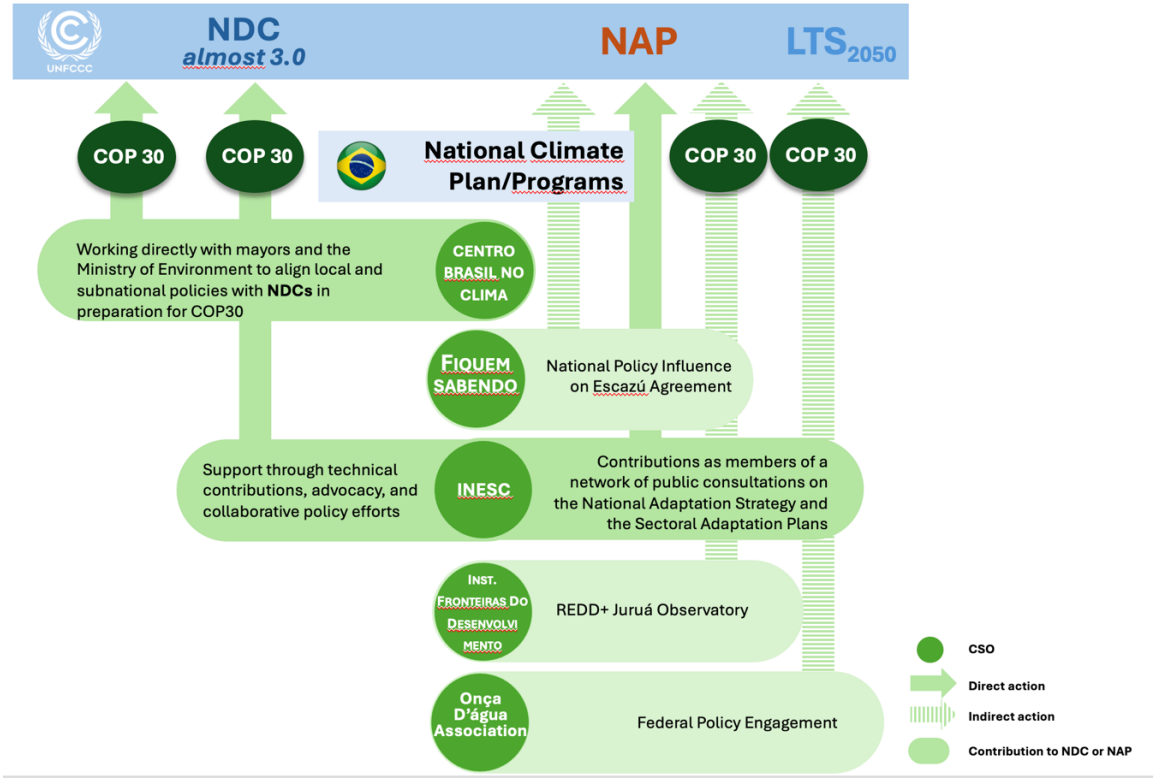
Of the five participating countries, only two—Bangladesh and Mexico—have formally submitted their NDC 3.0 to the UNFCCC. Brazil has advanced an updated NDC whose targets and implementation timeframe are broadly aligned with the NDC 3.0 cycle, although it has not been explicitly designated as such. In contrast, Cameroon and Senegal have yet to submit their updated contributions and remain in the process of internal preparation, consultation, and policy alignment. This uneven progress highlights differing institutional capacities, policy readiness, and coordination challenges across countries in meeting evolving international climate commitments.

Across all five countries, climate finance transparency remains a critical and unresolved challenge. Available information is often fragmented, incomplete, or outdated, and in some cases entirely absent, limiting the ability to track resources, assess alignment between commitments and budgets, and ensure accountability. This lack of transparency constrains evidence-based decision-making and undermines efforts to link climate targets with financing strategies, reinforcing the need for strengthened data systems, disclosure practices, and institutional frameworks to support effective green accountability.

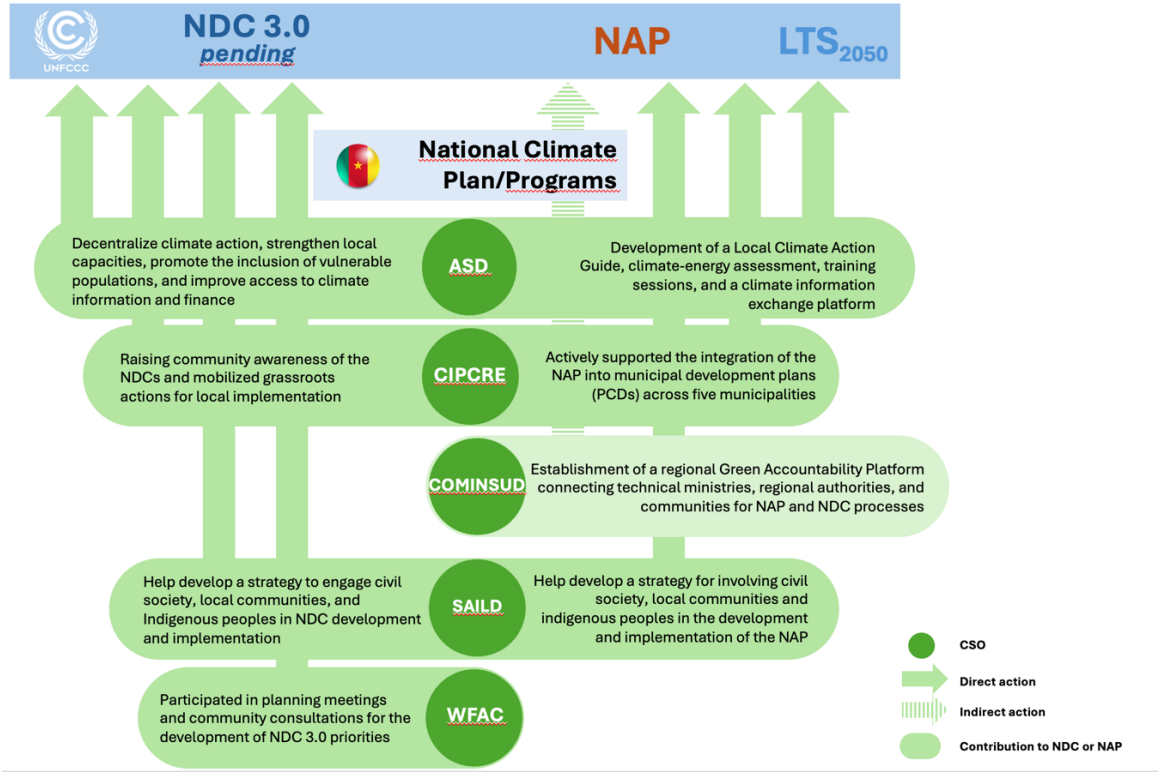
BANGLADESH


NDC 3.0
NAP
LTS2050
UNFCCC
COP 30
National Climate Plan/Programs
COP 30
COP 30
Promoting inclusive, gender-responsive leadership. Contribution by generating evidence, strengthening local climate resilience, and promoting transparency and accountability in climate governance
BEDS
Generating localized evidence, elevating community priorities, and supporting the alignment of adaptation actions across local and national levels
The Academy for Bangladesh Climate Data will improve transparency on climate finance and climate priorities through public data platforms
DATAFUL
Promoted inclusive, gender-responsive leadership within NDC frameworks and climate governance
PRAAN
WATERAID
By focusing on climate finance, the project contributes to a better understanding of NAP implementation
WAVE FOUNDATION
Local Adaptation Plans of Action (LAPAs) were developed and formally integrated into Union Parishad Annual Development Plans
CSO
Direct action
Indirect action
Contribution to NDC or NAP

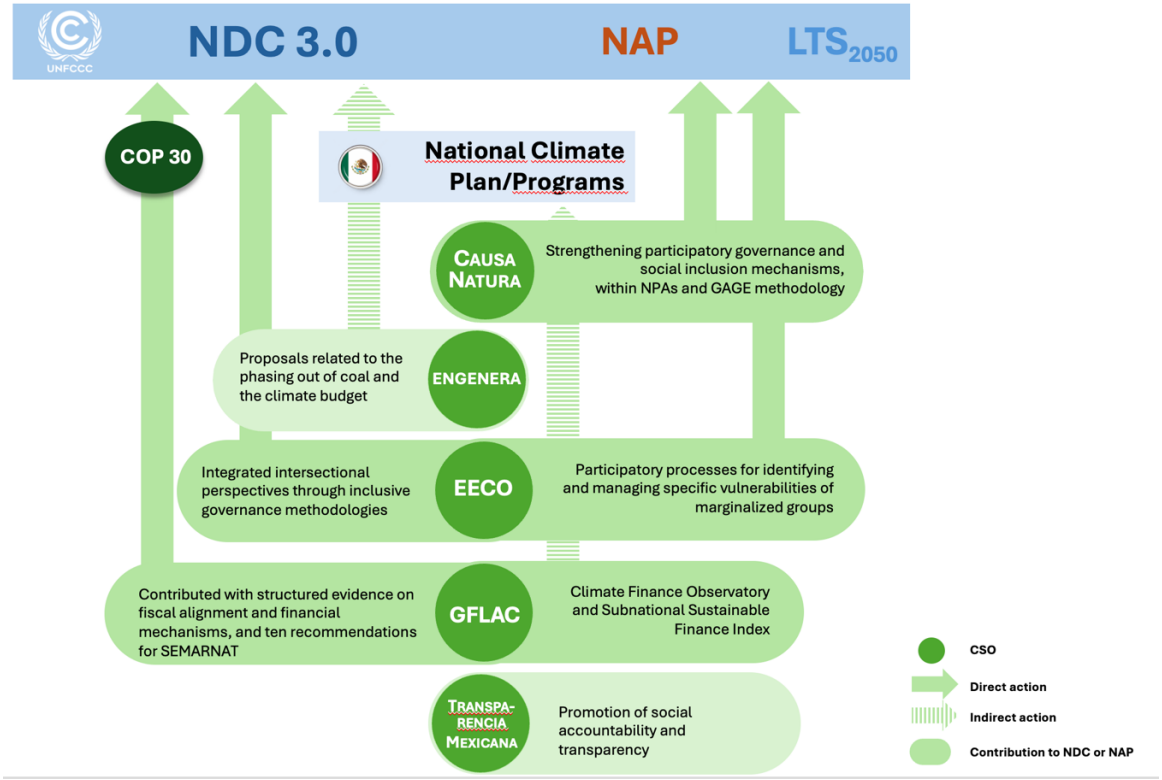
BRAZIL


UNFCCC
NDC
almost 3.0
NAP
LTS2050
COP 30
COP 30
National Climate Plan/Programs
COP 30
COP 30
Working directly with mayors and the Ministry of Environment to align local and subnational policies with NDCs in preparation for COP30
CENTRO BRASIL NO CLIMA
FIQUEM SABENDO
National Policy Influence on Escazú Agreement
Support through technical contributions, advocacy, and collaborative policy efforts
INESC
Contributions as members of a network of public consultations on the National Adaptation Strategy and the Sectoral Adaptation Plans
INST. FRONTEIRAS DO DESENVOLVIMENTO
REDD+ Juruá Observatory
Onça D'água Association
Federal Policy Engagement
CSO
Direct action
Indirect action
Contribution to NDC or NAP

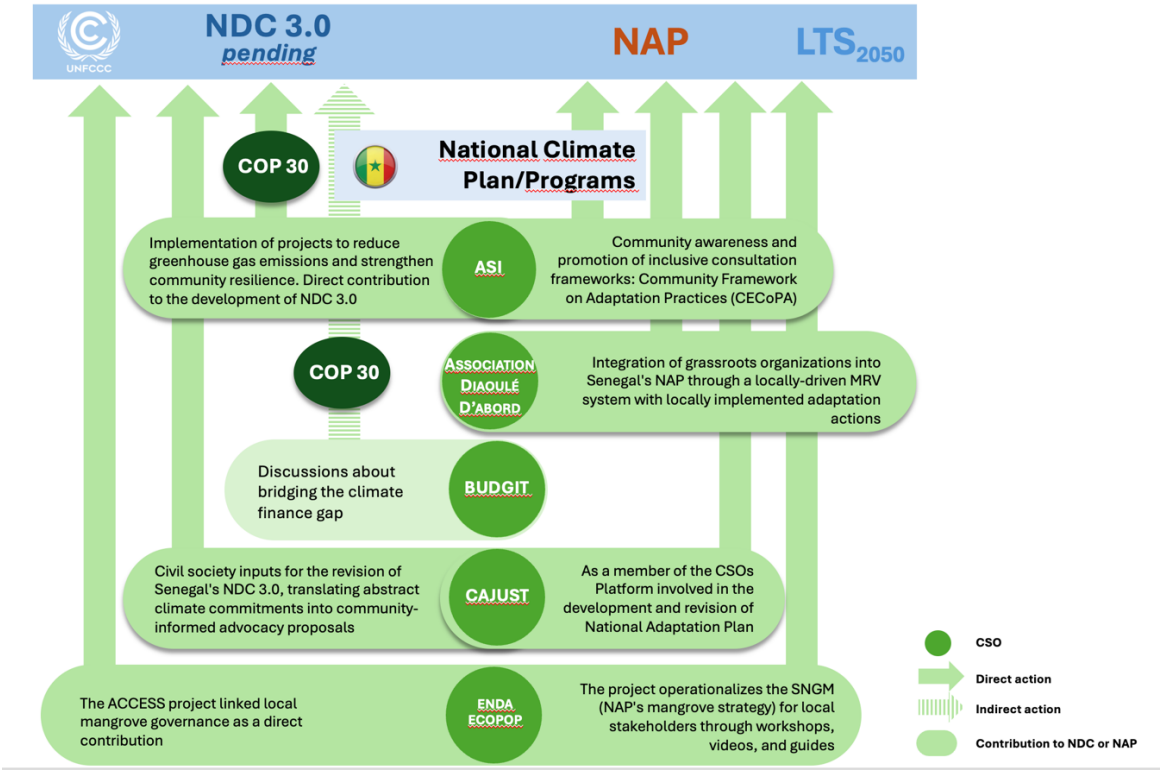
CAMEROON


UNFCCC
NDC 3.0
pending
NAP
LTS2050
National Climate Plan/Programs
Decentralize climate action, strengthen local capacities, promote the inclusion of vulnerable populations, and improve access to climate information and finance
ASD
Development of a Local Climate Action Guide, climate-energy assessment, training sessions, and a climate information exchange platform
Raising community awareness of the NDCs and mobilized grassroots actions for local implementation
CIPCRE
Actively supported the integration of the NAP into municipal development plans (PCDs) across five municipalities
COMINSUD
Establishment of a regional Green Accountability Platform connecting technical ministries, regional authorities, and communities for NAP and NDC processes
Help develop a strategy to engage civil society, local communities, and Indigenous peoples in NDC development and implementation
SAILD
Help develop a strategy for involving civil society, local communities and indigenous peoples in the development and implementation of the NAP
Participated in planning meetings and community consultations for the development of NDC 3.0 priorities
WFAC
CSO
Direct action
Indirect action
Contribution to NDC or NAP

MEXICO


NDC 3.0
NAP
LTS2050
COP 30
National Climate Plan/Programs
CAUSA NATURA
Strengthening participatory governance and social inclusion mechanisms, within NPAs and GAGE methodology
Proposals related to the phasing out of coal and the climate budget
ENGENERA
Integrated intersectional perspectives through inclusive governance methodologies
EECO
Participatory processes for identifying and managing specific vulnerabilities of marginalized groups
Contributed with structured evidence on fiscal alignment and financial mechanisms, and ten recommendations for SEMARNAT
GFLAC
Climate Finance Observatory and Subnational Sustainable Finance Index
TRANSPA-RENCIA MEXICANA
Promotion of social accountability and transparency
CSO
Direct action
Indirect action
Contribution to NDC or NAP

SENEGAL


NDC 3.0
pending
NAP
LTS2050
COP 30
National Climate Plan/Programs
Implementation of projects to reduce greenhouse gas emissions and strengthen community resilience. Direct contribution to the development of NDC 3.0
ASI
Community awareness and promotion of inclusive consultation frameworks: Community Framework on Adaptation Practices (CECoPA)
COP 30
ASSOCIATION DIAOULÉ D'ABORD
Integration of grassroots organizations into Senegal's NAP through a locally-driven MRV system with locally implemented adaptation actions
Discussions about bridging the climate finance gap
BUDGIT
Civil society inputs for the revision of Senegal's NDC 3.0, translating abstract climate commitments into community-informed advocacy proposals
CAJUST
As a member of the CSOs Platform involved in the development and revision of National Adaptation Plan
The ACCESS project linked local mangrove governance as a direct contribution
ENDA ECOPOP
The project operationalizes the SNGM (NAP's mangrove strategy) for local stakeholders through workshops, videos, and guides
CSO
Direct action
Indirect action
Contribution to NDC or NAP