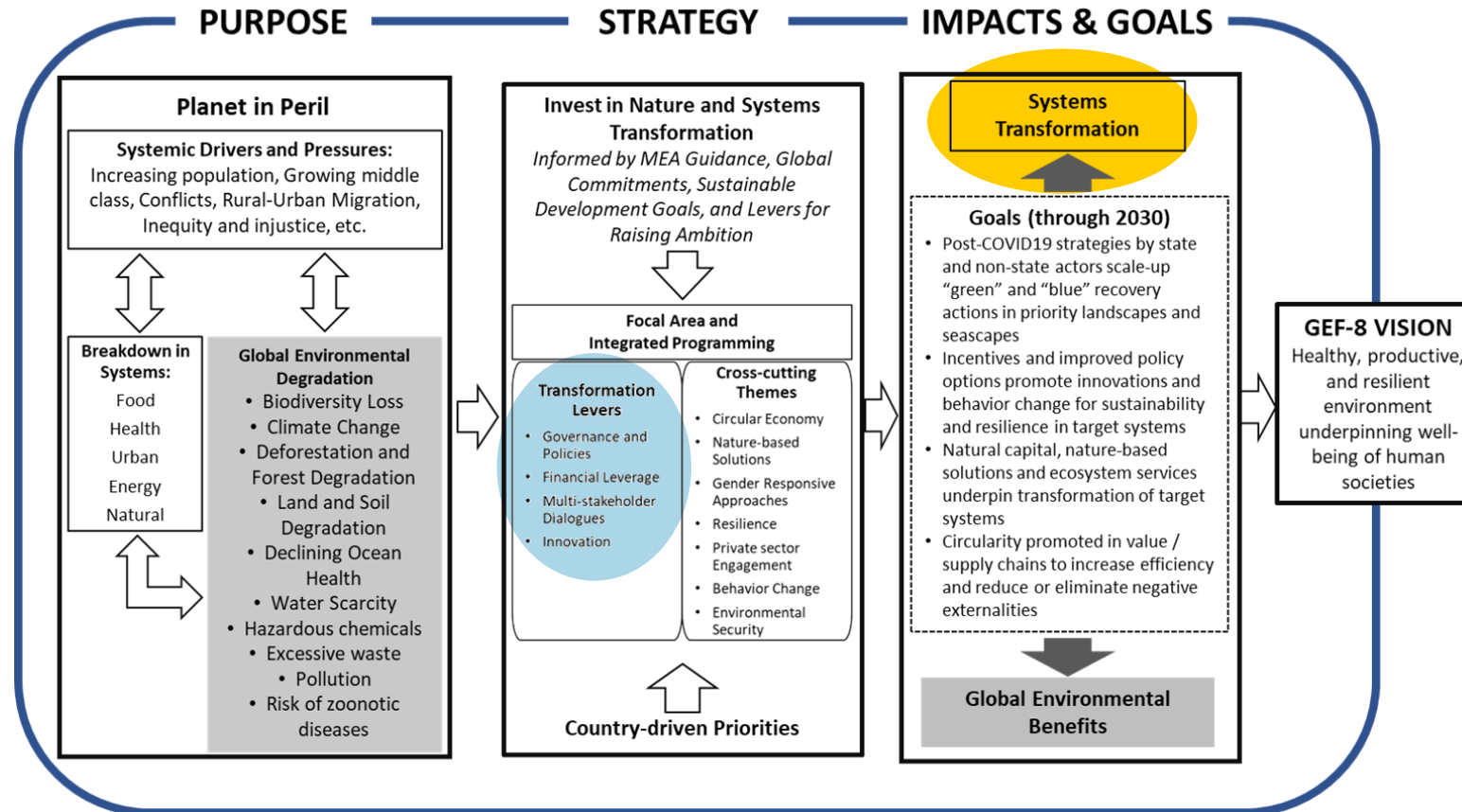


Monitoring and learning about transformation

Mark Stafford Smith, STAP
30th March 2023



GEF-8 – levers for transformational change

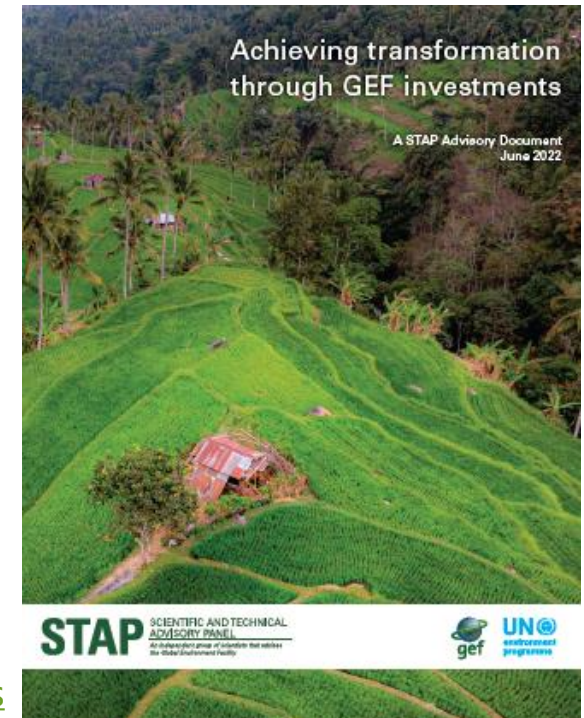


Source: GEF-8 Strategic Positioning Framework

Designing for transformation

A transformative investment should “lead to **enduring change** at a **sufficient scale** to deliver a **step improvement** in GEBs”

1. **Should** this investment be transformative?
2. If so, is its goal **sufficiently** transformative?
3. If so, is the proposed logic for achieving the goal **credible**?

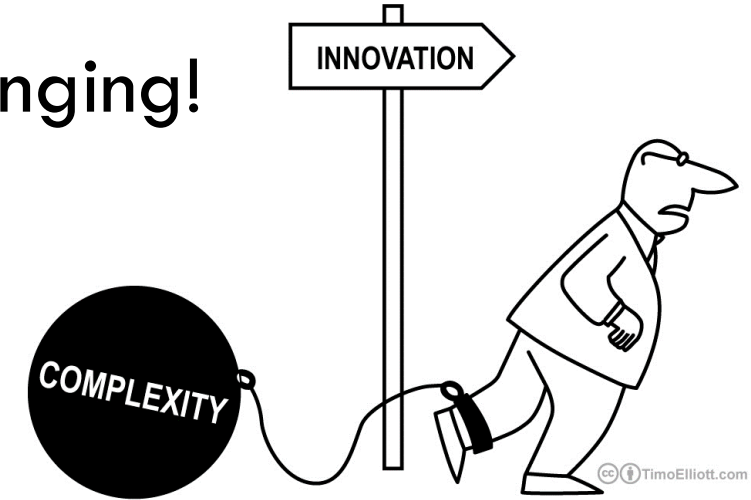
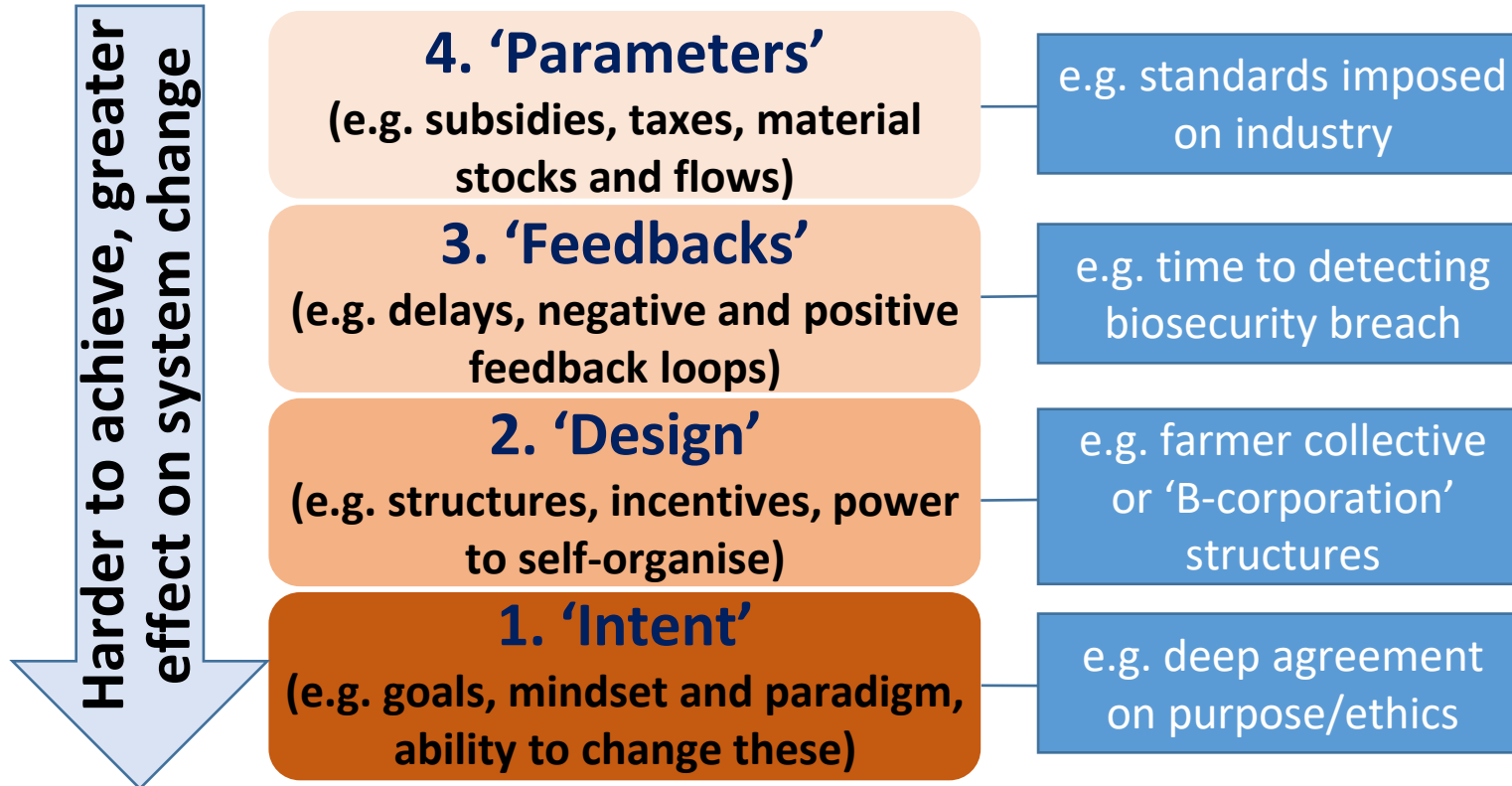


<https://www.stapgef.org/resources/advisory-documents/achieving-transformation-through-gef-investments>

Achieving transformation (at a global level)

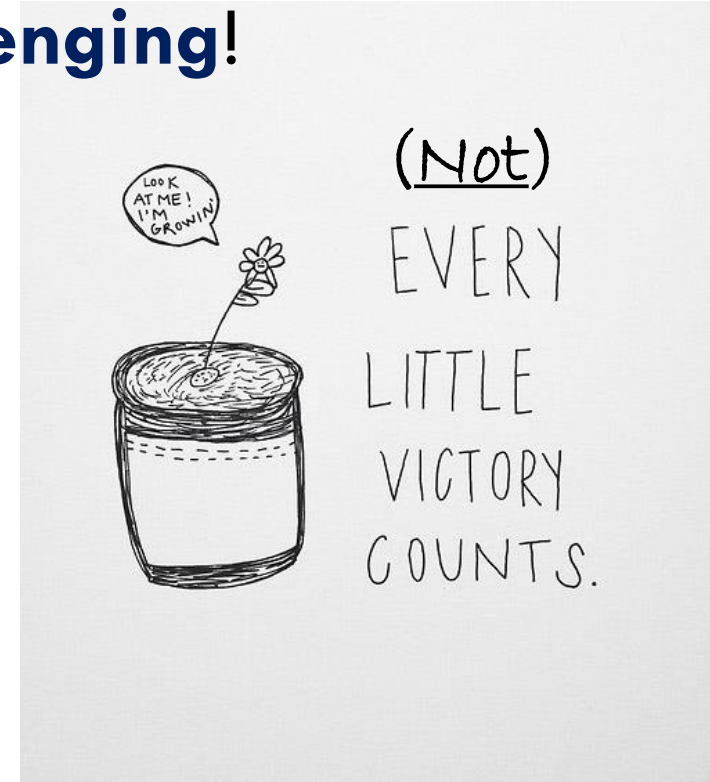
- Real transformation at a global level is challenging!

4 classes of system leverage points



Achieving transformation (at a global level)

- **Real transformation** at a global level **is challenging!**
- **Strong leverage points** are hard to effect
 - but can be preconditioned by many weaker/easier leverage points (**well-targeted ‘small wins’**)
- Need **real transformation ambition** to aim at
 - **Go beyond** replicating and disseminating to **scaling deep and up** – the strong levers.
 - **Set pathways & scaling** towards success, and monitor



Transformation: metrics for learning and adapting

STAP suggests **tracking metrics** in each of the following classes of lead indicators for transformation:

1. Capacity for change
2. Governance and policies
3. Multi-stakeholder dialogues
4. Innovation and learning
5. Financial leverage



1. Capacity for change

Do the organizations or other actors that need to make changes have the capacity to think about and deliver them? (including the project team itself!)

E.g.:

- Capacity to facilitate transformation professionally (↗)
- Degree of integration of different forms of knowledge (↗)
- Number of actors reached (↗), and level of resistance to the need for the change (↘)



2. Governance and policies

Are the changes in values and in policy, legal, and institutional arrangements that are needed for scaling starting to happen, and are measures reflecting the status quo decreasing?

E.g.:

- Degree of dissemination of social norms, memes, narratives, behaviours, etc., up to a global level (e.g. via a value chain) (↗)
- Extent to which the transformation process is capable of proceeding iteratively and adaptively (↗)
- Support for change across multiple levels of governance (↗)



3. Multi-stakeholder dialogues

Are there appropriate forms of support by important stakeholders, including levels of engagement, influence, and learning, while considering vested interests and power dynamics?

E.g.:

- Inclusion of different actors in developing interventions (↗)
- Relative influence of past vested interests (↘) and their level of comfort with the changes (↗)



4. Innovation and learning

Are relevant novel technologies, business models and processes emerging, and are appropriate levels of knowledge exchange and learning occurring among actors who need to deploy them?

E.g.:

- Extent of learning with and among actors (↗)
- Level of demand for novel products outside program participants (↗)
- Level of relevant discourse on the forms of social justice to be addressed (↗)



5. Financial leverage

Is there evidence of appropriate financial resources increasingly flowing in the directions needed (and away from others), particularly from mainstream public and private sources?

E.g.:

- Level of economic incentives (taxes, subsidies, etc.) favouring the new system (↗) vs the old (↘)
- New jobs in the new system (↗) vs jobs lost in the old (↘)



Some take-aways

- **Transformation**, especially for global outcomes, **is challenging!**
 - But there is a growing body of research to support it, both theoretically and practically
 - Investments seeking **transformation** should consider **tracking** some **lead indicators** in each of at least these **5 categories**
 - Actual metrics should be tailored to the context and sectors of concern
 - To **learn and adapt** from these, there must also be **regular evaluation** and **review!**
- Sources and more in STAP's Transformation paper (<https://www.stapgef.org/resources>)
-

Thank you!



Image courtesy of Oma Tafua