



Independent
Evaluation Office
GLOBAL ENVIRONMENT FACILITY

Evaluating Transformational Change

Kseniya Temnenko,
Knowledge Management Officer, GEF IEO

What is transformational change?

Definition

Transformational change is deep, systemic, sustainable change with large-scale impact in an area of global environmental concern.

4 criteria

RELEVANCE

DEPTH OF CHANGE

SCALE OF CHANGE

SUSTAINABILITY

Adopted from IEG. 2016. Supporting Transformational Change for Poverty Reduction and Shared Prosperity.

What are the necessary and sufficient conditions for GEF interventions to achieve transformational change?

Relevance

- Climate Change
- Biodiversity
- Land Degradation
- Chemicals and Waste
- International Waters
- Sustainable Forest Management

Internal Factors

- Quality of implementation
- Quality of execution
- Pre-intervention analytical and advisory activities
- Partnerships with donors

Outcome

- Depth of change
- Scale of change



TRANSFORMATIONAL MECHANISM

*A mechanism to expand and sustain the impact of the intervention
(through mainstreaming, demonstration, replication, or catalytic effects)*



Ambition level and focus (of intervention objectives)

- Depth of change
(market and system focus)
- Scale of change

Contextual Conditions

- Government ownership and support
- Implementation capacity
- Policy environment
- NGO & community participation
- Private sector participation
- Economic and market conditions

Sustainability

- Financial
- Economic
- Environmental
- Social
- Political

156 projects – nominated and screened
30 cases (49 projects) – first review round
13 cases (29 projects) – second review round
8 cases (13 projects) – selected

Uruguay wind energy program

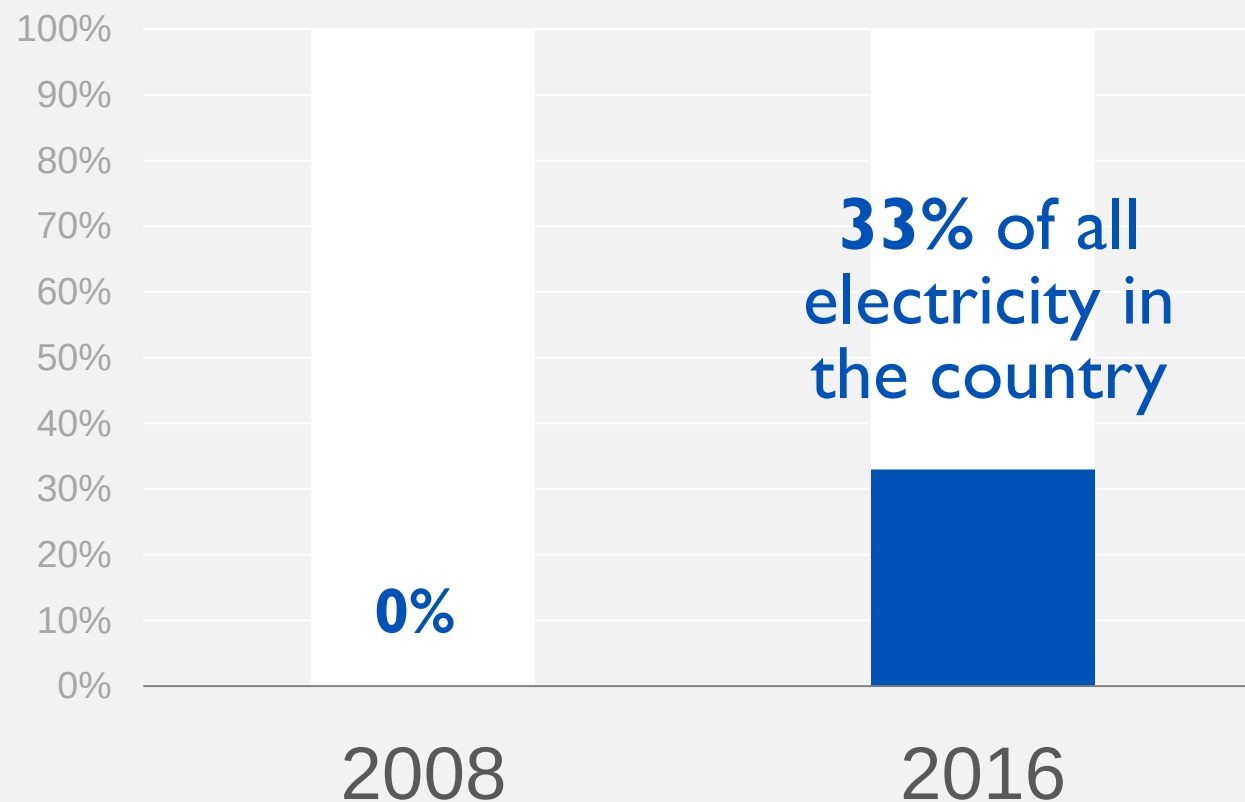
2007 - 2011

National government
\$53,700,000

GEF
\$1,000,000

UNDP
\$35,000

Result Wind power



Uruguay wind energy program

2007 - 2011

National government
\$53,700,000

GEF
\$1,000,000

UNDP
\$35,000

Relevance —

Decreasing greenhouse gas emissions

Depth of change —

System and market-level
(removing barriers to the wind energy market)

Scale of change —

National

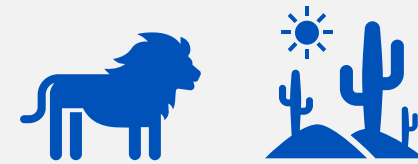
Sustainability —

Credible financial sustainability
of investments;
Prices competitive with those
of the fossil-fueled alternatives

Namibia – Strengthening PA systems and mainstreaming integrated land use

2004 – ongoing;
series of projects

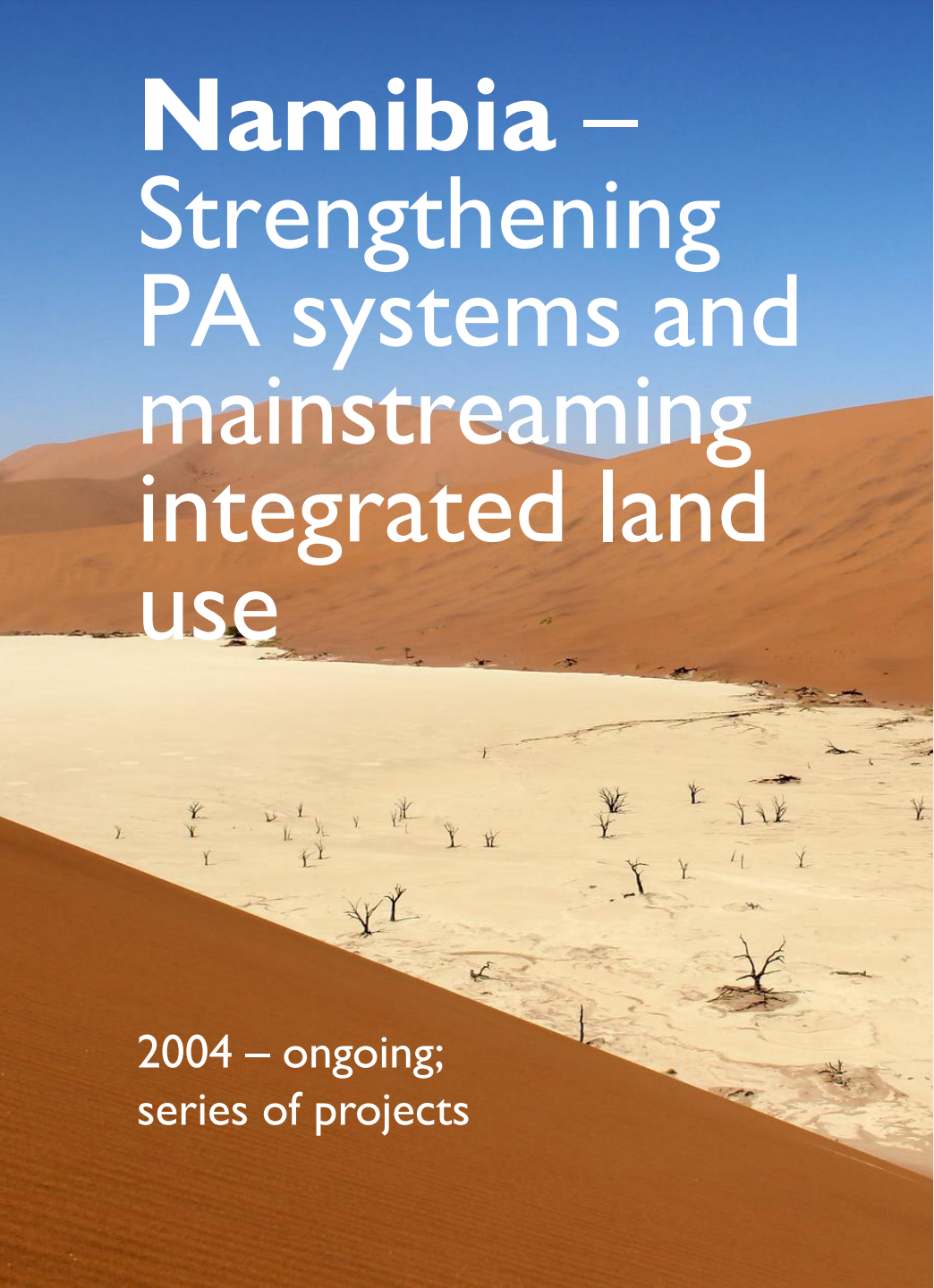
Result



98% PAs improved;

Doubled number of wild dogs,
leopards, cheetahs, lions;

National mainstreaming of landscape
approaches to conservation;



Namibia – Strengthening PA systems and mainstreaming integrated land use

2004 – ongoing;
series of projects

Relevance –

Protecting Namibia's dryland ecosystems and their globally significant biodiversity

Depth of change –

System-level

(increasing management effectiveness of the national PA network; mainstreaming integrated land use for biodiversity conservation and economic improvements)

Scale of change –

National

Sustainability –

Increase in budgetary allocations for PA management;

Use of market-based instruments

(concessions, park entry fees);

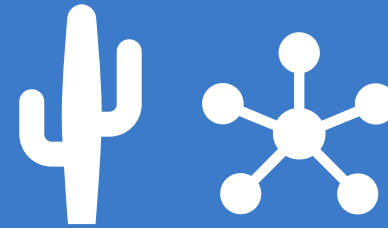
However need to mobilize additional resources

Depth and scale of project objectives



Market Focus

Aiming to transform markets associated with global environmental benefits



System Focus

Aiming to transform system components that affect the environment
(economy, public sector, private sector, community)

Transformational mechanism

A mechanism to expand and sustain the impact of the intervention

Mainstreaming

**Demonstration
and replication**

Catalytic effects

Internal factors

Quality of implementation and execution

Pre-intervention activities

Donor partnerships

External factors

Government ownership and support

Implementation capacity of local institutions

(other than the main executing agency)

Adequacy of the policy environment

Civil society and local community participation

Private sector participation

Economic and market conditions

OUTCOMES

Depth and scale

Sustainability

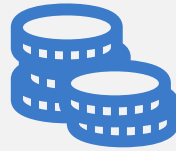
Success factors for transformational change



Clear ambition in design



Addressing market and system changes through policies



Mechanisms for financial sustainability



Quality of implementation and execution



May be achieved by projects of different size

A transformative multifocal area program

Case study

Sustainable Land and Ecosystem Management Partnership PROGRAM (SLEM), India

OPPORTUNITIES FOR IMPROVEMENT

Encourage strong government ownership at multiple administrative levels

Requires private sector involvement, and market transformation for sustaining positive impacts

Consider climate risks in design and management of land degradation initiatives

A transformative multifocal area program

Case study

Sustainable Land and Ecosystem Management Partnership PROGRAM (SLEM), India

RESULTS – WHAT WORKED

Adopted a multipronged and tailored approach – multifocal, multiple agencies, and diverse context, and issues

Promoted participatory and inclusive approaches to decision making

A transformative multifocal area program

Case study

Sustainable Land and Ecosystem Management Partnership PROGRAM (SLEM), India

RESULTS – WHAT WORKED



SLEM-MP focused on rehabilitation of degraded bamboo forests



SLEM-U targeted 20 micro watersheds while working with Van Panchayats



SLEM-N sustainable shifting cultivation through participatory planning

A transformative multifocal area program

Case study

Sustainable Land and Ecosystem Management Partnership PROGRAM (SLEM), India

RESULTS – WHAT WORKED

Delivered multiple environmental and social benefits

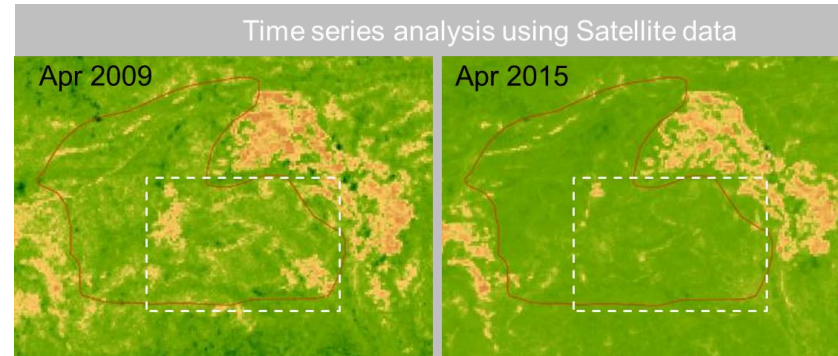
Promoted sustainability and scaling-up of good practices

A transformative multifocal area program

Case study

Sustainable Land and Ecosystem Management Partnership PROGRAM (SLEM), India

RESULTS – WHAT WORKED



SLEM-MP helped improve vegetation cover; vegetation index (NDVI) increase by 10% 2009-15; significant improvement inside project area than outside.



SLEM-U helped reduce fire-affected areas by 61 percent



SLEM provided livelihood benefits, supported land rights and tenure reforms, and gender equality