Enabling Elements of Good Project Design: A synthesis of STAP guidance for GEF project investment

A STAP Guidance Document
November 2021

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SCIENTIFIC AND TECHNICAL ADVISORY PANEL
An independent group of scientists that advises the Global Environment Facility

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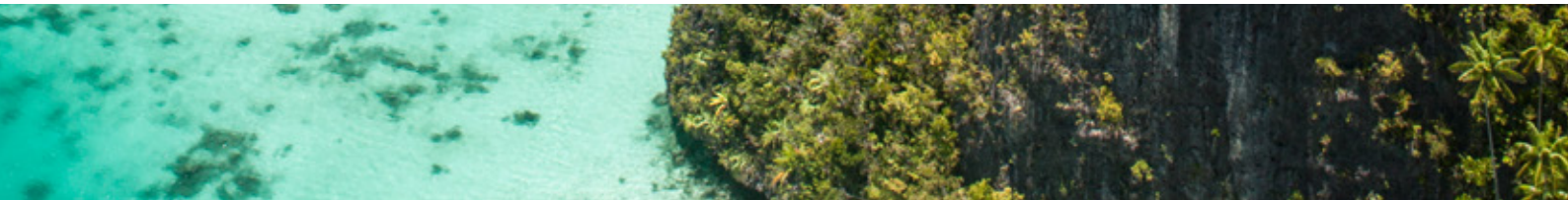

LEAD AUTHORS:
Mark Stafford Smith, Saleem Ali, Edward R. Carr, John Donaldson, Graciela Metternicht, Blake D. Ratner, and Rosina Bierbaum

STAP CONTRIBUTOR:
Christopher Whaley

STAP SECRETARIAT CONTRIBUTORS:
Thomas Hammond, Guadalupe Durón, Virginia Gorsevski, Sunday Leonard, and Alessandro Moscuzza

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ABOUT STAP:
The Scientific and Technical Advisory Panel (STAP) provides independent scientific and technical advice to the GEF on its strategies, programs and projects. https://stapgef.org

ABOUT GEF:
The Global Environment Facility is the world's largest funder of biodiversity protection, nature restoration, pollution reduction, and climate change response in developing countries. It finances international environmental conventions and country-driven initiatives that generate global benefits. The GEF partnership connects 184 member governments with civil society, Indigenous Peoples, and the private sector, and works closely with other environmental financiers for efficiency and impact. Over the past three decades, the GEF has provided more than $22 billion in grants and blended finance and mobilized another $120 billion in co-financing for more than 5,000 national and regional projects, plus 27,000 community-led initiatives through its Small Grants Programme. https://www.thegef.org

COPY EDITOR:
Emily Youers

DESIGN AND LAYOUT:
Phoenix Design Aid A/S, Denmark

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ENABLING ELEMENTS OF GOOD PROJECT DESIGN

The Global Environment Facility (GEF) seeks to maximize the achievement of enduring global environmental benefits (GEBs) from its investments, scaling outcomes to achieve transformational change. With these objectives in mind, the Scientific and Technical Advisory Panel's (STAP's) thinking about design approaches has evolved, drawing on the scientific community, and in partnership with the GEF Secretariat and Agencies. The outcome is a set of STAP advisory documents to help the GEF design good-quality projects. Some documents explore important emerging topics, while others are more about the process of delivering effective outcomes (Figure 1). This paper synthesizes the main elements of STAP's process-oriented advice. Taken together, this advice provides eight enabling elements to help ensure the success of GEF investments. The advice is based on design components in the GEF project templates and includes some features that are not necessarily addressed within the current GEF policy guidelines but that are important for GEF-8 replenishment. This paper highlights the eight enabling elements and illustrates how adopting them will "de-risk" project and programme design and increase the likelihood of delivering enduring outcomes that contribute to transformational change.

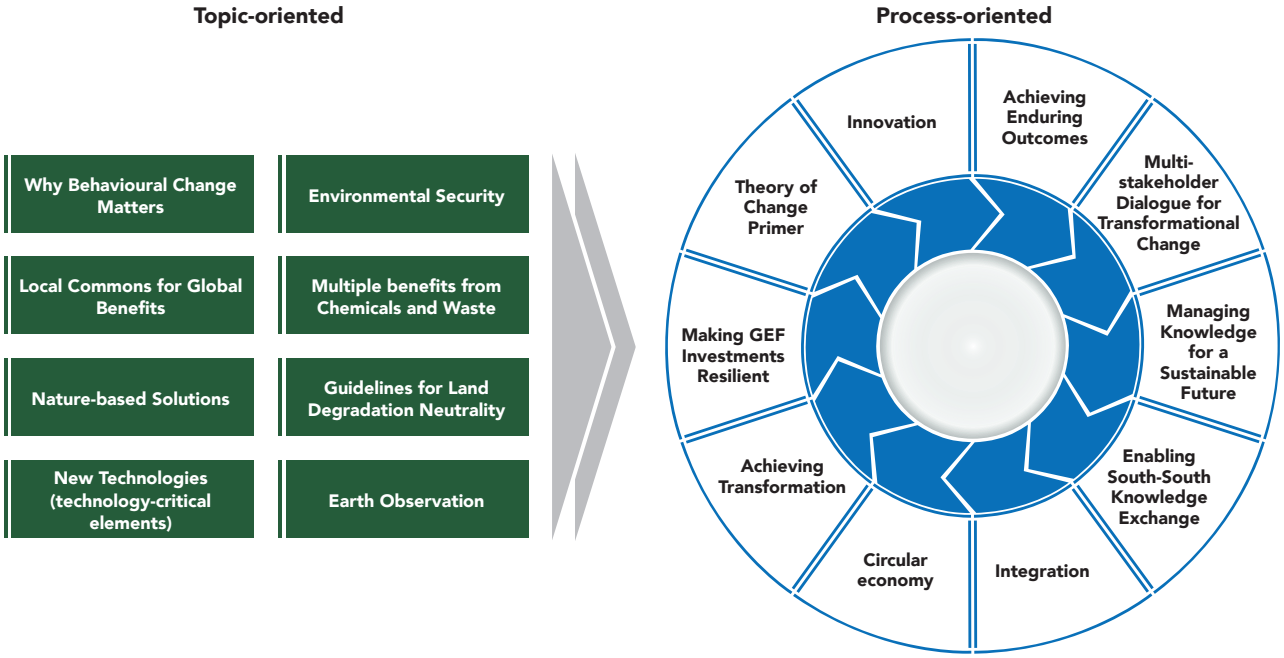
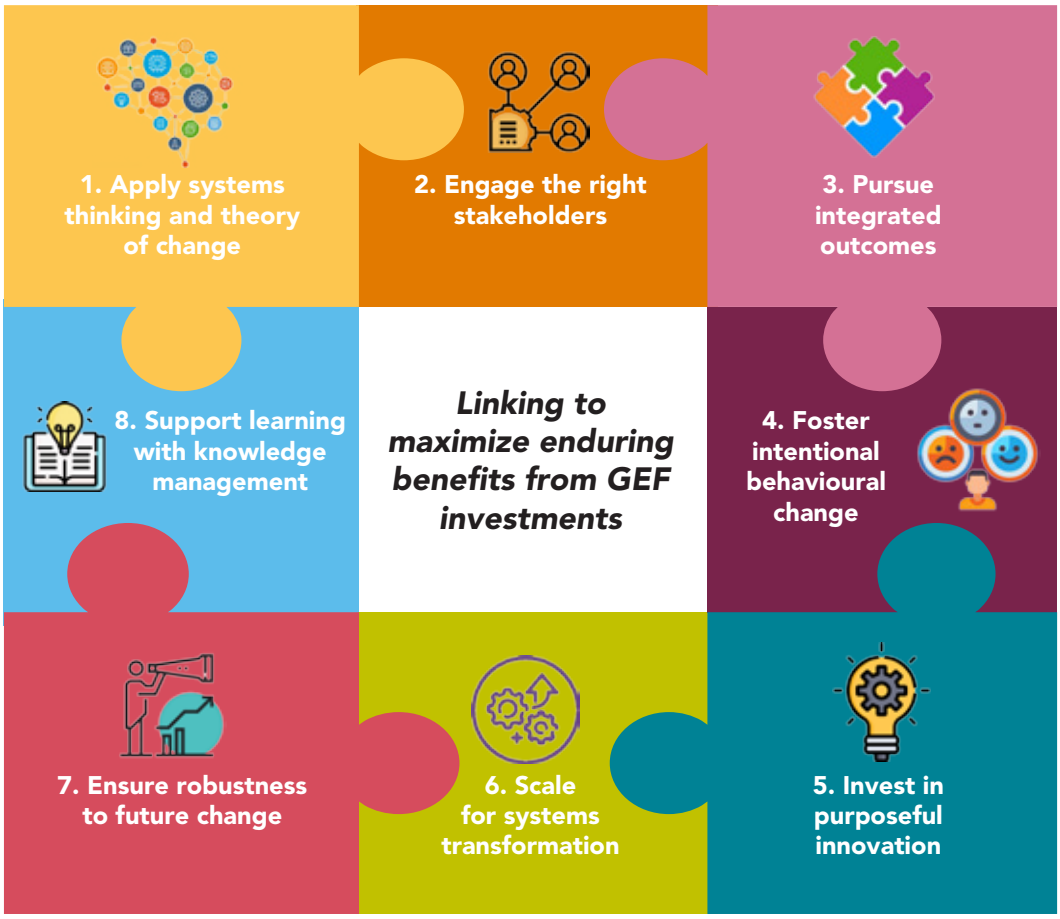


Figure 1: Summary of STAP's recent advisory documents, as of 2021, showing those that are *topic*- versus *process*-oriented; this document focuses on the latter *(titles slightly abbreviated).*

1. EIGHT ENABLING ELEMENTS

Applying STAP's eight "enabling elements" will further improve the efficiency and effectiveness of GEF investments (Figure 2, Table 1). The elements are numbered in the figure, but all the elements are interrelated. For example, systems thinking and using a theory of change (#1) underpin all areas of effective project and programme design. Efficient use of the GEF's funding to achieve as much as possible with the resources invested requires taking an integrated approach that delivers multiple benefits (#3), including co-benefits that may be vital for stakeholder support. Engaging the right stakeholders (#2) is essential to building shared ownership and co-financing of the solutions with the best chance of scaling to achieve systems transformation (#6).

Effective investments lead to benefits that, once achieved, are durable in the face of future change (#7), helped by the application of simple narratives of the future, attention to any adaptation measures that might be required, and analysis of the policy coherence context. Innovation (#5) can result in better solutions, analysing incentives helps drive behavioural change (#4), and effective learning through knowledge management (#8) facilitates adaptation to changing circumstances (#7). Knowledge management also provides the evidence to support future project design and access to future finance and stakeholder support (#2), as well as to build ownership and local relevance for enduring outcomes (#7) through South–South Knowledge Exchange. STAP advisory documents on each of these elements can be found in the endnotes (linked to Table 1).



GEB = global environmental benefit; MEL = monitoring, evaluation and learning.

Figure 2: Eight enabling elements to maximize enduring GEBs from GEF investments.

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2. WHY ARE THE ELEMENTS IMPORTANT?

Environmental challenges are complex, interlinked, and connected with social and economic issues. For example, poverty reduction, improved human health, improved energy access, and economic growth are all linked to environmental factors. Addressing these interconnected and interacting environmental and social challenges requires **systems thinking**; this is fundamental to achieving better-**integrated outcomes**.

Systems thinking examines the relationships between the different parts of a system, such as the food supply system or a commodity supply chain. It focuses in particular on cause-and-effect relationships and positive or negative feedback mechanisms, including those between the biophysical and socioeconomic features of the system. Understanding these connections helps identify points for effective intervention. To ensure that investments are designed to be robust in the face of **future conditions**, not just today, it is important to think about how drivers like climate change, population growth, shifting demand for products, and conflict will affect the system in the future.

A **systems thinking** approach is therefore essential to understanding the problem being addressed, how the system operates, and what short- and long-term threats it faces.

People often understand the same system differently; for example, fishing communities have a perspective on the food system that consumers or policymakers may not share, and will consequently highlight different aspects of the system and potential intervention points. In thinking about the system, it is therefore important to engage those with an interest in it and who are affected by it; this means effective **engagement of relevant stakeholders** from the outset to obtain diverse views that can

enrich understanding of how the system works. Multi-stakeholder dialogue is needed at several stages in the project cycle – during identification of the problem and design of the project, through implementation, and after project completion – for durability, scaling, and transformation.

A **theory of change** is essential at the outset, while the problem and potential solutions to it are being considered. The theory of change can start simple and evolve, but should (i) provide an explicit account of how and why a proposed project is expected to achieve its intended outcomes and goal; (ii) offer plausible logical pathways from the project's outputs to the goal, showing that these pathways are necessary and sufficient to achieve the global benefits; and (iii) be explicit in describing the assumptions on which these causal pathways are based.

In essence, a theory of change helps project developers work backward from the outcomes being sought to determine what actions or outputs are likely to be **necessary and sufficient** to make a difference, even if some of those actions and outputs are implemented by other actors. For example, the goal may be the creation of enduring protected areas supporting biodiversity and reducing carbon emissions. Achieving this goal might require a policy for land-use change backed by sufficient long-term resources for conservation management and monitoring, but it could also depend on reducing illegal logging, which would require local community support and alternative livelihoods for those dependent on the logging. Hence, implementing the policy for land-use change may be *necessary* but would not be *sufficient* to ensure that environmental benefits are achieved or endure.

Deliberate pursuit of **integration** can help maximize GEBs by identifying positive synergies among multiple benefits and can help avoid doing harm by minimizing negative interactions and managing trade-offs. For example, nature-based solutions may seek to deliver benefits such as reduced emissions, as well as support biodiversity and avoid land degradation. Integration can also deliver significant **co-benefits**, both local environmental benefits (e.g. air and water quality) and socioeconomic benefits (e.g. health and livelihoods). Multiple GEBs and co-benefits add to the overall rate of return on GEF investments, and local benefits for stakeholders provide important incentives to maintain their support and ensure the durability of GEBs.

Engaging key **stakeholders** in the design process is important for additional reasons, including testing and improving the emerging logic in the theory of change and building ownership and trust in the project. It also helps (i) diversify the intervention options, (ii) elucidate the **behavioural changes** that may be required of various stakeholders to achieve the desired outcomes, and (iii) identify the **prerequisite co-benefits** needed as incentives for this support. For example, it may be important to demonstrate to companies that reducing their plastic waste will also improve their financial returns or the health of their workforce.

Inclusivity and attention to entrenched power relations are important in **multi-stakeholder dialogues**; for example, dialogues should not be dominated by representatives of national or regional organizations, whether government, non-governmental or private sector. As appropriate, dialogues should include local communities, Indigenous peoples, and local non-governmental organizations, with a clear and equitable allocation of roles and responsibilities. Otherwise, stakeholders who perceive that they may lose (at least in the short term) from a change may cease to support the process, whereas co-designing solutions with those most directly affected can ensure that the solutions are desired and hence more likely to endure.

Many GEF projects involve **behavioural change**, at both the individual and institutional levels. However, behavioural change is often an implicit objective (i.e. the outcome sought is clear, but not how it is to be achieved). Projects are more likely to succeed if expectations about behavioural change are spelled out explicitly, and action taken to encourage the necessary changes. For example, it may seem self-evident that reduced use of mercury by artisanal gold miners is beneficial to the environment and to their own long-term health, but their behaviour will not change without incentives to overcome the loss of livelihoods in the short term.

Public expenditure will never be enough to solve all major environmental problems. This means finding

ways to leverage more co-financing for each GEF dollar by engaging a wider range of partners to promote and invest in policy and institutional reform – another reason for **stakeholder engagement**, for example with governments and private sector investors. Engaging these stakeholders often requires more formal **multi-stakeholder platforms** to sustain dialogue and collaboration over time, ideally building on existing platforms and incorporating a flexible structure that can extend and evolve in form and membership over time towards enduring transformational change.

Getting greater value from GEF investments also requires diverse **innovation**, including in technologies, financial and business models, policies and institutions, and cultural norms. The incentives for greater **innovation** are clear: increased environmental effectiveness (to achieve deeper and wider changes), economic efficiency (to achieve more benefits for the same amount of investment), and longevity of results (to secure self-sustaining mechanisms with enduring outcomes).

Innovation entails risk-taking. Some failures must be expected when exploring beyond the current boundaries of conventional approaches, for example testing novel financial models such as blended finance initiatives for adaptation, or technologies such as green hydrogen production facilities. At the portfolio level, a strategic approach to **risk appetite** is required to ensure that failures are more than offset by gains from successes. Tolerating some losses should be acceptable, provided that the GEF learns quickly from failures and that these are outweighed by the scale and scope of the gains achieved.

In the face of accelerating rates of global environmental change, the GEF seeks transformative investments to deliver systemic change and enduring GEBs. Not all individual GEF investments are intended to be **transformative**, but it is important to be clear when that is the intention. For these investments, a credibly transformative goal should be clearly specified and the means of achieving it should be plausible. Most transformational change involves more than one of the elements of **innovation**, the intent and purpose of which should be made explicit.

To be credibly **transformative**, an investment should articulate a pathway to enduring change at a sufficient scale to deliver a step improvement in one or more GEBs, even if this is expected to take more than one GEF funding cycle. The pathway may be directly to a global impact; for example, improving the functioning of the Amazon rainforest would be an outcome with direct global significance, since this is known to be a global climate tipping point. But most innovations require **scaling** to become transformative at the global level, often from many well-coordinated smaller wins, for example extending a better form of management of a Miombo woodland from one locality in southern Africa to all six countries with similar woodlands, or scaling methods to reduce marine litter from one beach to the whole Caribbean.

Transformative investments require a good **theory of change**, in particular, to outline how **scaling** will be achieved. This usually requires a different set of stakeholders and behavioural changes, incentives, and co-benefits. For example, minimizing the negative environmental and socioeconomic impacts of chemicals and products at the end of their life and transitioning to a more circular economy would require engaging with actors along the whole value chain to prioritize regenerative and non-toxic resources, redesigning how products are made, creating opportunities for reuse and recycling, and developing "circular" business models.[1] **Innovation** is often required in the scaling processes, for example in policy instruments, institutions, cultural changes, or financing aspects.

The GEF seeks to deliver GEBs that are resilient to future shocks and stresses that may otherwise undermine them, whether from climate change, population and consumption pressures, conflict, or disruptive technologies. Applying **resilience** thinking and a simple scenario-based approach to known future risks can help GEF investments produce more enduring outcomes. For trends that are uncertain, it is important to look at several simple scenarios that imagine different futures, to explore whether there are intervention options that will **endure in all futures**, and to consider whether **adaptation** is needed to achieve resilience. For example, farmers may be encouraged to adopt a crop that is well adapted to a wetter, warmer future but fails disastrously in a drier climate, whereas there may be another crop (or a


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mixed cropping system) that maintains production in both wetter and drier climates.

The GEF is an adaptable learning organization: intervention design cannot just be "set and forget". **Knowledge management** systems are needed to support learning, with a **monitoring, evaluation, and learning** process to track innovation, integration, and transformation, as well as indicators of durability. Explicit plans and funding are needed for good quality knowledge management, including sustainable databases and simple, useful, and usable common indicators; such knowledge management systems are essential for the exchange of lessons learned, scaling up, and adaptive management. The GEF's Integrated Approach Pilots and Impact Programs have established a variety of facilitated communities of practice to manage knowledge, for example, to encourage South–South knowledge exchange,[2] which must be built on.

Typically, project implementation does not proceed entirely according to plan, no matter how well a theory of change considers the risks. Therefore, it is important to be able to adapt to unexpected changes or emerging opportunities; this **adaptability** requires a well-structured monitoring, evaluation, and learning system to assess success and failure, and an organizational willingness to continually test assumptions and learn from mistakes in a timely manner.

The following section illustrates some of the links between enabling elements in real projects. Further descriptions of how these links can be mobilized may be found in the STAP documents listed in the endnotes (linked to Table 1).

3. SOME APPLICATION EXAMPLES

Clearly, the eight enabling elements are interlinked, and any effective project or programme design needs to deploy most, if not all, of them. The four short case study boxes in the Appendix illustrate this point and elaborate the links. For example, **Case Study 1**, from the Caribbean, uses systems thinking (#1) to define causal pathways in a theory of change for an integrated approach (#3) that links biodiversity conservation, climate adaptation, mitigation priorities, and livelihoods in coastal and marine management; it explicitly identifies stakeholders (#2) and thinks about behavioural change (#4) to illuminate what incentives, such as improved livelihoods (prerequisite co-benefits, #6), are needed to engage their behaviour change to allow the outcomes to be scaled (#6).

Case Study 2, from Ethiopia, illustrates how systems thinking (#1) about the integrated potential of the circular economy (#3) applied to the Ethiopian textiles sector can deliver health co-benefits as well as environmental outcomes that provide the incentives for stakeholder support (#2) and behaviour change (#4). Innovations (#5) not only reduce waste in the initial manufacturing phase but also address recycling and pollutants. The complex trade-offs and synergies in the system benefit from a clear theory of change (#1), which can frame learning (#8) and adaptive implementation (#7) with regard to the assumptions described in this case.

Case Study 3, from Thailand, highlights how a comprehensive theory of change (#1) that identifies assumptions, barriers, and enablers for scaling the electric mobility sector can help deliver transformative outcomes (#6). The project identifies explicit behavioural change assumptions (#4) that require validation to achieve scale and transform the electric mobility sector beyond the current baseline. Interest among government stakeholders and policymakers to adopt integrated electric vehicle policies and incentives is one assumption identified in the theory of change. A related assumption focuses on validating the business sector's interest in supporting an increased adoption of electric vehicles. The project recognizes that engaging the right stakeholders (#2) might require incentives to shift behaviours and increase the uptake of the technology (#5).

Whereas Case Studies 1–3 are individual projects, the Global Wildlife Program described in **Case Study 4** is a programmatic approach. It is a good example of how engagement of key stakeholders early on (#2) can be instrumental in overall design and planning and, in fact, drive the process from the outset. The Program's theory of change (#1) and overall strategy also explicitly recognize that changing behaviour (#4) is central to achieving overall expected results and outcomes. At the same time, innovations (#5) in technology and methods, as well as in improved understanding of the social drivers that underpin behaviours, have supported scaling of interventions (#6) beyond the original expectations early in the first phase.

The systematic application of these enabling elements when designing and implementing projects makes it more probable that GEF investments will be rated as successful or highly successful at exit. The targeted changes and outcomes are more likely to be achieved because the risks and barriers and the enablers for implementation will have been explicitly identified.

Some project designers may not currently use all eight elements. However, STAP's observations of project design documents indicate that the **consistent application of the enabling elements can actually reduce the complexity of the design process**, making it easier to document and communicate the planning. It is also likely to lead to better results and less need for later adaptive management and is likely to greatly reduce the risks of poor design and implementation.

Given the complexity, speed, and uncertainty of the global environmental challenges that we face, higher levels of impact and transformational outcomes are vital in the GEF strategy. If these elements are not considered upfront, it will be harder to manage them adaptively later, and changes that were not planned for may undermine the intended outcomes. Most of the eight elements could be readily monitored as early lead indicators of success in GEF investments and hence be potential candidates for Tier 2 metrics in the GEF-8 Results Framework. **This set**

of eight elements distills the enormous depth of experience across the GEF partnership over its 30-year history into comprehensive advice on the key aspects of good project design, underpinning the durability of outcomes and contributing to transformational change.

Table 1: STAP's eight key enabling elements (key papers referenced and found in the endnotes)

1.	**Apply systems thinking approaches and theory of change:** Apply systems thinking to create a rich understanding of **how the system functions**[3,4,5,6] and hence to create a **theory of change**[3] that explains how a set of proposed actions will logically lead to enduring global environmental benefits (GEBs), given certain explicit assumptions.
2.	**Engage the right stakeholders:** Develop **multi-stakeholder engagement**[7] from inception and design through to project completion and beyond, through a stakeholder analysis early in design, considering **power dynamics**, the need for **behavioural change**,[8,9] and the incentives and multi-stakeholder platforms needed to support such change.
3.	**Pursue integrated outcomes:** Explore interactions among GEB areas to (i) achieve **multiple environmental outcomes**,[10,11,12,13] where possible, that maximize synergies and minimize trade-offs among the benefits and (ii) deliver other environmental and socioeconomic co-benefits where these are necessary to engage **stakeholder support** (prerequisite co-benefits) or can be achieved without distracting from the core GEBs (incidental co-benefits).
4.	**Foster intentional behavioural change:** Recognize that most significant interventions, especially if **transformational**,[14] involve changes in **behaviour**,[8,9] in distributional outcomes and in **power dynamics**[8,9] and address these explicitly in project design and implementation rather than leaving them tacit.
5.	**Invest in purposeful innovation:** Take calibrated risks to drive rapid and appropriate **technological** development, new **financing** and **business** models, and significant **policy** and **institutional** changes within a portfolio strategy for diversifying risk and **innovation**[14,15] that emphasizes value creation and GEB outcomes.
6.	**Scale for systems transformation:** Be clear about where incremental as opposed to **transformational change**[3,4,14] is intended, and analyse the barriers and opportunities for scaling towards transformative outcomes, developing a **theory of change**[3] for the process of **scaling**[14,16] that applies relevant **innovations**.[15]
7.	**Ensure robustness to future change:** Scope possible changes[17] in key systems drivers, **including climate change**,[18] to ensure proposed interventions will (i) deliver a resilient response in the face of uncertain futures by applying simple future scenarios, and (ii) be **implemented adaptively**[3] when monitored assumptions of the **theory of change**[3] are not met.
8.	**Support learning with knowledge management:** Develop explicit plans and funding for good quality **knowledge management**,[19] including enduring databases and useful common indicators, applying **monitoring, evaluation, and learning**[3,6] so the knowledge systems gather lessons learned, allow **adaptive management**[3,6] to be applied, and contribute to **scaling** pathways.[3,4,6,14,17]

APPENDIX: FOUR CASE STUDIES

CASE STUDY 1: "PROTECTING AND RESTORING THE OCEAN'S NATURAL CAPITAL, BUILDING RESILIENCE AND SUPPORTING REGION-WIDE INVESTMENTS FOR SUSTAINABLE BLUE SOCIO-ECONOMIC DEVELOPMENT" (PROCARIBE+)

This case study illustrates the links between applying systems thinking to achieve an integrated approach that considers behavioural change and engages stakeholders to identify key co-benefits that allow scaling.

With support from the GEF and the United Nations Development Programme, several Caribbean nations aim to protect and restore the ocean's natural capital. PROCARIBE+ aims to build resilience and support region-wide investments in blue socioeconomic development in the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+).

PROCARIBE+ is specifically designed to (i) continue supporting, upscaling and accelerating the implementation of the United Nations Development Programme–GEF "People Managing Oceans" CLME+ programme; (ii) track and review the implementation progress of regional and subregional strategies and action plans; and (iii) produce the next iteration of the regional strategic action plan by 2025.

The project encompasses several sectors, from unsustainable fisheries, to land-based marine pollution, to the promotion of natural capital and blue carbon. The project targets 44 states and territories. Systems thinking is required to address the ambitious scope in integrating marine and terrestrial landscape at this aspiring geographical and governance scale.

The project identifies links between biodiversity conservation, climate adaptation and mitigation priorities, and livelihoods. Upscaled restoration and conservation efforts for mangroves, seagrass beds and coastal wetlands are starting to evolve in the region as the combination of local benefits (improved livelihoods, fisheries, resilience to external shocks) and global benefits (biodiversity conservation, climate mitigation and climate adaptation) become visible. Countries' interests in blue carbon are growing as the connections are established between coastal and marine natural capital in support of climate change mitigation and adaptation to enhance resilience to shocks.

Stakeholders are identified by component, including a very useful distinction of expected roles and "means of engagement". Once the project begins, collaborative multi-stakeholder approaches will be identified. These approaches, together with systems analysis, can be used to define specific systems, causal pathways (given the large and diverse area) targeting marine and terrestrial sectors, as well scaling opportunities (and ways to address barriers) to achieve regional- and national-level cooperation and governance.

Source: GEF project ID #10800: https://www.thegef.org/project/protecting-and-restoring-ocean-s-natural-capital-building-resilience-and-supporting-region.

CASE STUDY 2: PROMOTION OF CIRCULAR ECONOMY IN THE TEXTILE AND GARMENT SECTOR THROUGH THE SUSTAINABLE MANAGEMENT OF CHEMICALS AND WASTE IN ETHIOPIA

This case study illustrates how systems thinking underpins integration related to the circular economy and can deliver co-benefits that act as incentives important for behavioural change; it also explores adaptive implementation and learning based on a theory of change.

Ethiopia, with support from the GEF and the United Nations Industrial Development Organization (UNIDO), is implementing a circular economy initiative in the textile and garment industry. The project seeks to implement a circular economy approach focused on the sustainable recycling and waste treatment practices for textiles and garments.

Resource-efficient and cleaner production technologies will be applied in the production of textiles, which will improve productivity and reduce waste. Best available techniques (BAT) and best environmental practices (BET) will also be used for the management of persistent organic pollutants.

As a result of a holistic circular economy approach and the application of BAT and BET, the project expects to improve human health and the environment. Greenhouse gas emissions will be reduced, as will open burning of waste, which should improve health and reduce environmental impacts. The project also expects to generate profitable green investment opportunities that contribute economically to targeted stakeholders.

Delivering co-benefits requires designing interventions using systems thinking. Systems analysis enables an understanding of the various environmental elements (e.g. chemicals, air, land, water) and their links with societal elements (e.g. food security, human health and well-being). This type of assessment also assists in identifying trade-offs and synergies between multiple benefits, which could be usefully mapped in a theory of change. Testing, and reframing as needed, the assumptions underlying the application at scale of the circular economy, and of BAT and BET, to generate co-benefits will assist in generating learning from this project. Learning is important for monitoring and evaluating the project's progress towards achieving GEBs and other co-benefits. As such, assigning qualitative and, where possible, quantitative indicators to the co-benefits is important. Learning while the project is being implemented will help identify opportunities for adapting, innovating and scaling.

Identifying the appropriate stakeholders as the project is designed and implemented, and mapping their roles and responsibilities in the theory of change, is important to achieving innovation and transformation along the supply chain of the textile and garment sector. Multi-stakeholder dialogue can help integrate sectors and policies, spread knowledge and learning, manage divergent values, and shift behaviours.

Source: GEF project ID #10683: https://www.thegef.org/project/promotion-circular-economy-textile-and-garment-sector-through-sustainable-management-0.

CASE STUDY 3: ACCELERATING THE ADOPTION OF AND LIFE CYCLE SOLUTIONS FOR ELECTRIC MOBILITY IN THAILAND

This case study illustrates how a transformative goal should be underpinned by a clear theory of change in order to scale innovations, and explicitly consider the behavioural incentives needed for scaling.

With support from the GEF and UNIDO, Thailand aims to address barriers to adoption and scaling up of electric mobility. In particular, Thailand aims to mitigate greenhouse gas emissions from the transportation sector through enhancement of policy and institutional frameworks and through technology demonstrations and deployment.

The project seeks to address barriers to adoption and production of electric vehicles in Thailand. Although Thailand has made steps towards supporting electric mobility adoption, the project focuses on the additional support necessary to increase the rate of adoption and support the decarbonization of the transport sector beyond the existing baseline.

The project's theory of change comprehensively defines assumptions, including barriers and enablers, related to transforming the electric mobility sector in Thailand on both the demand and supply sides. The project identifies the need to test the assumption that there is willingness among government stakeholders and policymakers to adopt integrated electric vehicle policies and incentives. A related objective focuses on enhancing the business sector's interest in electric vehicles. This requires validation that there are interested entrepreneurs who are willing to engage in an "entrepreneurship programme" supported by the project.

The project can have influence over these two objectives by communicating and enhancing policymakers' understanding of the benefits of electric vehicles in reducing greenhouse gas emissions. The use of incentives (financial and non-financial) to encourage use of electric transport also could contribute to an increase in the uptake of the technology. Deployment of renewable energy, battery storage, and optimization of electric vehicle chargers are all considered levers in de-risking the investment in e-mobility solutions, as well as in scaling up the technology beyond the project area (Eastern Economic Corridor) to other countries in South-East Asia.

Source: GEF project ID #10681: https://www.thegef.org/project/accelerating-adoption-and-life-cycle-solutions-electric-mobility-thailand.

CASE STUDY 4: THE GLOBAL WILDLIFE PROGRAM

This case study, at a programme level, shows the importance of (i) early stakeholder engagement to drive the design process, (ii) use of a systems-based theory of change, (iii) design of innovations that can scale outcomes, and (iv) behavioural change.

The Global Wildlife Program (GWP) is a GEF-funded global partnership launched in early 2015 that promotes wildlife conservation and sustainable development by tackling the illegal trade in wildlife. What is unique about the GWP, now in its second phase, is that it grew initially out of the collective interest expressed by a number of GEF recipient countries to tackle this growing problem nationally – presenting an opportunity to scale impact through synergies, collaborative effort and knowledge exchange between countries. A key focus of these efforts is on improving social safeguards, which directly contributes to de-risking investments

A country-led programme stakeholder engagement has been crucial to the GWP's success from the outset and remains a core component of the programme. The GWP focuses on conducting training and capacity-building workshops to ensure the effective exchange of knowledge and expertise between countries, partners and other stakeholders. These efforts are demand driven and tailored to country needs and requests for support and form the basis for regional and global knowledge exchange processes.

Building on the practice of tangibly bringing local communities and indigenous groups directly into planning and implementation, along with the guidance on integrating community participation into project planning, there has consistently been a focus on innovation. The Program leads in the development of new methods and technologies for tracking illegally traded products derived from endangered species. In addition to tackling wildlife poaching and trafficking head on, one of the GWP's main priorities is addressing demand – by raising awareness through targeted campaigns and outreach that directly encourage behaviour change.

Source: https://www.worldbank.org/en/programs/global-wildlife-program.

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