Transformative Change
Acting our way into good life within planetary possibilities

GEF/STAP Session
Metrics for Transformation

27.03.2023

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Zusammenarbeit (GIZ) GmbH

How could the **future** be?

https://www.dezeen.com/2019/06/04/urban-village-project-space10-effekt-sustainable-design-built-environment/

What if all of us would become decentral, resilient and affordable energy producers?

https://en.wikipedia.org/wiki/Energy-plus-building#/media/File:SoSi...SoSchiff_Ansicht.jpg

What if we would build healthy cities around people?

https://www.fastcompany.com/3059264/this-new-car-free-neighborhood-redesigns-suburbia

What if sustainable housing would be a free basic service based on a 100% circular economy?
https://archinect.com/news/article/150170940/a-architects-are-embracing-modular-multi-family-housing

What if economies would be built around wellbeing and resilience in the first place?

…Are we ready for a deep economic transformation?
A wellbeing economy? An economy for the common good?

3 types of change

Paradigm-shift-Ability

Incremental:
More of the same (size, number…), scaling within *same* system

Reform:
Structural change within *same* system

Transformation:
New system, identity, purpose, function, paradigm, narrative, regime, …

Example:
Global Project
Food System
Transformation

Example:

Global Project **Food System Transformation**

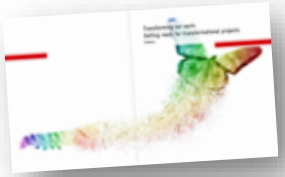
Main Indicators:

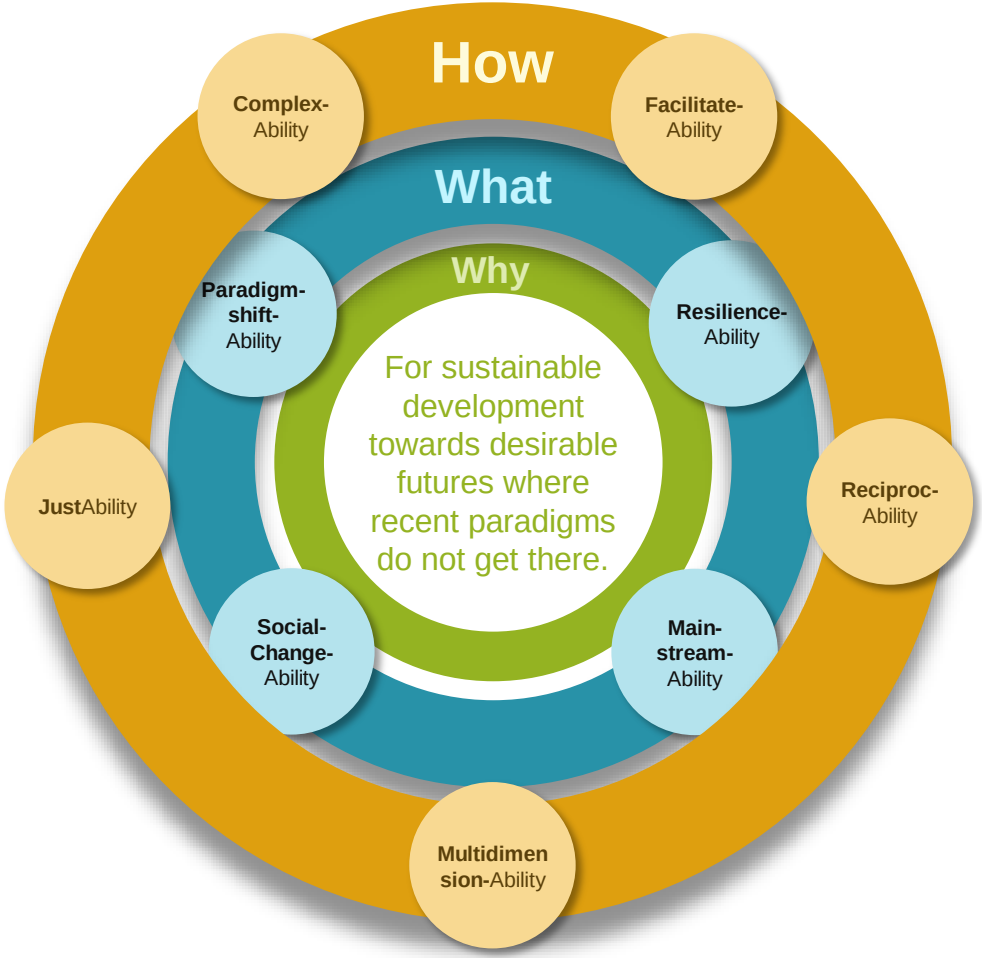
X transformation partnerships develop positively according to **success factors for transformation partnerships**, i.e. they have joint transformation vision, joint progress & impact management system, leadership and action competence, a supporting actor network (success factors compare World Resources Institute).

X% actors of supported transformation partnerships confirm their **positive contribution** to transforming food systems with an example.

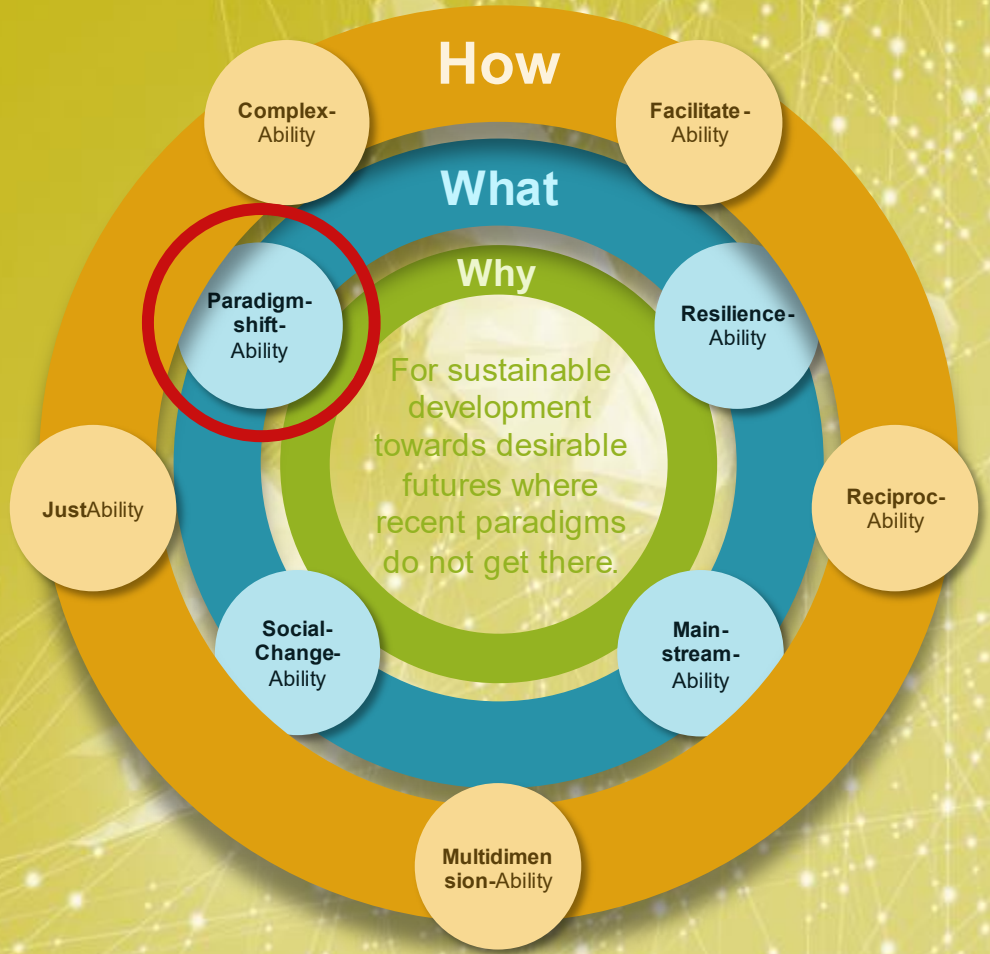
X% **women** in these partnerships confirm that they are empowered (co-benefit for gender transformation) to shape the food system transformation.

TransformAbilities





What **kind of change** required between recent and anticipated future paradigm?



https://cosmos-images2.imgix.net/file/spina/photo/15248/180605-fossilfuel-full.jpg?ixlib=rails-2.1.4&auto=format&ch=Width%2CDPR&fit=max&w=835

Paradigm-
shift-
Ability
…to here.
https://www.uia-initiative.eu/en/energy-transition

http://cdn2.sustainabilitylabs.org/ecosystem-restoration/wp-content/uploads/2014/11/image110.png

Paradigm-
shift-
Ability
…to here.
https://www.dezeen.com/2019/06/04/urban-village-project-space10-effekt-sustainable-design-built-environment/

Which **different transformative visions** do people have?

LOHAS
Lifestyles
Of
Health
And
Sustainability
https://www.springlane.de/magazin/rezeptideen/tapas-platte/
http://cdn2.hubspot.net/hubfs/2370094/How-to-Market-to-LOHAS-photo.jpg

Example agriculture: Some actors may emphasize large scale centralized organic agriculture.

https://www.theguardian.com/environment/2018/jan/20/supermarkets-organic-food-packaging

https://www.agrifarming.in/ecological-farming-benefits-principles-objectives

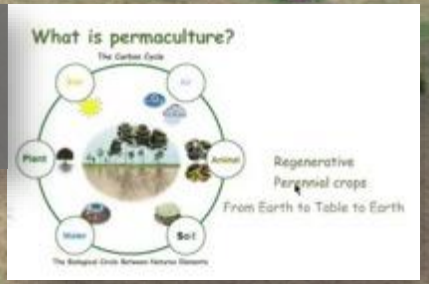
Some emphasize high-tech smart circular production.

https://www.freshplaza.com/article/9209187/smart-glass-greenhouses-are-the-focus-china-s-agricultural-development/

https://nelbanna.com/iot-in-the-smart-greenhouse/

https://daedong-kiol.com/innovation/smartfarm

Some emphasize local work-intensive circular ecological models.



http://www.soz-etc.com/natur/Ldw-perma/d/004g01-hof-Guyer-Bec-Hellouin-F-d/003-permakulturbereich-Luftaufnahme.jpg

Some emphasize own engagement and solidarity models with local farmers.

https://www.cde.unibe.ch/research/projects/solidarity_economy_for_developing_organic_farming/index_eng.html

…or similar models and urban gardening in cities.

https://www.dezeen.com/2019/06/04/urban-village-project-space10-effekt-sustainable-design-built-environment/

We need to move from TINA to TAPAS for people to believe in democracy and become self confident designers of desirable futures

From TINA …

… to TAPAS!

Cluster 1: **Energy Transition**

From...	...to...
Fossile fuels	Renewables
Central production, few producers, many consumers	Decentral production, all producers
Energy production to make profit	Energy as a basic common good, affordable for everyone
Energy loss	Zero energy buildings, coupling...
one-off and random projects	Energy management
Isolated planning and implementation	Participative planning and implementation
...	...

TransformAbilities

New Mainstream?

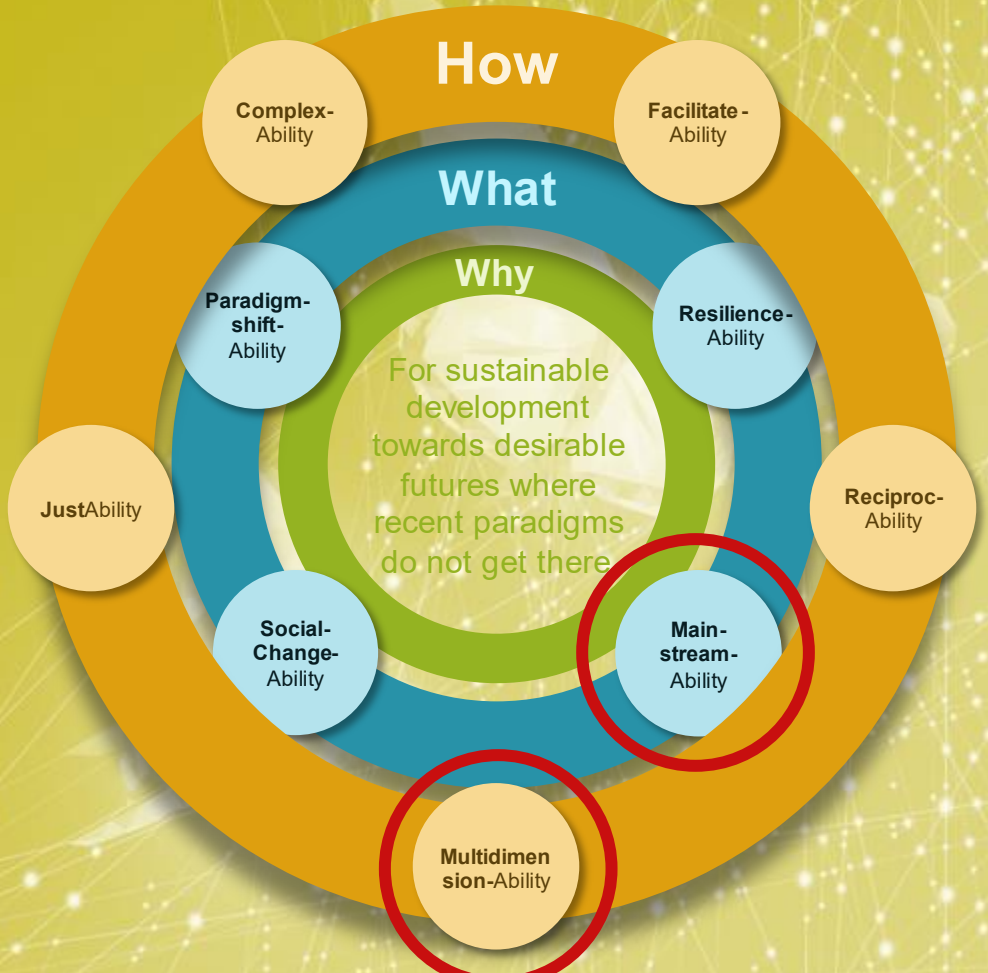
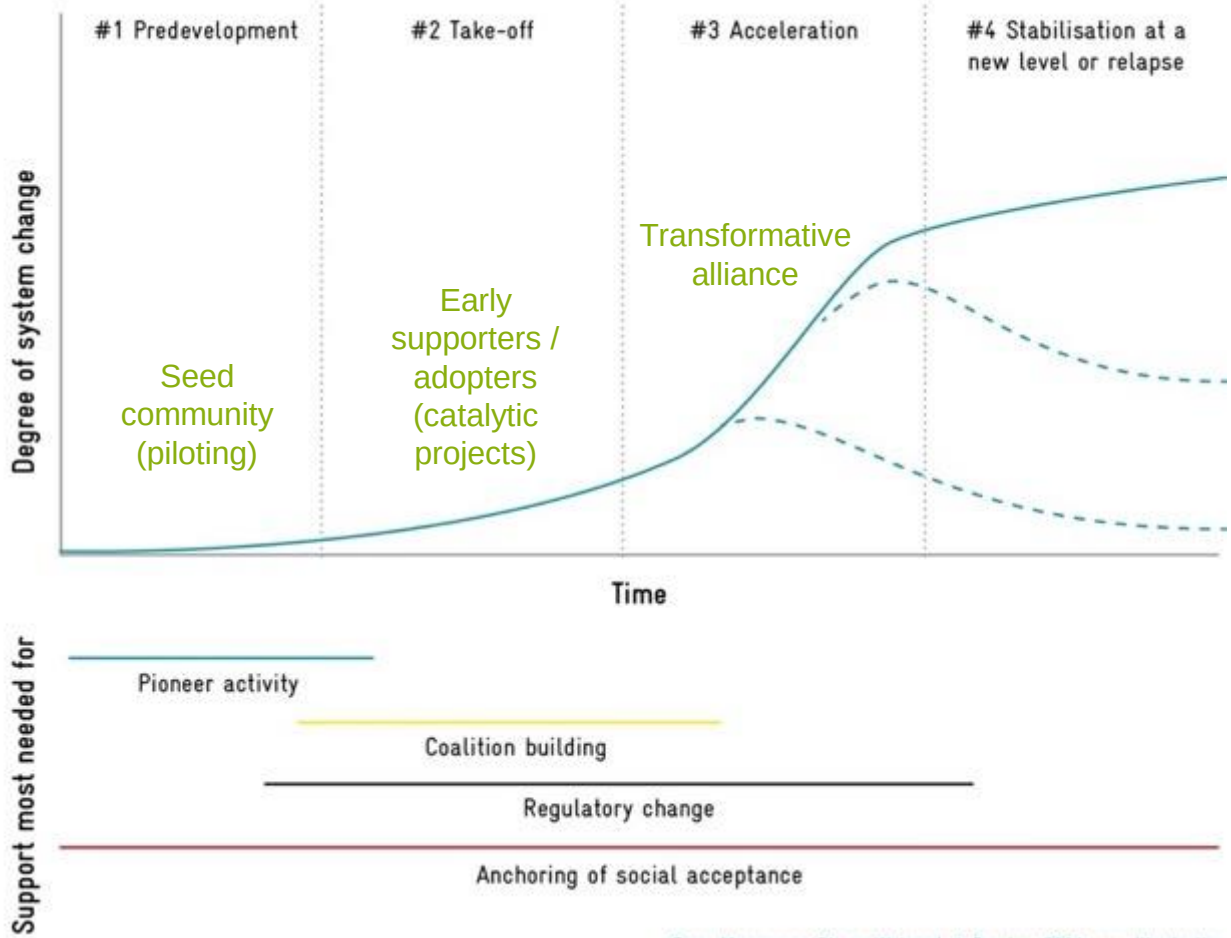


Figure 4: The course of transformations over time



From Mersmann, Olsen, Wehnert, & Boodoo, 2014, own illustration

Main-stream-Ability

Transformation phase and ambition (mainstreamAbility)

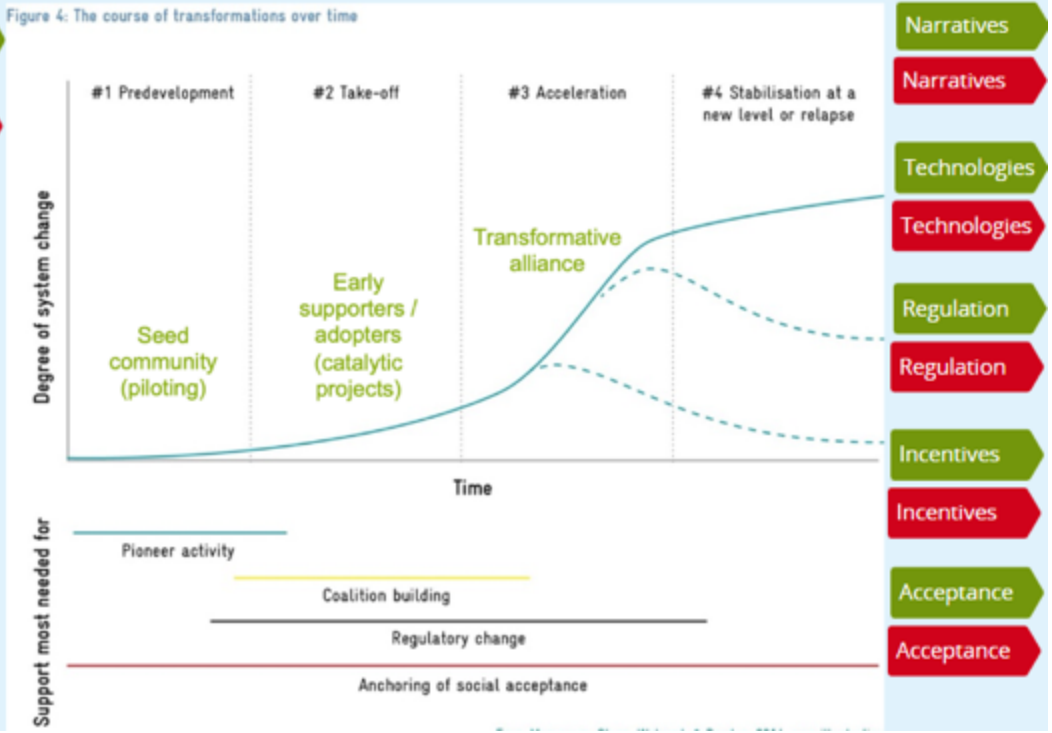
Where do transformative narratives, technologies, policies, incentives, societal acceptance (etc.) stand regarding the development from niche to a new mainstream? (Please feel free to add more detail)

Main-stream-Ability

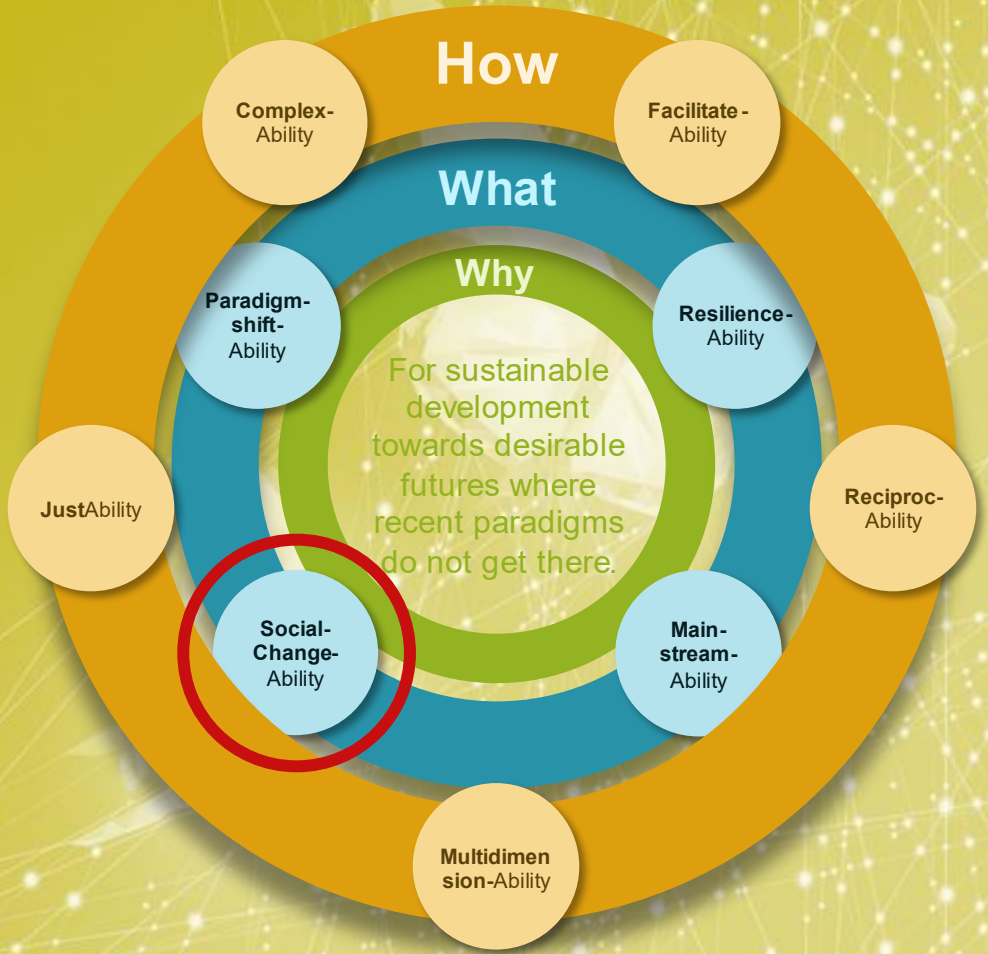
Legend:

Actual level

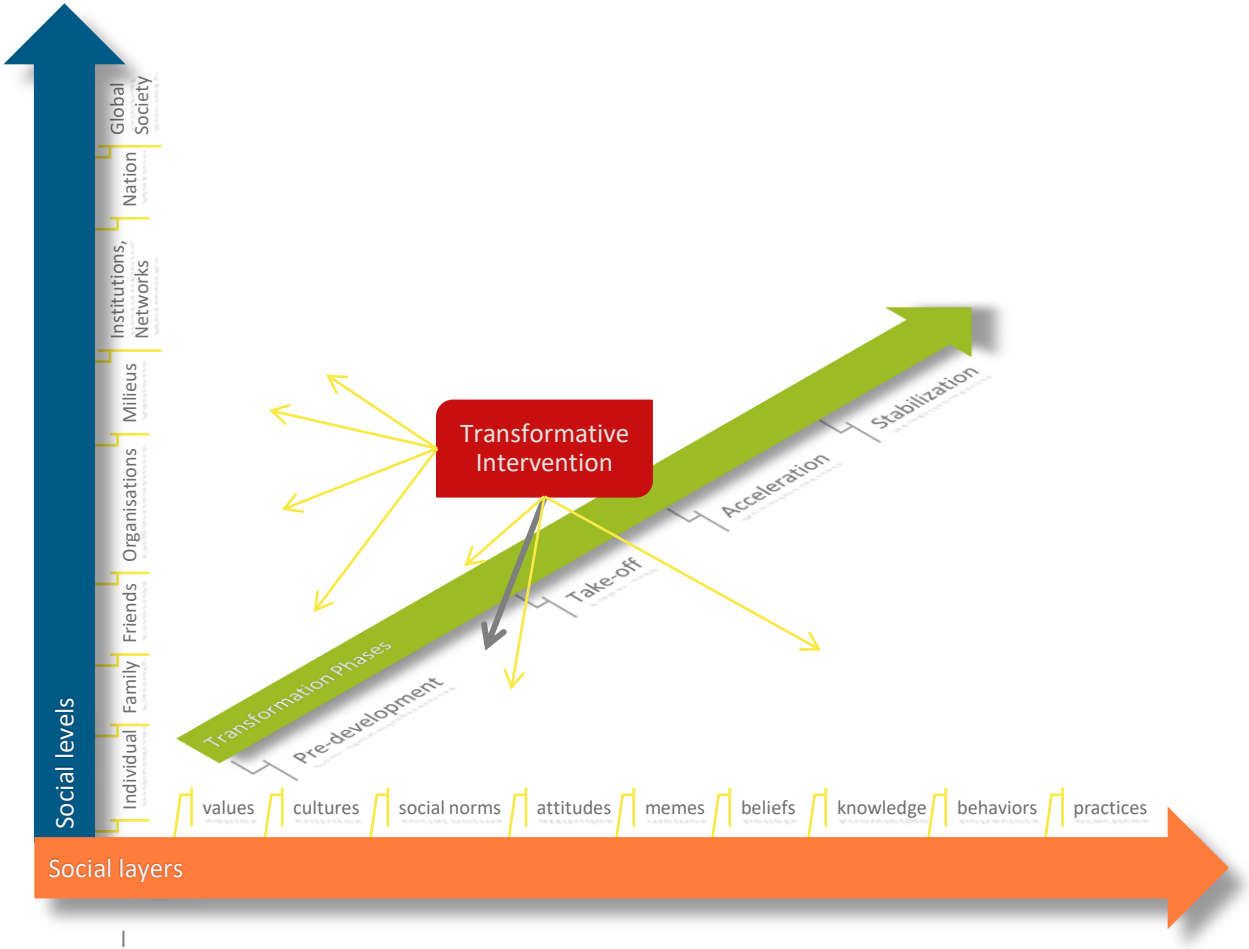
Next step to catalyze



Social Change?



Social-Change- Ability



Actors and ambition of diffusion (multi-dimension- & social-changeAbility)

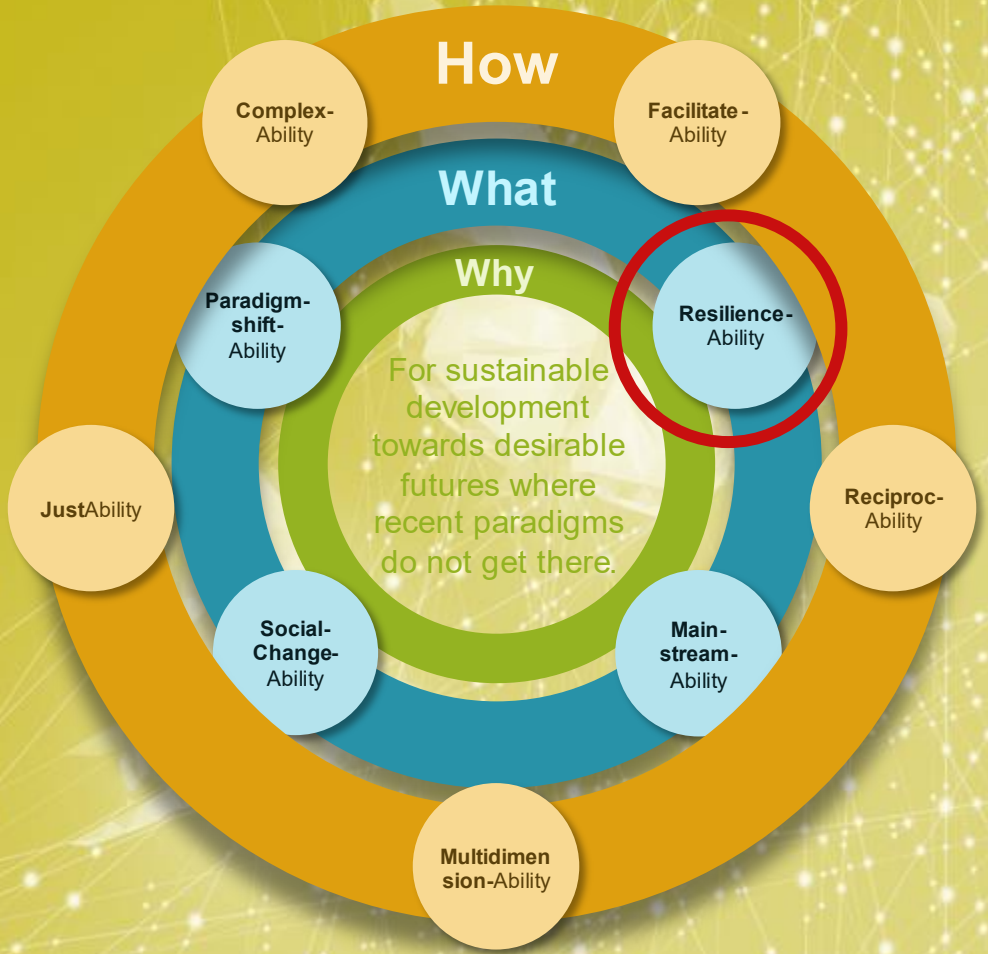
Where does the major drive come from and whom to further engage? (Feel free to also add specific organisations and institutions)

National to local **governments**	We need more action from here	Here we may find next allies	Major drive comes from here
Science, education, think tanks...	We need more action from here	Here we may find next allies	Major drive comes from here
Civil society	We need more action from here	Here we may find next allies	Major drive comes from here
Private sector	We need more action from here	Here we may find next allies	Major drive comes from here
International organizations (UN...)	We need more action from here	Here we may find next allies	Major drive comes from here
Others...	We need more action from here	Here we may find next allies	Major drive comes from here

Multidimension-Ability

Social-Change-Ability

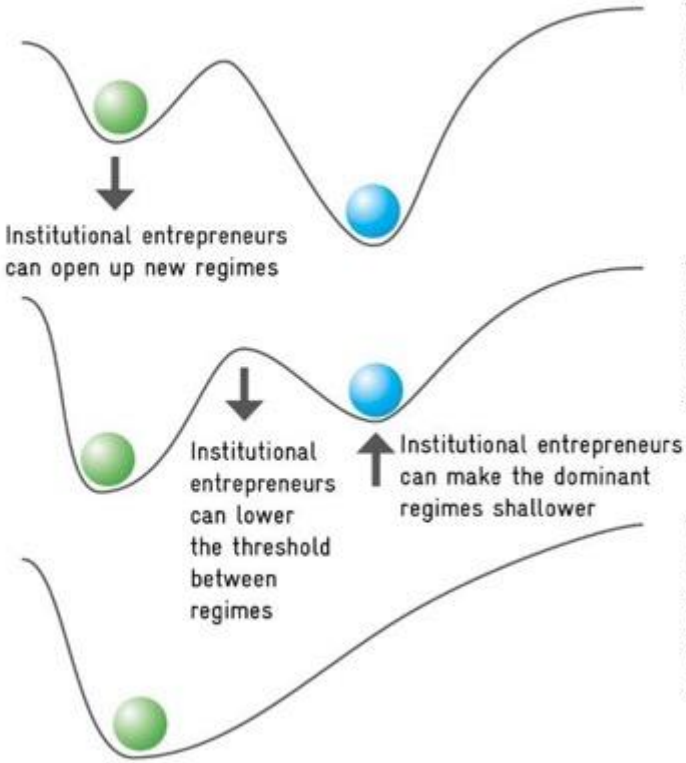
Resilience?


TransformAbilities
How
What
Why
For sustainable development towards desirable futures where recent paradigms do not get there.
Complex-Ability
Facilitate-Ability
Paradigm-shift-Ability
Resilience-Ability
JustAbility
Reciproc-Ability
Social-Change-Ability
Main-stream-Ability
Multidimension-Ability

Catalytic levers & stabilizers for change agents & emerging actors

Resilience-
Ability

Figure 16: Transformation from a resilience perspective



Fundamental, system-changing **decisions**

Legal framework

Institutions/ Organizations / Panels

Subsidies / Taxes…

Finance instruments and flows

…

Technology, infrastructure (dependence)

Research incentives

Social change, education

Social justice, social security, jobs

social contract

…

… emphasizing the role of institutional entrepreneurs (from Westley et al. 2011, own illustration).

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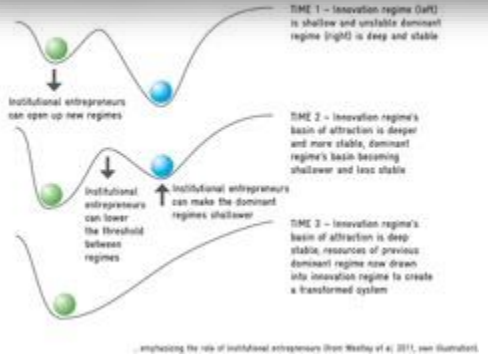
Catalytic levers & stabilizers for change agents & emerging actors

Resilience-
Ability



emphasizing the role of institutional entrepreneurs (from Westley et al, 2011, own illustration)

System **resilience** (reslienceAbility, sustainAbility)

Destabilizing / shifting recent- and strengthening future system elements and new path dependencies (Feel free to add more detail)

	We need more engagement here (now rather old paradigm)	There is genuine action to strengthen this for the new paradigm	This is already working for the new paradigm
Technology, Infrastructure			
System-changing **decisions**			
Research (R&D) Incentives			
Legal framework			
Social change, education			
Institutions/ Organiza / Networks			
Social, **security**, Jobs			
Incentives: Subsidies Taxes...			
Finance Instruments and flows			
Social **contract**			
Others...			

We need more engagement here (now rather old paradigm)

There is genuine action to strengthen this for the new paradigm

This is already working for the new paradigm

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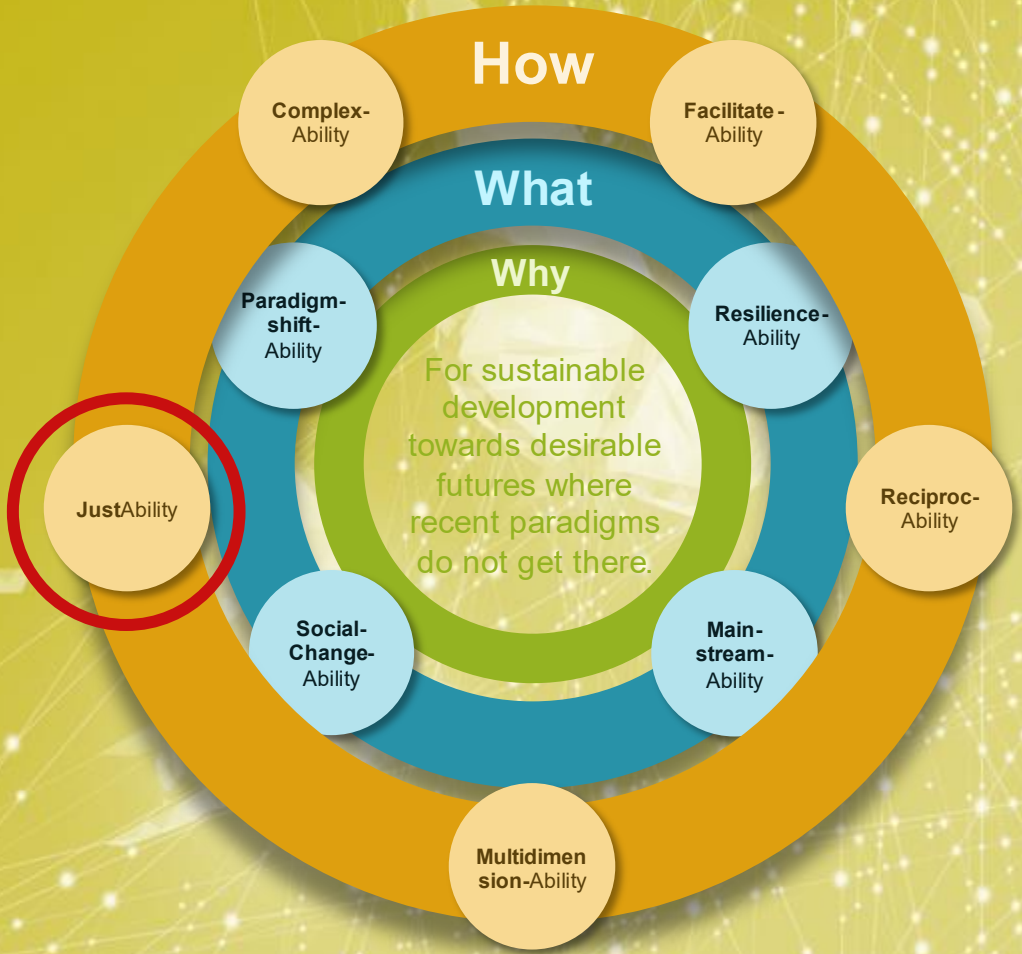
Justice?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JustAbility
Reciproc-Ability
Social-Change-Ability
Main-stream-Ability
Multidimension-Ability

Just transitions?

JustAbility

Actors

- Societal groups/milieus
- Workers
- Consumers
- Minorities
- …
- Rural/Urban
- Generations
- Global

Generic definition:

A transformation which is perceived as ‚just‘
as possible by as many actors as possible and with objective impact on justice criteria like equal opportunities and distributional effects.

Justice

- Distributive justice
- Mutual agreement, social contract
- Subordinate value (utilitarism)
- Equality / Egalitarianism
- Equity / effort
- Equal opportunities
- LNOB
- …
- Responsibility
- Need

Just transitions?

Justice (justAbility)

Ability of the intervention to facilitate a just transition for all relevant actor groups and forms of justice (Feel free to add more specific needs).

JustAbility

Global justice	We need more engagement for this	There is genuine action to take this on board	This is represented well
Generational justice	We need more engagement for this	There is genuine action to take this on board	This is represented well
Participatory justice	We need more engagement for this	There is genuine action to take this on board	This is represented well
Rural/urban justice	We need more engagement for this	There is genuine action to take this on board	This is represented well
Consumer justice	We need more engagement for this	There is genuine action to take this on board	This is represented well
Job/income perspectives	We need more engagement for this	There is genuine action to take this on board	This is represented well
Others...	We need more engagement for this	There is genuine action to take this on board	This is represented well

What does it mean for **how we work**?

Disciplinary base complexity theory: different types of questions

Complex-Ability

Reciproc-Ability

Societal **transformation** is to a large extent very complex.

Complex question:

Learn

Unknown Unknowns

Known Unknowns

Complicated question:

Plan

Chaotic question:

React

Unknowable Unknowns

Known Knowns

Clear question:

Know

Source: About - Cynefin Framework - The Cynefin Co

Complexity (complexAbility, reciprocAbility, facilitateAbility)

Ability of the intervention to cope flexibly with unplannable development

Integrated flexible **governance** (triangle with political authority, funding and implementing agency))	We need other options here beyond the prescriptive planning mode	New modes of working are being tested	There is genuine flexibility, adaptiveness and joint learning
Little **preparation**, early **implementation** in learning mode	We need other options here beyond the prescriptive planning mode	New modes of working are being tested	There is genuine flexibility, adaptiveness and joint learning
Adaptive systemic joint **monitoring and learning**	We need other options here beyond the prescriptive planning mode	New modes of working are being tested	There is genuine flexibility, adaptiveness and joint learning
Flexible joint purposeful **funding**, shared risks and investment in personnel	We need other options here beyond the prescriptive planning mode	New modes of working are being tested	There is genuine flexibility, adaptiveness and joint learning
Flexible joint pooling of **expertise**	We need other options here beyond the prescriptive planning mode	New modes of working are being tested	There is genuine flexibility, adaptiveness and joint learning
Effective **participation** & co-creation	We need other options here beyond the prescriptive planning mode	New modes of working are being tested	There is genuine flexibility, adaptiveness and joint learning

Complex- Ability

Reciproc- Ability

Profile for Transformation Partnerships & Initiatives

Initiative: Change Maker Connect Forums

Short Description

www...

Networking among professional women working in public health, nutrition and food systems to change the economic, political, and institutional imperatives.

Development impacts

Which development goals can't be achieved with the recent mainstream approach (incremental changes) or adjustments to it (reforms)? For what do we need fundamental **transformative change** (new paradigms)?

- Human health, nutrition
- Planetary health
- Inclusiveness
- Fairness
- Resilience
- Access to food (no hunger)
- ...

Transformative vision (paradigm-shiftability)

Food system transformation: The national food system provides healthy and affordable food for all within planetary possibilities.

Paradigm Shift(s) as part of the vision

From...	...to...
Maximum profit with food	Common good impact first
Cheap food incentives	Truth of costs incentives
Self organization of food market	Democratic co-determination
Healthy food as a privilege	...as an affordable citizen right
Instable dependencies	Resilient food supply
Maximum production and waste	Sufficiency and circularity
...	...

Gender Transformation as part of the vision (GenderTransformAbility)

How does the new paradigm at the same time transform gender norms and hence contribute to the gender transformation?

- Change in the perception of gender issues
- Improvement of access to resources*
- Improvement of political and legal representation
- Systemic change and not only short-term changes

*Resources are e.g.: health, education, security, capacity building or development, etc.

Indicators:

- Transformative vision yes/no
- How many of the 'benchmark' paradigm shifts
- Level of acceptance / wickedness (across societal areas) of the vision and paradigm shifts
- Clear articulation of transformation system and levers

Geographical level and ambition (scaleAbility)

International
National
Local

Upgrade communal examples and mainstream to national level

Transformation phase and ambition (mainstreamAbility)

Pre-development | Take-Off | Acceleration | Stabilization

Link niche actors to early adopters and hence support take-off

Actors and ambition of diffusion (multi-dimension- & social-changeAbility)

Where does the major drive come from and whom to further engage?

- **International** organizations (UN...)
- National to local **governments**
- **Science**, education, think tanks...
- **Civil** society
- **Private** sector
- Others:

Indicators:

Perceived and observed

- Relevance, legitimacy, credibility, ownership
- Justice, reciprocity,
- accountability
- joint investment (risk)
- learning effects (transformAbility)
- convening power...

Justice (justAbility)

Ability of the intervention to facilitate a just transition for all relevant actor groups and forms of justice.

- **Global** justice
- **Generational** justice
- **Participatory justice**
- **Rural/urban** justice
- **Consumer** justice
- **Producer** justice
- **Job/income perspectives**
- ...

System resilience (reselienceAbility, sustainAbility)

Destabilizing / shifting recent- and strengthening future system elements and new path dependencies

- **Technology, infrastructure**
- System-changing **decisions**
- **Research** (R&D) incentives
- **Legal** framework
- **Social** change, education
- **Institutions**/ Organizations / Networks
- Social, **security**, jobs
- **Incentives**: Subsidies / Taxes...
- **Finance** instruments and flows
- Social **contract**
- **Others**...

Complexity (complexAbility, reciprocAbility, facilitateAbility)

Ability of the intervention to cope flexibly with unplannable development

- Integrated flexible **governance** (triangle)
- Little preparation, early **implementation**
- Adaptive systemic joint **monitoring and learning**
- Flexible joint **funding**
- Flexible pooling of **expertise**
- Effective **participation** & co-creation

Indicators:

- Transaction & opportunity costs, perceived usefulness of funding for 'deep' accountability
- Reaction / adaptation time (e.g. change offers)
- Level of relationships & principle-based working vs. rules & standardized procedures

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Facilitating transformative visions, ambitions and progress

Transformative project design, quality criteria and indicators

No.	Quality criteria	Indicator	Design / Outcome	Field of transformation	Qualitative/Quantitative	Verifiability	Developing fields of transformation / transformation portfolios: How broadly is the issue, criterion, indicator to be addressed... in the country / countries	in the project	by others	What is still needed?
1										
2	mandatory	essential / Go directly to essential criteria								
3	**Transformative change (transformative relevance)**	This criterion distinguishes transformation from other types of change (incremental change and reforms) and as such serves as a measure of the **relevance** of transformative interventions. Aspects of this may be paradigm shift, (socio-technical) regime change, or a fundamentally new overall narrative.								
4	Transformative change	**Which system** and/or paradigm, socio-technical regime, narrative etc. is to be transformed, e.g. through the intervention and other means, into which fundamentally different system?	Design	Generic / Cross-cutting	Qualitative	Plausible description, classification in existing descriptions of transformations				
5	Transformative change	**Distinguishing characteristics** to what extent does the desired transformation differ from incremental changes (more of the same) or reforms (adaptation of a system), i.e. to what extent does it fundamentally question a system and offer a new one?	Design	Generic / Cross-cutting	Qualitative	Plausible description				
6	Transformative change	System neutrality: If the above points apply only in part or not at all: To what extent is this intervention - at the least - not detrimental to possible future transformative changes (e.g. no investment in institutions, laws, training and qualifications, technologies or infrastructure that ultimately reinforce path dependencies of the carbon-based society?)	Design	Generic / Cross-cutting	Qualitative	Plausible description				
7	**Scaling (transformative ambition)**	Vertical and horizontal scaling of the disruptive innovation across all levels and spheres of society, up to it becoming mainstream and the dominant paradigm. Without this, the disruptive innovation would remain in a niche and would not replace, or only partly replace, the prevailing system. As such, this criterion is an indicator for the ambition of the intervention(s)								
8	Scaling (scope)	What **scope or system levels** being addressed (single technology, law, social norm etc. - small transformation), whole sectors (medium transformation), social spheres (large transformation) or the entire society (great transformation)?	Design	Generic / Cross-cutting	Qualitative	Plausible classification				
9	Scaling (scope)	**Small transformation:** Single technology, law, social norm etc.	Design	Generic / Cross-cutting	Qualitative	E.g. "Single technology XY (small transformation)"				
		Medium transformation:								

TransformAbilities

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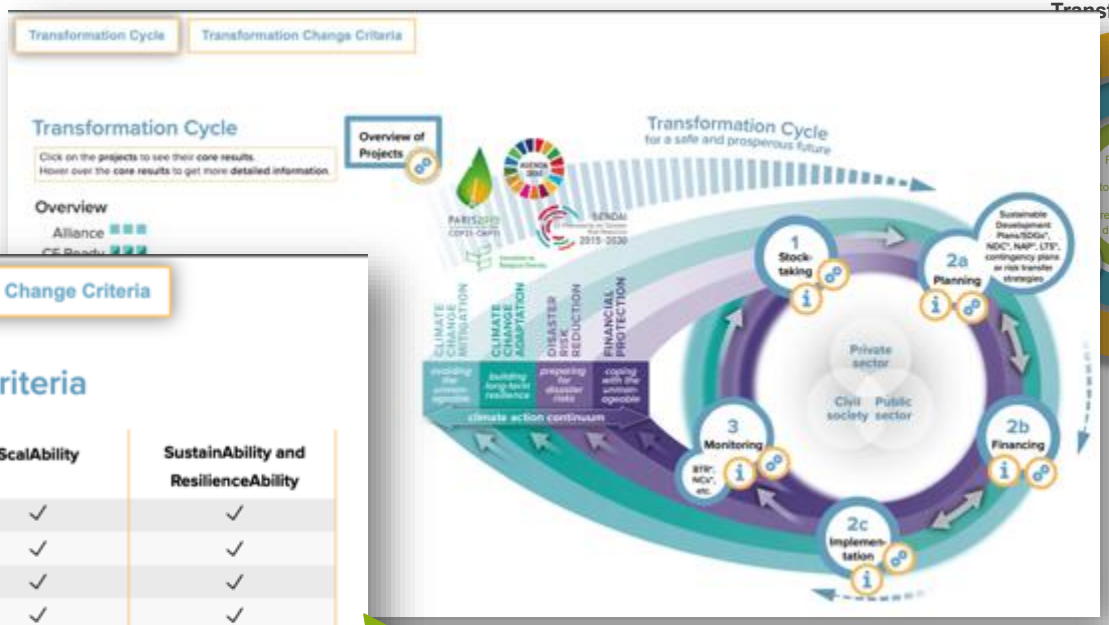

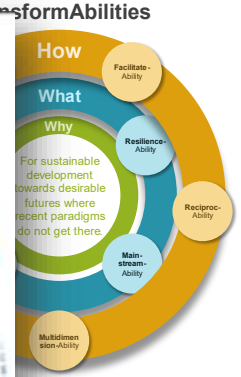

Transformation Cycle | Transformation Change Criteria

Transformative Change Criteria

	Paradigm-shiftAbility	ScalAbility	SustainAbility and ResilienceAbility
Alliance	✓	✓	✓
CF Ready	✓	✓	✓
CPSP	✓	✓	✓
CSI	✓	✓	✓
EbA	✓	✓	✓
GCM	✓	✓	✗
HMI	✓	✓	✓
IGP	✓	✓	✓
L&D	✓	✓	✓
M&E Adapt	✓	✓	✓
NACAG	✓	✓	✓
NDC Assist	✗	✓	✓
SPA	✓	✓	✓
SPtPA	✓	✓	✓

Click on picture in presentation mode for the website

Learning and transformative capacities
From action to learning to competence

Regularly recorded **success criteria** (*relative* progress):

- **Learning progress** (1st to 3rd order)
- **Perceptions** of legitimacy, relevance and credibility, ownership...
- Progress with transformative **visions** and 'tipping potential'
- Jointly defined absolute quantitative and qualitative indicators for progress of transformation as such (e.g. type, share, affordability of renewables, organic local food, circular products…)
- …and its influence at highest goal level (ends like SDGs, social and environmental wellbeing, common good…)

Goals remain focused, indicators adjust.

Rapid learning loops > increasing transformational capacity > exponential impacts over time (compare diffusion of (transformative) innovation curve).

See also *NDC Cluster (2020): Knowledge management - from bottleneck to success factor: Concepts & practical guidance for co-learning systems in international development cooperation* and *Pablo Yangas/DIE (2021): What have we learned about learning? Unpacking the relationship between knowledge and organizational change in development agencies*

Thank You

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Sources:

- GIZ Transformation Publications
- Transformation documents at TOPICS
- Report Economic Transformation
- Innovation project on complexAble tranformation partnerships